





## **Strong Roots: Building Economically Stable Families Mobilization Plan**

### **I. Introduction**

All families have strengths and the desire for their children to succeed. As a community, we all share a stake in the economic well being of children and young families. Given the disparities made clear by studies of our racial demographics, a central and urgent story of poverty in Dane County is about racial inequities and lack of opportunity for people of color. Poverty exacts a toll on children's mental and physical health, educational achievement and ultimate earnings as an adult. The opportunity for children to realize their full potential is affected by the economic stability of their families. The ability to provide decent housing in safe neighborhoods with access to good schools, to obtain health care and to provide healthy meals has a direct bearing on their children's well being. Research demonstrates that the long-term costs of living in poverty to both individuals as well as the larger community are significant; estimates of the cost of child poverty alone in Wisconsin reach \$7.2 billion<sup>1</sup>. Strategies to assist families on their pathway out of poverty must be aligned to address disparity and create equity.

The main challenge of any discussion on solutions to poverty is the vastness of the topic. Even with our focus on young families, we are challenged to wrap our collective arms around it. Yet, the Delegation accepted and met this charge. This report briefly describes the causes and barriers presented by poverty for children and their families. We provide background on policies and programs that are working elsewhere outside of Dane County as well as current Dane County based strategies that are successful and need added capacity to grow their impact. Finally, we present recommendations for moving the community forward in four main areas: (1) employment; (2) housing; (3) early childhood development; and (4) coordination of services. Detailed background data and information relevant to these findings can be found in appendices as referenced.

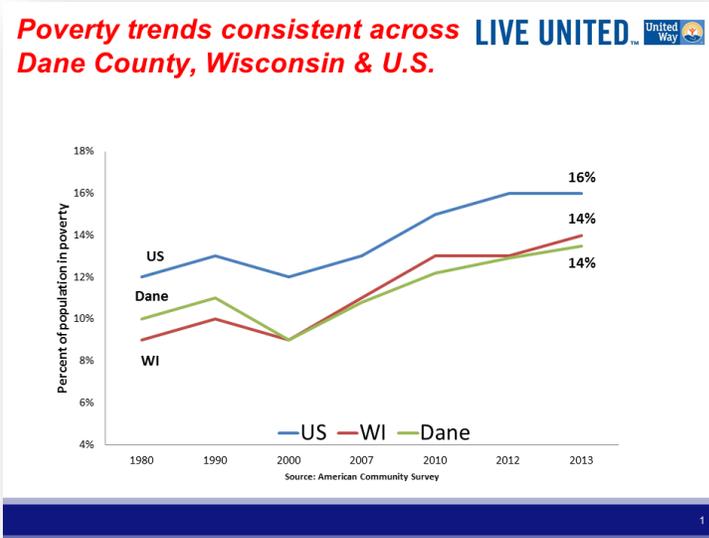
**In the fall of 2014, United Way convened a group of community leaders and formed the Delegation to Increase Economic Stability for Young Families. The Delegation's charge was to research and determine local approaches and strategies that we can deploy to (1) decrease the number of young families with children who are living in poverty in Dane County and (2) specifically address barriers for children and families of color in our community.**

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<sup>1</sup> Lori Pfringt, "the cost of Poverty /state by State."

## II. Poverty in Dane County.

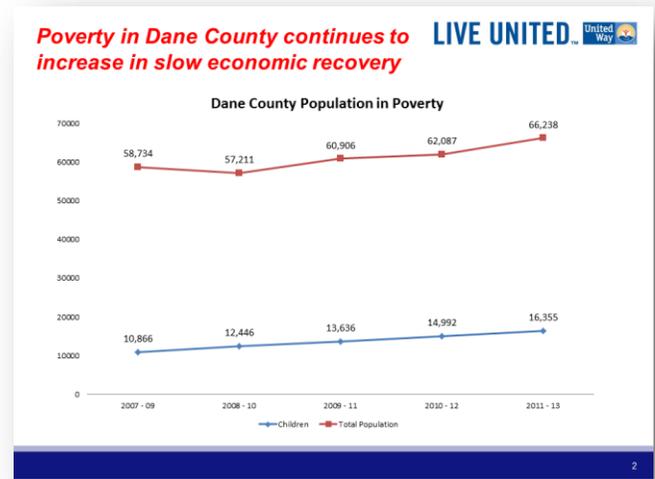
Despite significant reductions in poverty nationally as a result of President Johnson’s 1965 War on Poverty, which increased supports for vulnerable people ably assisted by a robust growing economy, the past several decades have not seen ongoing and steady declines in poverty. Since the recent Great



Recession’s economic decline, one in eight of our neighbors (and nearly one in six children) is living in poverty in Dane County - that’s an annual income of less than \$23,624 for a family of four. A study by the Brookings Institution shows a 46% increase in poverty between 2000 and 2008-12 in the Madison Metro area alone<sup>2</sup>. In 2014, 16% of Dane County children (17,297) lived in poverty and 69,507 county residents in total (13.9%) lived in poverty. Perhaps even more alarming is the increase in the percentage of children living in extreme poverty (50% Federal

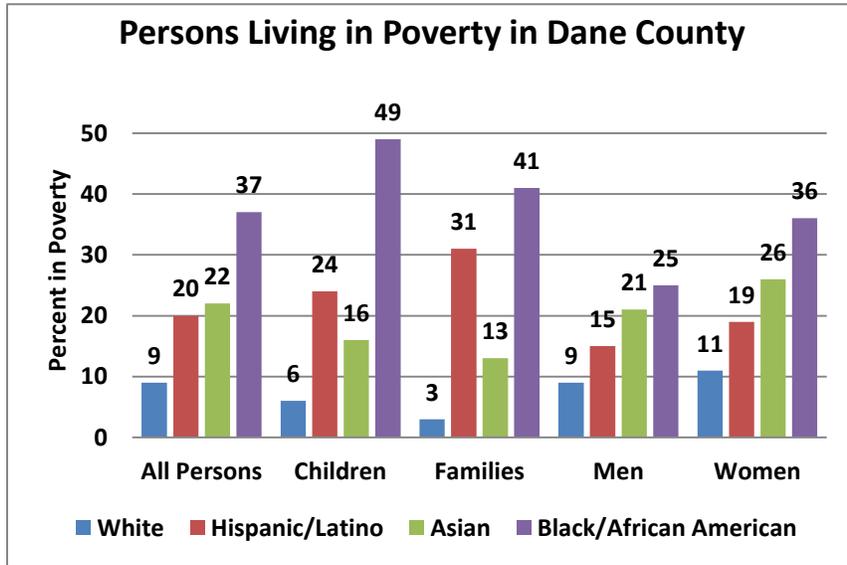
Poverty Level). 6,695 children lived in families with incomes below \$11,775 annually. Children and families of color are significantly overrepresented in these startling numbers.

Racial disparities in poverty, both nationally and in Dane County, are pervasive and historic. Discriminatory public policies of earlier decades, continuing public policies that favor the most economically advantaged, the ability of families to transfer wealth between generations, employment trends, investments and marriage rates all contribute to disadvantage based on race. In 2013 and in 2015, the Wisconsin Council on Children and Families published a report specifically on the disparities in outcomes based on race in Dane County. In addition, recent reports by both Annie E. Casey Foundation as well as the Center on Wisconsin Strategy indicate a disparity in outcomes between people of color and white people in several indicators of well being<sup>3</sup>.



<sup>2</sup> <http://www.brookings.edu/research/interactives/2014/concentrated-poverty>

<sup>3</sup> Annie E. Casey Foundation, Race for Results, <http://www.aecf.org/m/resourcedoc/AECF-RaceforResults-2014.pdf> & 2014.pdf COWS - State of Working Wisconsin 2015, <http://www.cows.org/the-state-of-working-wisconsin-2015-facts-figures>



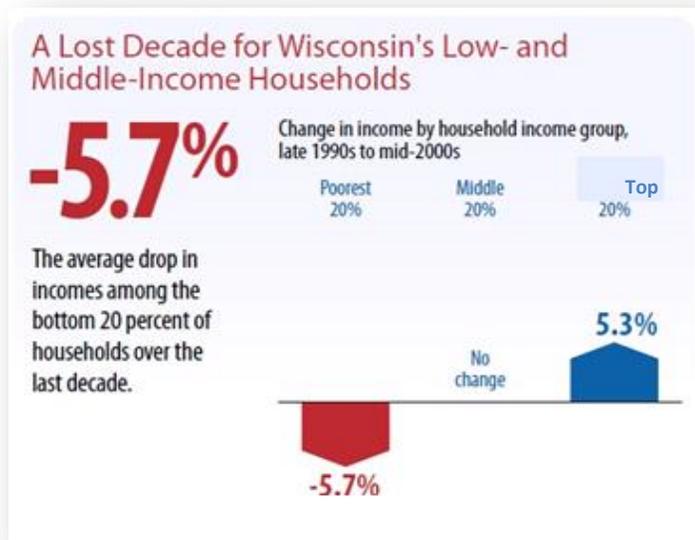
In almost every indicator of child well being in Dane County, significant disparities exist between children of color and white children. Poverty is no exception. While annual data is not reliable due to small population sizes in our county, five-year data from the Census Bureau reveals that 49% of Black children live in families in poverty, 24% of Hispanic children and 6% of white children. Family composition also matters. Children in single mother headed households are

significantly more likely to be living in poverty (41% in single mother families vs. 4% for married couple families)<sup>4</sup>.

Data Source: ACS 2008-2012

### Wisconsin Families hit hard during the Great Recession are still struggling.

Recent studies demonstrate that Wisconsin has not recovered from the recession as well as our neighbors. A recent study by Pew Charitable Trust indicates that a greater percentage of Wisconsinites have fallen out of the middle class than anywhere else in the country. The study reveals a 5.7% decline in the percentage of families considered middleclass from 54.6% in 2000 to 48.9% in 2012.<sup>5</sup> The Wisconsin Poverty Report shows that poverty rose despite growth in jobs. This job growth has been limited to the service sector with low wage employment, uncertain work schedules, and part-time work. Poverty rates for Dane county remain at levels much higher than prior to the recession. The growth in child poverty has been accelerated by Wisconsin's poor economic growth. A 2013 report by the Federal Reserve shows that the rate of Wisconsin's recovery from the Great Recession lags significantly behind other states across the Midwest and the United States.



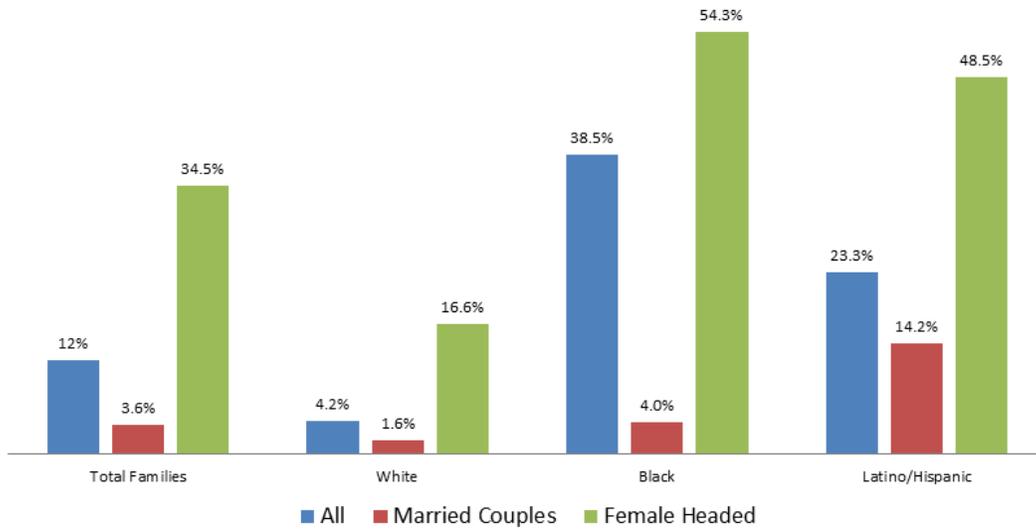
<sup>4</sup> US Census Bureau, American Community Survey, table#S1702

<sup>5</sup> The Pew Charitable Trusts, Stateline, <http://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2015/3/19/the-shrinking-middle-class-mapped-state-by-state>

**Single-parent households most likely to be in poverty for all race/ethnicities**



**Poverty by family structure in Dane County**



**The wealth gap actually increases the odds of remaining in poverty.**

Extremely poor families in Dane County, as in the rest of the country, were the first to be hit by the Great Recession, and they are the last to see any improvement. The Economic Policy Institute’s “Pulling Apart”<sup>6</sup> reports that from the late 1990s to the mid-2000s, the bottom 20% of Wisconsinites actually lost 5.7% of their income while the middle 20% saw no change and the top 20% reported an increase of 5.3%. While Dane County is experiencing a faster recovery than the rest of Wisconsin, there remains a widening gap between upper and middle and lower income families.

<sup>6</sup> Economic Policy Institute, Pulling Apart, <http://www.epi.org/publication/pulling-apart-2012/>

**Dane County is a costly place to live.** The Massachusetts Institute of Technology (MIT) has calculated living wage for all counties in Wisconsin. The chart below illustrates the required annual income by family size necessary to live in Dane County.

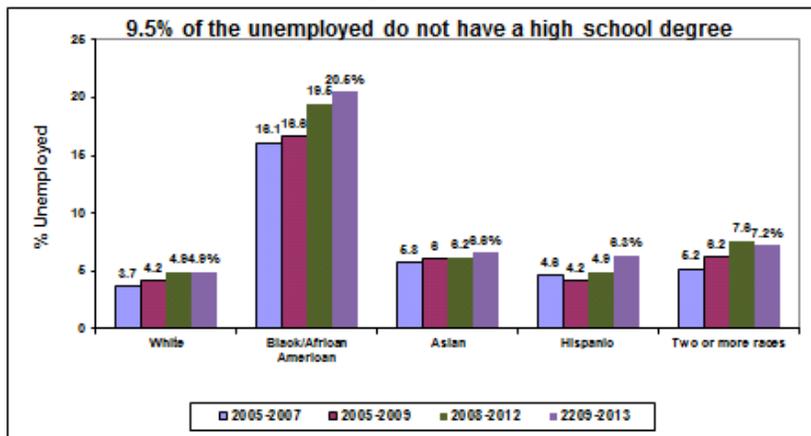
Cost of living in Dane County			
Annual Expenses	1 Adult 1 Child	1 Adult 2 Children	2 Adults 1 Child
Food	\$4,553	\$6,849	\$7,047
Child Care	\$8,284	\$16,108	\$8,284
Medical	\$5,727	\$5,516	\$5,516
Housing	\$10,776	\$10,776	\$10,776
Transportation	\$8,320	\$9,589	\$9,589
Other	\$3,699	\$4,046	\$4,046
<b>Required annual income after taxes</b>	<b>\$41,359</b>	<b>\$52,884</b>	<b>\$45,258</b>
Annual taxes	\$7,180	\$9,181	\$7,857
<b>Required annual income before taxes</b>	<b>\$48,538</b>	<b>\$62,065</b>	<b>\$53,115</b>

Source: MIT <http://livingwage.mit.edu/counties/55025>

**Dane County Wages and Employment.**

While the above chart shows the amount of money a family would need to be able to live adequately in Dane County, many families in our community are not earning this amount of income. Wisconsin's current minimum wage is \$7.25 an hour, which is the same as the Federal minimum wage. Over the recent years, there has been a lot of debate over raising the minimum wage from \$7.25 to \$10.10 an hour. Now, much of the conversation in communities all over the

**African Americans experience unemployment at 4X that of whites in Dane County**



Data Source: US Census American Fact Finder 2009-13 5 year estimate

United States has changed to raising the minimum wage to \$15 an hour (which is \$31,200 before taxes for a 40-hour work week). A recent report by the Center on Wisconsin Strategy (COWS) reports that, "Poverty wage in 2014 was \$11.55 per hour. Below this wage a worker cannot keep a family of four (2 adults, 2 children) out of poverty, even with full-time, year round work"<sup>7</sup>.

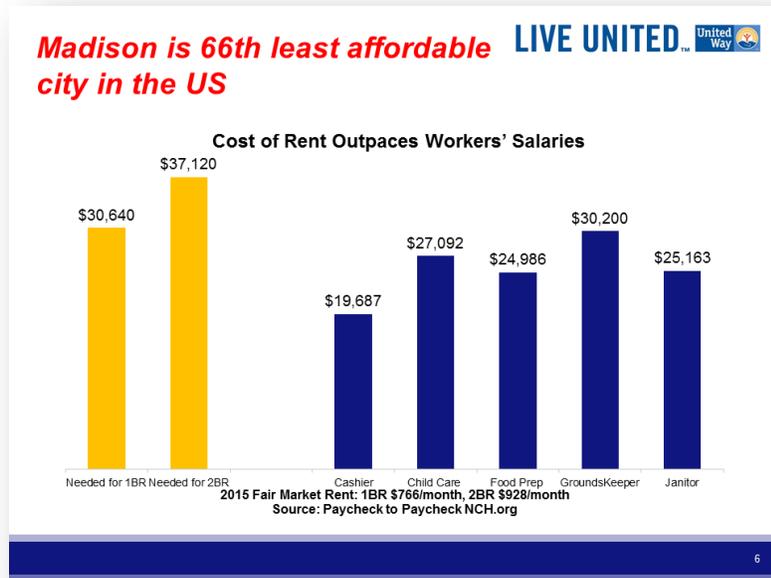
Depending on the industry and occupation, employee wages vary from the minimum of \$7.25 an hour to over \$20 an hour. According to the State of Working Wisconsin 2014, produced by COWS, Wisconsin's highest median wage industries are construction and public administration. Both of these industries report hourly wages of \$21.70 (\$45,136 before taxes) and \$21.12 (\$43,927 before taxes). At the other end of the employment spectrum, we have leisure and hospitality jobs paying a median income of \$9.12 an hour or roughly \$18,970 a year before taxes<sup>8</sup>.

Occupational Title	Change	Typical Education and Training Path	Median Wage
Personal and Home Care Aides	1,540	Short-term OJT	\$ 10.84
Registered Nurses	1,510	Associate or Bachelor's	\$ 31.97
Home Health Aides	1,300	Short-term OJT	\$ 11.30
Combined Food Preparation and Serving, Including Fast Food	1,190	Short-term OJT	\$ 8.05
Customer Service Representatives	940	Moderate-term OJT	\$ 15.07
Nursing Aides, Orderlies, and Attendants	720	Vocational training	\$ 12.39
Human Resources, Training, and Labor Relations, All Other	470	Bachelor's degree	\$ 19.91
Network Systems and Data Communications Analysts	460	Bachelor's degree	\$ 30.88
Preschool Teachers	390	Bachelor's degree	\$ 10.39
Computer Software Engineers, Applications	370	Bachelor's degree	\$ 35.76

Getting a job is an issue for far too many people in Dane County. For individuals of color, getting a job is unfortunately even more difficult than for others. African Americans have the highest disparities in our community. As the chart above shows, the unemployment rate in Dane County is as follows: African American (20.5%); Asian (6.6%), Hispanic (6.3%) two or more races (7.2%) and white (4.9%). Dane County employers in particular can demand a higher level of both education and experience as there is an ample pool of highly skilled potential employees in the county.

<sup>7</sup> State of Working Wisconsin 2015 Facts and Figures - COWS Building the High Road by Laura Dresser and Joel Rogers with Javier Rodriguez and Siying Fu

<sup>8</sup> Center on Wisconsin Strategy State of Working Wisconsin 2015



Our workforce development partners and emerging research tell us that we need a different approach to how we help people become prepared for employment. It needs to be just-in-time training for the industries and positions that are available. As the public and private sector get better at predicting their growth trends and employee numbers, we need to give people the basic education and skill sets that will be necessary to get these jobs. Further, we can support collaboration on career ladder training to help people get

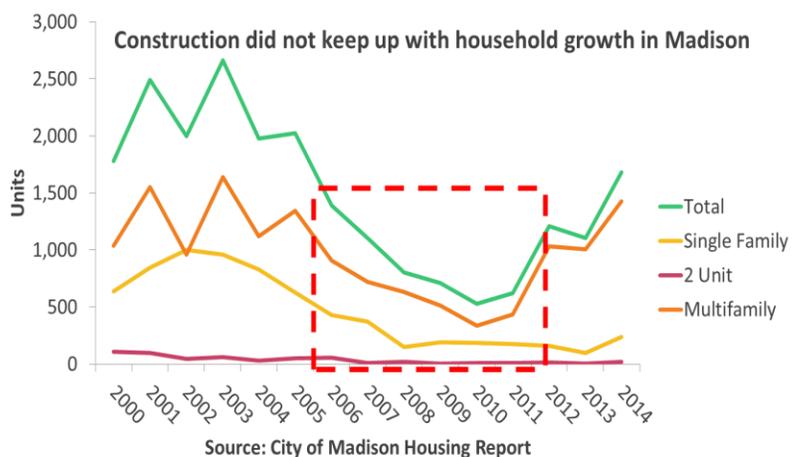
better jobs within these industries. Even before the recent recession, the labor market had begun to change. Employers and particularly those in healthcare, biotechnology and logistics need skilled employees but not necessarily those with 4-year college degrees.

African Americans have experienced the highest disparities for so long that it is no wonder we currently see the largest number of families living in generational poverty. This is not a unique issue to Dane County but rather a national issue that plagues many communities.

**High Cost of Housing.**

Families, particularly those with multiple barriers, are finding accessing affordable housing more difficult in Dane County for several important reasons:

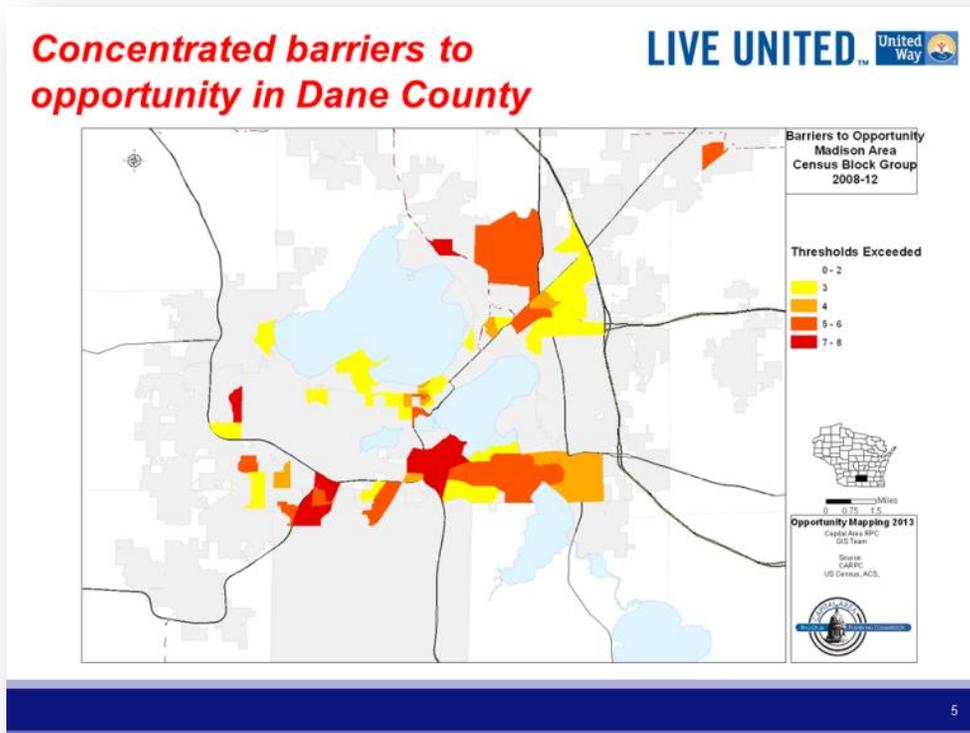
- a. Construction of multi family housing has not kept pace with household growth. This slow growth has contributed to the extremely low vacancy rate in the city of Madison as well as the county as a whole. The chart demonstrates the extreme slowdown in construction of multifamily units between 2006 and 2012.



- b. Recent changes in state law and our low (2%) vacancy rate also give property owners the ability to be more selective. The elimination of Madison’s previous landlord/tenant ordinances has resulted in additional barriers to housing.

- c. A new and growing challenge is the practice of requiring that tenants have three times as much income as the rent: that is \$28,760 in annual income for an average one-bedroom apartment and an income of \$34,000 for an average two-bedroom apartment.

**Under-resourced neighborhoods.** The availability (albeit limited) of lower cost housing in specific pockets of Dane County, drives lower income families to these under resourced neighborhoods. An August 2014 report by the Capitol Region Sustainable Communities (CRSC) group provides tangible data on how neighborhoods can help or harm family’s potential for success in education, career, and life. The report, “Geography of Opportunity: A Fair Housing Equity Assessment of the Capital Region, Wisconsin”, examined data by census tract on ten socio-economic factors that have been shown to influence a person’s chances of accessing opportunities. As an example, the team found that when more than 40% of households in a neighborhood are paying more than 50% of their income on rent, it is harder for residents to achieve their goals in areas such as education, employment and improved health.



The Madison and Dane County neighborhoods deemed to have significant barriers to opportunity are also neighborhoods with high concentrations of poverty. Two other significant barriers to opportunity are (1) living in neighborhoods that are highly segregated and (2) neighborhoods that have high concentrations of single parent

households (which leads to a high ratio of children to adults – another barrier to success). When low-income single parents live in these neighborhoods they lack access to networks of higher educated and higher paid adults who have advice and leads on how to pursue college, job training and jobs that can improve their income and advance their career.

This map shows these low opportunity neighborhoods are in south Madison, southwest Madison, Fitchburg and north Madison. Further analysis of barriers to opportunity showed additional areas with high concentrations of barriers in southeast Madison, far west Madison and Sun Prairie.

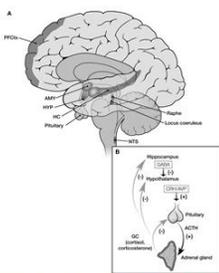
### III. Why it matters.

- **Poverty in families affects two generations.** Prolonged exposure to poverty in childhood increases the likelihood that those same children will be poor as adults. The American Dream, in which hard work is all that is needed to succeed economically, is becoming increasingly difficult for struggling families to realize. All parents want their children to be more successful than they are. Yet, current poverty leads too often sets up a cycle of intergenerational poverty that impedes families' ability to provide a more stable economic future for their children. A study by the State University of New York at Buffalo found that the length of time that children are living in poverty is predictive of their poverty status as adults as well. This is disproportionately true for African American children and adults.<sup>9</sup>
- **Children's brains develop in relationships.** The developing brain is built from the bottom up, simple skills that create the foundation for more complex connections and skills are develop later. For the brain to construct this strong foundation, babies rely on adults who are available to respond consistently. When the adults in their lives do not (or cannot) respond in consistent and responsive ways, babies' brains do not develop a healthy foundation. Parents who are stressed by erratic work schedules and are struggling to make ends meet are often less able to provide positive experiences for their small children. Living in poverty can create physical, mental and emotional trauma for both parent and child.
- **Toxic stress can have a cumulative effect on an individual's physical and mental health.**

**Poverty poses a serious threat to children's brain development**

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- Children age 7-12 from families with income ~150% FPL score lower on measures of **executive function**, especially with respect to working memory, visual attention, and language, compared to children from middle-income homes



- Infants and young children experiencing **chronic stress** develop altered systems of stress neurobiology that make them over-reactive to cues of threat and less capable of adaptive coping

Source: UC Davis, Center for Poverty Research

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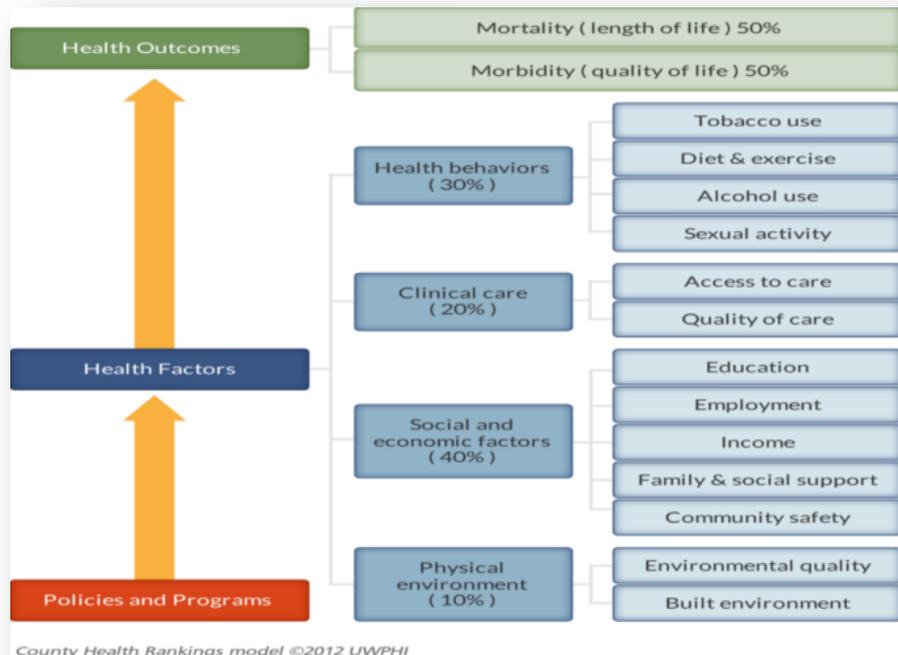
Children growing up in poverty are many times more likely to experience trauma than more affluent children due to exposure to violence, abuse of alcohol or drugs and the occurrence of mental illness and homelessness. Economic hardship is the most common adverse childhood experience.

<sup>9</sup> NCCP Childhood and Intergenerational Poverty: The long Term Consequences of Growing up in Poverty:<http://www.nccp.org>.

Sixteen percent of Wisconsin children have experienced three or more adverse experiences.<sup>10</sup> The greater number of adverse experiences in childhood, the greater the likelihood of developmental delays and other problems. Research related to the biology of stress shows how major adversity, such as extreme poverty, abuse, or neglect, can weaken developing brain architecture and permanently set the body's stress response system on high alert. Chronic stress can be "toxic" to developing brains<sup>11</sup>.

- **Poverty affects family members' health.** Dane County Health Rankings confirm that good health is significantly linked to factors outside of the health system. The chart reveals that the social and economic factors and physical environment are responsible for half the factors leading to healthy lifestyles. In general, Dane County is a pretty healthy place to live. In 2015, Dane County ranked 15th in the state for health outcomes<sup>12</sup>.

Social and economic determinants of health influence the length and quality of life for people in our community<sup>13</sup>. There are very direct relationships between income and self-reported health, both physical and mental: the higher your income, the longer you can expect to live (which is about a 6-year difference in life expectancy). The more education a person has, the longer they will live.



Health is not racially equal; disparities in our community are evident for people of color compared to whites. All these things combined make the issues of poverty even more complicated in terms of health but point to the need to address poverty at all levels.

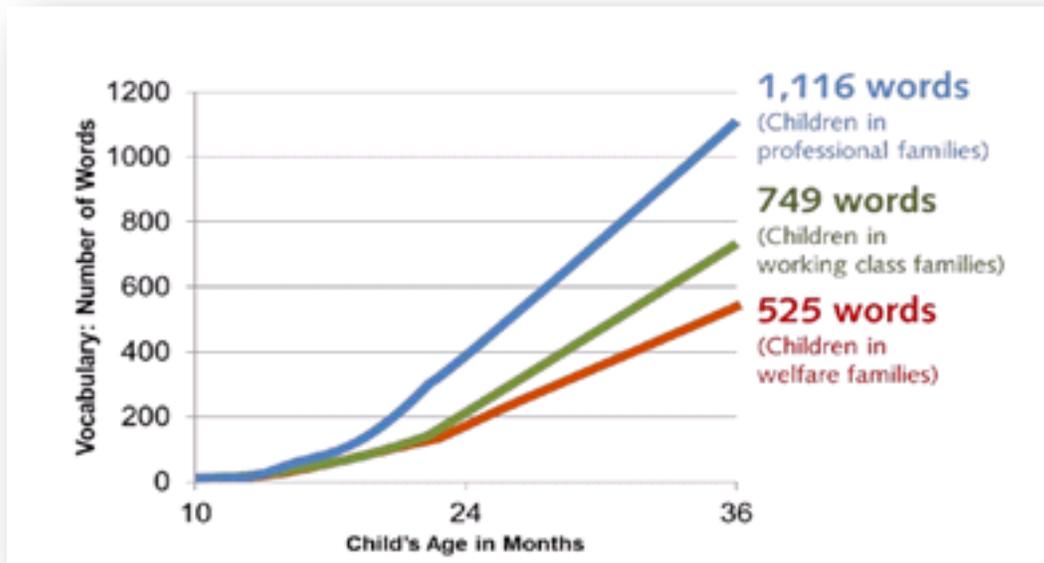
<sup>10</sup> <http://childtrends.org>

<sup>11</sup> Note: Toxic stress has been defined as, "when strong, frequent, or prolonged adverse experiences such as extreme poverty or repeated abuse are experienced without adult support, stress becomes toxic, as excessive cortisol disrupts developing brain circuits." There are three types of stress: positive, tolerable and toxic. Positive stress and tolerable stress are, "buffered by caring adults who help the child adapt, which mitigates the potentially damaging effects of abnormal levels of stress hormones".

<sup>12</sup> County health rankings [www.countyhealthyrankings.org](http://www.countyhealthyrankings.org)

<sup>13</sup> Braveman et al., Income, Wealth and Health, RWJF April 2011

- Children who start behind may never have the opportunity to catch up.** Children from literacy-rich language environments may hear 30 million more words than other children by the time they enter school<sup>14</sup>. They are also more likely to hear positive and encouraging language than reprimands and criticism. This divide between language-rich environments and language-poor environments sets the stage for children’s achievement gap. The Wisconsin Council on Children and Families writes,



Data Source: Hart, B. & Risley, T.R. (1995). The Early Catastrophe The 30 Million Word Gap by Age 3. American Educator, Spring 2003.

“Research demonstrates that by age four, children who live in families with incomes below poverty are 18 months behind what is normal for their age group. By the time they are ten, that gap is still there, and for children living in the poorest families, the gap is even larger.”

- Poverty continues to affect a child’s longer-term academic success.** There is a large education achievement gap between children living in poverty and their more affluent peers even before they enter school.<sup>15</sup> By the third grade, they are significantly less likely to read proficiently. A study by the Annie E. Casey Foundation found that children who have lived in poverty and are not reading proficiently in third grade are about three times more likely to dropout or fail to graduate from high school than those who have never been poor<sup>16</sup>. Children from families in poverty often lack resources for decent housing, food and clothing. These students are highly mobile, often moving from school to school, meaning they have to start constantly over or try to catch up with their peers.

<sup>14</sup> Hart and Risley – <sup>1</sup>Hart, B. & Risley, T.R. (1995). The Early Catastrophe The 30 Million Word Gap by Age 3. American Educator, Spring 2003

<sup>15</sup> Isaacs, Julia B, “Starting School at a Disadvantage: The School Readiness of Poor Children,” Brookings Institution (Center on Children and Families at Brookings), March 2012.

<sup>16</sup> Annie E. Casey Foundation -

- **Children and families who live in poverty risk homelessness.** Housing is considered to be unaffordable when it consumes more than 30 percent of a family budget. Nationally, the percentage of poor renter households paying more than half of their income for housing rose from 42% in 1991 to 52% by 2013. Almost a quarter pay closer to 75% of their income in rent and utilities. Increasing housing and utility costs combined with stagnant wages are to blame. In Dane County, the picture is similar. A significant lack of affordable housing in Dane County coupled with an extremely low vacancy rate in market rate rental housing and a lack of aggressive protections for renters, has left low income families at greater risk for housing instability. Homelessness and a lack of stable housing present a formidable set of challenges to an already extremely vulnerable group of children.
- **The lack of steady employment opportunities limits individuals and families.** 22.3% of the Dane County workforce over 25 years of age has only their high school diploma. 7.8% of the adults over age 25 do not even have a high school degree. Without a high school diploma, the expected annual earnings are \$19,169<sup>17</sup>. Without adequate education to get employment, residents are unable to provide for themselves and their families. Access to quality affordable childcare is a barrier to steady employment opportunities. Childcare for sick children and second and third shift are also barriers that families face. Other barriers include transportation, consistent hours, benefits and the cliff effect if they begin earning too much money to continue to qualify for State and Federal assistance.
- **Families in poverty are isolated.** The neighborhoods in which low income families in Dane County live contribute to their vulnerability. The availability of lower-cost housing in specific pockets of Dane County necessarily drives lower income families to these under-resourced neighborhoods. These neighborhoods almost always lack grocery stores, transportation, affordable child care and other resources that other neighborhoods provide. An August 2014 report by the Capitol Region Sustainable Communities (CRSC) group provides tangible data on how neighborhoods can help or harm your potential for success in education, career, and life trajectories. Dane County neighborhoods deemed to have significant barriers to opportunity are also neighborhoods with high concentrations of poverty.

**School Mobility is linked to greater academic challenges for students.**

A new school presents different teachers, children and playground rules to navigate. Children who experience homelessness and housing instability:

- Miss more days of school than other students
- Change schools mid-year more than other students
- Continue to remain residentially unstable over time
- Have parents who have less time than other parents to schedule and organize their children's social and enrichment activities

Research by Dr. Peter Miller, UW Madison

<sup>17</sup> US Census Bureau [www.census.org](http://www.census.org)

#### IV. Key Recommended Areas of Action

##### **Poverty has long been one of the largest challenges face by children and families in Dane County.**<sup>18</sup>

Poverty effects are felt in early childhood development, poor educational achievement, and health outcomes and reduced long term earning potential—all seemingly insurmountable barriers to economic stability. Young families of color and especially children of color are disproportionately affected by poverty<sup>19</sup>, contributing to their lack of health, safety and educational attainment. While many effective programs exist in Dane County, (see Appendix E), they are disconnected and not at scale to help all families in need; and may not build on the assets that exist within families already. In order to address these gaps and increase economic stability for young families, the Delegation recommends the following strategies:

**Goal:** Increase the number of young families, particularly families of color, that become economically stable through a two-generational strategy that integrates family sustaining jobs, secure housing, and early childhood supports.

**Strategy 1. In collaboration with partners, stakeholders and the community, develop holistic, two generation, coordinated supports that empower young families living poverty to increase their economic stability.**

**Building networks and Connecting Families to resources.** In many cases, in order to receive needed services, low-income families must engage with multiple service providers in order to have their family needs addressed. The result for many parents is that seeking assistance for themselves and their children becomes a full-time job and a time barrier. For example, Mom is engaged in employment and training classes but must arrange childcare and afterschool care

### Family Centered Systems

The Delegation recommends convening the community to create a culturally diverse system of service delivery that utilizes leaders in the community as primary links for families with young children that helps connect them to appropriate supports. Model components of interest are those that identify families early, and then connect them to resources, to meet their goals as determined by the family. The vision for this model is to have a centralized collaboration of non-profit partners providing employment, housing and early childhood programming all working together to address the barriers faced by young families working towards economic stability. One recommended approach is to screen families with births in St. Mary's and Meriter Hospitals, in collaboration with the pediatricians and family doctors at our birthing hospitals to determine their needs and barriers. At-risk families would be matched with an advocate who will continue to work with and support them. Multiple models were reviewed (see Appendix E) and we will move forward with an engagement/development process to determine the model of choice for Dane County.

<sup>18</sup> In every use of the word "family" in our report, we are including non-resident and/or non-custodial fathers, recognizing their holistic importance to the family, even if not in the household.

<sup>19</sup> Because families of color and children of color are so significantly disproportionately represented in poverty, our strategies are intended to focus there. However, these strategies will be made available to all families and children in poverty

for her two children and is at risk of losing her apartment without income. Although programs independently show strong outcomes in one area, they are not linked to other programs in which the family may be participating. We know programs are serving families in multiple ways, but not in a coordinated and holistic effort with the family at the center.

**Two-Generation programs and strategies improve children’s educational outcomes and increase wages of adult workers.** Many examples exist across the country that focus on building networks that can provide a platform or foundation for families to build their resources to move on pathways out of poverty (see Appendix E) Some of the most promising models employ strategies that engage both parents and children, known as Two Generation Programs. Two generation programs support adults in their education and employment goals as well as children in their development and academic achievement goals. Two generation strategies intentionally link three components: high-quality early childhood education, job training that leads to a credential for high-wage/high demand jobs, and wrap-around family and peer support services<sup>20</sup>. Research tells us that two generation strategies improve children’s educational outcomes, increase the earnings of adult workers, and provide resources that enable low-income families to overcome barriers to educational and economic success<sup>21</sup>.

*Two generation programs support adults in their education and employment goals as well as children in their development and academic achievement goals.*

The Delegation identified that the gap in Dane County is in the wrap-around family and peer support services, as well as a coordinated effort to provide the multi-generational approach for a family. The recommendation is to breaks down silos of service provision and funding streams, which have historically focused on the child or the parent, but rarely on a holistic service for the whole family.

**To break thru these problems we need to address the success of the whole family**

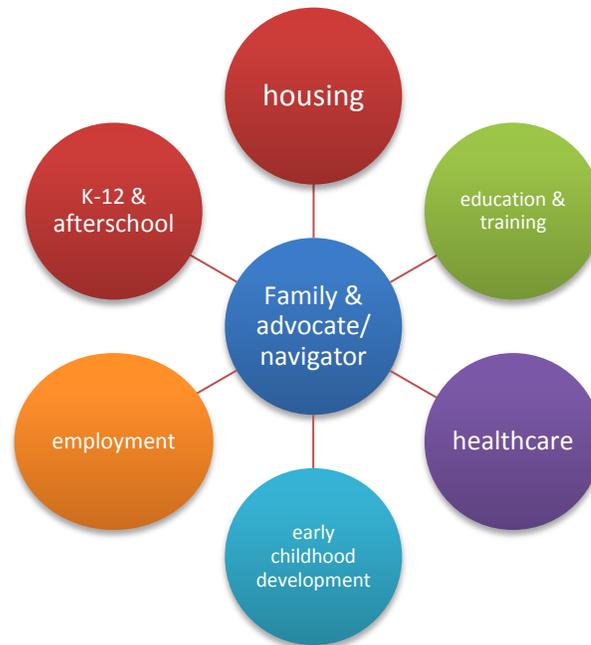
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- Prolonged exposure to poverty in childhood increases the likelihood that those same children will be poor as adults.
- Children’s brains develop through interaction and relationships with parents and caregivers
- Efforts that provide support for both parents and children allow all members of the family to develop and grow.

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<sup>20</sup> Hernandez Et. Al. (2014) Mothers Education and Children’s Outcomes: How Dual-Generation Programs Offer Increase Opportunities for America’s Families. Foundation for Child Development. July 2014.

<sup>21</sup> Ibid



**Strategy 2: Increase the number of young families living in poverty who gain family sustaining employment.**

We recommend expanding the HIRE Education Employment Initiative (HIRE), ensuring our young families are linked to this employment process.

- Enrollment in and completion of degree, certification, and training programs;
- Access to employment in targeted industries;
- Employers are engaged in workforce development and hire people in poverty with a focus on people of color;
- Provide supports to help employers retain employees in difficult life circumstances.

HIRE was designed to work with individuals ages 18 and older who were unemployed or underemployed with the primary focus on individuals of color. The HIRE collaborative is comprised of eight agencies, each specializing in a different area of focus that will help individuals gain the necessary skill sets needed to find and maintain employment.<sup>22</sup> All agencies will work with each individual to determine their goals and skill level. This information is then used to determine which agency the individual needs to connect with first. Agencies that are a part of HIRE are as follows:

- **Literacy Network** - provides Math and Literacy skills development. They will also work with employers to design a specific Math and/or Literacy curriculum for their employees.
- **Omega School** - provides GED and HSED preparation as well as provides test practice and computer skill development. GED preparation is also available in Spanish.
- **Latino Academy of Workforce Development** (Bridge Lake Point) - provides GED/HSED preparation in Spanish. They also provide Construction training, Forklift certification, Safe Serve certification, Commercial Driver's License (CDL) and Computer training.

<sup>22</sup> HIRE is loosely modeled after the “Working Bridges” model

- **Centro Hispano** - provides CNA training and employment placement.
- **Madison area Urban Ministry** - provides Culinary skills training and Safe Serve certification.
- **Operation Fresh Start** - provides Construction training.
- **Urban League of Greater Madison** - provides Construction, Customer Service, Trades and IT training.
- **YWCA** - provides employment training for Road Construction, Webpage Design and Customer Service.

Since 2013, together these agencies have been able to place 743 people into jobs, 261 people have received a promotion and 346 people have earned their diploma.

**Other Key Partners:** Madison College, Department of Workforce Development, the City of Madison, Department of Public Instruction, the University of Wisconsin Law School and Dane County.

In August of 2014, through the generosity of Jack Salzwedel, CEO of American Family Insurance, and his challenge to our community to raise \$1 million dollars, we were able to expand our HIRE work. HIRE now includes outreach to the families that are a part of our Housing First and our Play and Learn Initiatives. This expanded work also includes a closer working relationship with employers to help them understand the dynamics of a person living in poverty. We have worked with employers in the following areas: examining their hiring practices, reviewing job descriptions for unintended biases, on-boarding practices, and best practices for retention of employees.

Employers are working closer with the HIRE partner agencies as well through a team called the HIRE Employer Council. This team is part of the curriculum development, the selection of participants for training, providing tours of their work environments and getting to know the participants while they are in training so that they can make a connection with them prior to employing them in their workplaces. These connections make it easier for newly hired individuals to make the transition from the classroom to the workplace; it also helps to increase retention. We are looking to make paradigm shifts with this work by helping employers better understand the struggles of someone living in poverty as well as by providing a smoother transition from the classroom to the work environment. We help employers understand the barriers and challenges that someone may face when they have lived in poverty; however, we need to move beyond the basic understanding of the issues to what employers can do to help retain employees so they can move out of poverty.

### To provide economic stability for young families

Create a call to action with local employers to hire and retain employees at a full-time family-sustaining wages. Use the HIRE Employer Council to develop a greater understanding of the best practices in hiring and retaining people of color in poverty. In collaboration with employers, deepen community supports to help retain employees in jobs who face difficult life circumstances that increase their risk of losing employment.

According to the 2015 State of Working Wisconsin, the amount of hourly earnings a family of four would need to make to keep their family out of poverty was \$11.55 an hour<sup>23</sup>. Through our HIRE Initiative, we are asking each employer to provide a minimum of \$15 an hour

<sup>23</sup> State of Working Wisconsin 2015 Facts and Figures by Center on Wisconsin Strategy. A family of four is defined as 2 adults and 2 children.

for employment, with benefits and full-time employment. Depending on the size of a family, \$15 an hour may not be enough to move a family out of poverty but it is double the minimum wage of \$7.25 an hour. Families may still need to rely on some public assistance to meet all of their families needs. (See Appendix E & for what other communities and United Way's are doing in this area.)

We recognize that HIRE needs to be taken to scale to meet the needs of the roughly 21,000<sup>24</sup> people that are unemployed in Dane County. In 2014, our partner agencies provided education and employment training for 827 people in Dane County. We will also need to add additional employers to the Employer Council so that we can reach our goal of finding employment for 240 people earning a minimum of \$15 an hour or more by 2018.

**Strategy 3: Increase the amount of and remove the barriers to affordable housing available to young families living in poverty.**

- a. **Building new housing** - As discussed, Dane County has a tremendous lack of affordable housing. Reports by both the city of Madison and Dane County show a significant shortage of housing affordable to people living below the median income and almost no housing available to families living below 30% of Area Median Income (AMI). 30% of AMI for a family of three in Dane County is an annual income of \$21,850. The number of Section 8 vouchers that subsidize housing has not kept pace in Dane County with the population in need of housing. There are currently only 21 available housing slots for every 100 households that need affordable housing. (3800 section 8 vouchers)

The Dane County Housing Study by Kurt Pawlson indicates that to catch up to the capacity needed for residents of Dane County, we will need to build between 854 and 1415 units every year. Recently the City of Madison and Dane County are joining forces to increase the supply of affordable housing. Over the next five years, the municipalities will build more than 1,000 units of housing for both single adults and families. In addition, through tax credits and other financial products, developers in Dane County have several hundred housing units in the pipeline many affordable to those at 80% of the AMI and below. A smaller number will be affordable to households below 30% of AMI. While the City of Madison and Dane County have committed resources to this effort, we will need significantly more investment to meet the demand.

- b. **Expand capacity of Housing First** (Rapid Rehousing) for families (families placed in housing with case management). Housing that is safe and affordable provides the basis from which families can pursue their goals. For homeless families, Housing First/Rapid Rehousing (HF/RR) program partners work to make current housing stock affordable through rent subsidies and case management to assist low income families to get back on their feet. From 2006 through 2014 we

## Increase Housing Supply

Social investing or impact investing is the practice of considering the impact of the funds invested for a social and financial return. Over the last couple of years, United Ways have become engaged in this work in order to advance their missions. We propose creating a product that can be invested in by those wishing to help increase the supply of affordable housing and receive a small rate of return. The product/fund would be available to developers wishing to build housing affordable to those families at 30% AMI.

<sup>24</sup> US Census American Fact Finder - Employment Status 2009-2013 American Community Survey 5 Year Estimate

have stably housed over 900 families with a success rate of 80% vs. a 37% success rate for families that received help only through shelter. We now know that Housing First stably houses families at half the cost of emergency shelter and is considered a best practice in ending homelessness. A 2015 estimate of the need for Housing First/Rapid Rehousing by CSH shows that to meet the need of the community, we need to double the number of families served in the program. In addition, capacity must be built in shelter diversion. While some work is ongoing in this area, the same strategic mapping of the homeless system by CSH found that Dane County is severely under-resourced by 138 slots in diversion efforts. Agencies that are partners in this work include:

- **YWCA**
- **The Road Home**
- **Salvation Army**
- **Porchlight**
- **Middleton Outreach Ministry**
- **START**
- **Community Action Coalition of South Central Wisconsin**

**Strategy 4: Increase the number of children in poverty who are developmentally ready to be successful in school.**

**Expand the capacity of the Born Learning Initiative:** Engage, inform and support new and young parents in their role as their child's first teachers. (Home visitation, Play & Learn, Ages & Stages screening)

Agencies that are partners in this work include:

- **Center for Families**
- **Children's Hospital of Milwaukee - Community Services Division**
- **Community Coordinated Child Care (4-C)**
- **Dane County**
- **City of Madison**
- **Public Health Madison and Dane County**
- **Early Head Start (Dane County Parent Council)**

- a. **Expand capacity of Home Visitation Programs: Since 2007, United Way of Dane County's Born Learning Initiative** has focused on Family Friend and Neighbor caregivers and supporting their role as their child's first teacher. Home Visitation, where trained staff work with parents/caregivers and children in their own homes, is a research backed strategy proven to significantly address both parent and child outcomes. Dane County has nine home visitation programs showing strong outcomes, and all are at or near capacity in term of their ability to serve families. Generally agreed upon estimates of need for home visitation across the County from/with our community partners are that we need over 1,000 slots and currently have around 560 from all programs. Of Dane County's approximately 6,000 births each year, 43% are first time mothers<sup>25</sup> and if we estimate that half of first time mothers would benefit from home visitation, 1,290.

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<sup>25</sup> Public Health Data 2015

**The Parent-Child Home Program (PCHP)** is an effective and nationally recognized home-visiting model for getting young children Kindergarten ready that was brought to Wisconsin in 2012 by United Way of Dane County and run by our partner, Center For Families. Parents receive twice-weekly home visits for 23 weeks each year for two years, a total of 92 visits and 184 hours of parent education and coaching. A longitudinal randomized control group study of the Parent-Child Home Program found that low-income children who completed two years of the Parent-Child Home Program went on to graduate from high school at the rate of middle class children nationally, a 20% higher rate than their socioeconomic peers, and a 30% higher rate than the control group in the community. Locally, in Dane County, 92% of the kids who graduate from this program are Kindergarten Ready. We plan to expand this program and build on its success.

**b. Build upon the success of the Early Childhood Zones collaboration:** As a part of a joint Dane County/United Way collaboration, Early Childhood Zones (ECZ) were launched in 2012 (Leopold Elementary School service area) and expanded in 2013 (Verona and Sun Prairie school districts). The intent was to address achievement gap and racial disparity issues in education by serving families with young children living in poverty. This is to be done through supports including housing, stability, employment and education and early childhood information and support of families. The vision of the ECZ is to identify and connect young families in poverty in a geographic area to an integrated service continuum that would bridge these children and their families to services that would meet goals of stability and ensuring the children are developmentally ready for school. Central to this vision are three key strategies: 1) Coordinate services among home visitation, housing, and employment programs to create seamless integration of service for families; 2) Create more home visiting capacity; and 3) Promote family stability, upward mobility, and engagement with the school. This collaborative partnership is working across agencies and funding sources, to holistically support families with young children in a neighborhood/school area. All home visitation programs in Dane County partner in this effort (ECI, PCHP, Welcome Baby, Kinder Ready, Nurse Family Partnership, and Early Headstart). This collaboration could provide the foundation for a County-wide system, or be the focus for a pilot effort.

**c. Improve the availability of high quality early childcare programs available to low income families, including those working 3rd shift.**

Families with young children struggle to access quality early childcare for their children due to cost and availability (location, hours, etc.). One way to improve availability is to increase financial assistance or subsidy to low-income families who are paying for child care or will begin paying for child care once they start employment. The WI Shares program and the City of Madison Child Care Assistance programs are resources for families in Dane County. Wisconsin Shares Child Care Program provides child care assistance for working low-income families with a required copayment. Families must be less than or equal to 185% FPL and remain under 200% FPL.

### Making Child Care Affordable

Explore creation of a model to provide additional child care subsidy assistance to families in the HIRE program which could be modeled off of the HealthConnect program, explore options employers in the HIRE program, and to support this barrier for parents. To pilot this with HIRE Initiative families would cost approximately \$250,000-\$300,000.

Parents must be working or in approved employment program such as FSET or W-2. City of Madison Child Care Assistance program serves families that do not qualify for WI Share subsidy and that live in the City of Madison (families at 185% FPL or greater). In both programs, if the parent chooses or must choose a provider whose private pay rates are above the county maximums, the parent is responsible for the difference between the provider price and the subsidy amount paid. In Dane County almost all four and five star providers charge above the county maximum, so even with quality supports, families in poverty face a cost barrier to accessing quality child care.

**V. Call to Action**

- To employers to offer family-sustaining wages, career opportunities, consistent scheduling and flexibility for families with child-related needs.
- To service providers for better collaboration to help families holistically.
- To our entire community to volunteer their time and share their skills and knowledge. Engage volunteers in neighborhoods to build a sense of community and increased advocacy for young families. Continue conversations on the role of race, racial justice and racial inequity in Madison and Dane County.

**Poverty is a persistent and complex challenge for our Dane County community, but we believe all families have strengths, desire and self-determination to create an economically stable future for their children.**

**VI. Our Metrics**

We will measure the number of families, especially families of color, enrolled and participating in the new comprehensive two generational programming combining employment, housing and early childhood development that leads families out of poverty.

**Our Outcomes**

Increase the number of families, especially families of color, who have stable employment, housing and whose children are at age expected development when they enter kindergarten.

**Longer-term Outcomes and Metrics**

Description	How we'll measure
1. Families retain a family-sustaining job and housing for one year or more.	<ul style="list-style-type: none"> <li>• Summary of program outcomes by race and ethnicity for HIRE and Housing First.</li> </ul>
2. Reduction of the racial unemployment gap, measured by community.	<ul style="list-style-type: none"> <li>• Unemployment rates for each Dane County community by race/ethnicity.</li> </ul>
3. Children are developmentally ready for kindergarten.	<ul style="list-style-type: none"> <li>• Four year Ages and Stages Questionnaire and</li> <li>• Success rate from Parent Child Home program by race and ethnicity.</li> </ul>
4. Students graduate from high school on time.	<ul style="list-style-type: none"> <li>• 4 and 6 year graduation rates by school district by race/ethnicity.</li> <li>• High school completion rate by race/ethnicity.</li> </ul>
5. Grow financial resources to support these strategies.	<ul style="list-style-type: none"> <li>• Growth of financial resources for programs and initiatives that address poverty in the</li> </ul>

	<p>following areas:</p> <ul style="list-style-type: none"> <li>○ Fundraising,</li> <li>○ Government investments,</li> <li>○ Public/private partnerships, and</li> <li>○ Private foundation grants.</li> </ul>
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**VII. Conclusion**

Poverty is a persistent and complex challenge for our Dane County community, and is significantly affected by changes in the economy as well as public policy. The Delegation to Create Economic Stability for Young Families found that successful solutions exist both nationally and locally. Our new work begins on the foundation that all families have strengths and the desire to create an economically stable future for their children. We are encouraged that many community strategies, including those listed in this report, can be expanded and coordinated to achieve greater effectiveness for young families in our community, if grown to scale. In addition, we find that public policy must actively and effectively promote the economic viability of families rather than keeping the status quo.

We challenge the community to engage in this process, and build upon systems that are multi-generational in scope. This work requires us come together in new ways, to empower young families in poverty with the tools to connect to services that address all the barriers that each family has to success. In order to do this, together, we will need to create a fundamental shift in how the community views solutions that are family centered, coordinated, culturally relevant and holistic. Building on these recommendations, together we will continue to work to garner financial support for these recommendations, and engage with the community to build on our strong community commitment to move forward to address these problems.

**Appendices**

- A. Delegation Roster
- B. Delegation Responsibilities and Roles
- C. Delegation Community Engagements
- D. Delegation Meeting Summary
- E. National and Local Research
- F. HIRE Employer Council Responsibilities
- G. HIRE Employer Council Roster
- H. Agenda for Change Road Map



**Delegation to Create Economic Stability for Young Families**

<b>Name</b>	<b>Representing</b>
<b>Rebecca Blank – Co-Chair</b>	Chancellor, University of Wisconsin Madison
<b>Noble Wray – Co- Chair</b>	Community Leader
Dr. Gail Allen, M. D.	Clinical Associate Professor and Medical Director of General Pediatrics and Adolescent Medicine University of Wisconsin School of Medicine and Public Health
Kari Alston	Community Leader
Eloise Anderson	Secretary, Wisconsin Department of Children and Families
Joe Balles	Captain, Madison Police Department & Safe Communities, Strong Neighborhood CST Representative
Shiva Bidar-Sielaff	Director of Community Partnership, UW Health & Born Learning CST Representative
Jacqueline Boggess	Co-Director of the Center for Family Policy & Practice
Dr. Brian Busler	Superintendent, Oregon School District
Barbara Conley	Senior Vice President & General Counsel, First Business Bank & Basic Needs CST Representative
Jami Crespo	Health Policy Analyst, Public Health Madison Dane County & Healthy for Life CST Representative
Cheryl DeMars	President and CEO, The Alliance
Rob Dicke	Executive Director, Dane County Housing Authority
Donna Fox	Executive Director, Canopy Center
Roberta Gassman	Senior Fellow, University of Wisconsin-Madison School of Social Work
John Givens	Program Coordinator, Madison area Urban Ministry
Tyrone Glenn	Community Leader & Safe Communities, Strong Neighborhood CST Representative
Lynn Green	Director, Dane County Human Services
William Greer	Executive Director, Journey Mental Health Center
Kevin Gundlach	President, South Central Federation of Labor
Fabiola Hamdan	Community Social Worker, Dane Co Department of Human Services Joining Forces for Families & Born Learning Community Solutions Team Representative
Alyce Haskin	Community Leader
Donna Hurd	Director of Administration, Perkins Coie LLE & Academic Success CST Representative
Gwen Jones	Community Leader
Amy Kerwin	Vice President Community Investments, Great Lakes Higher Education Corporation
Todd Meurer	Circuit Court Commissioner, Dane County
Barbara McKinney	Community Leader

*Members of the Delegation*

Maria Muniagurria	Faculty Associate, Department of Economics, University of WI--Madison
Ellen Murdoch	Community Leader
Dr. Beth Neary , M. D.	Community Leader and Pediatrician (retired)
Sara Nickoloff	Job Developer, Forward Services Corporation
Jennifer Noyes	Associate Director, Programs and Management Researcher, Institute For Research On Poverty, University of WI--Madison
Jim O'Keefe	Director of Community Development, City of Madison
Adan Pacheco	Community Leader
Rajesh Rajaraman	Vice President, Christensen & Associates and Basic Needs CST Chair
Al Ripp	Executive Director, Middleton Outreach Ministry
Pat Schramm	Executive Director, Workforce Development Board of South Central Wisconsin
Fred Schnook	Executive Director, Community Action Coalition
Steve Steinhoff	Capital Area Regional Planning Commission
Ken Taylor	Wisconsin Council on Children and Families
Kamisha Williams	Community Leader
Nancy Wrenn Bauch	YWCA Internal Housing Supervisor
Dennis Winters	Chief Economist, Department of Workforce Development

**Staff Team**

Deedra Atkinson	EVP of Community Impact and Strategy, United Way of Dane County
Keetra Burnette	Sr. Director Community Impact, United Way of Dane County
Martha Cranley	Director Community Impact, United Way of Dane County
Angela Jones	Director Community Impact, United Way of Dane County
Elisabeth Marx	Sr. Director Strategic Collaborations, United Way of Dane County
Everett Mitchell	Director of Community Relations, University of Wisconsin Madison
Kristi Shepard	Senior Director Major Gifts and Planned Giving, United Way of Dane County

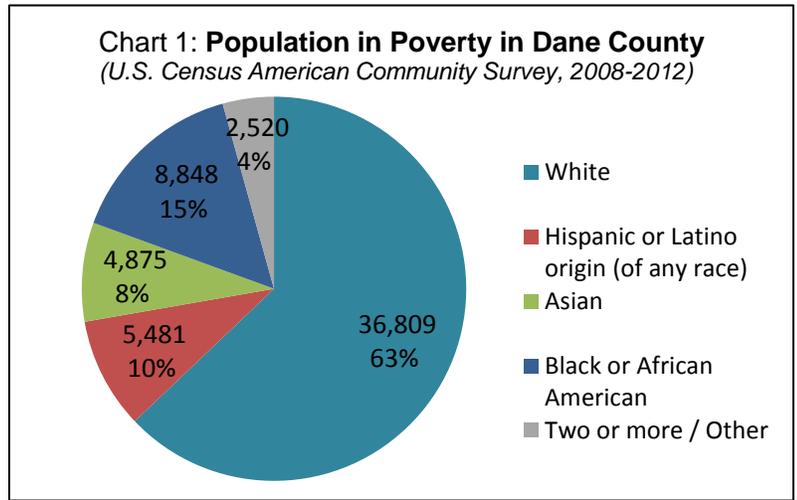
## Responsibilities and roles

### Delegation to Create Economic Stability for Young Families

#### Issue

Dane County, nationally touted for its excellent quality of life, has entered into a deep community conversation about the reality that this high quality of life is not shared by all of its residents.

58,533 people in Dane County live in poverty<sup>1</sup>. In 2012, one in eight of our neighbors (and nearly one in 6 children) was living in poverty in Dane County—that's an annual income of \$23,550 for a family of four in 2012. Perhaps even more alarming is the increase in the percentage of children living in extreme poverty in Dane County, at 50% of the federal poverty level. In 2012, 7% of children (7,388) lived in families with incomes below \$11,775 annually. These are the families showing up in our emergency shelters.



In Dane County poverty is concentrated among women and children, especially for African-Americans. 36% of all African-American women are poor and 49% of African-American children are poor. Stunningly, because of the high rate of poverty among African-American children, there are nearly equal numbers of African-American (4,095) and White (4,256) children who are poor. The situation is noteworthy for Latinos as well: 19% of Latinas are poor and 24% of Latino children. Many of these women in poverty are single mothers raising their children in poverty.

The biggest contributor to poverty is unemployment and underemployment (i.e. working fewer hours and/or in a lower skilled job than a person's availability and talents). Dane County is fortunate that our overall unemployment rate has come down to 3.8% as of May 2014, from a high of over 6.8% during the Great Recession. While that is excellent news for Dane County as a whole, it obscures very worrisome rates of unemployment among African-American adults. Unemployment for African-Americans in Dane County is 19.5% - three to four times higher than all other race and ethnic groups.

#### Purpose of the Delegation to Create Economic Stability for Young Families

The purpose of the Delegation is to research and determine local approaches and strategies that we can deploy to decrease the number of people who are living in poverty in Dane County, with special attention to women of color and their children. We recognize the critical role of

<sup>1</sup> Federal Poverty Level is defined by the US Government, Health and Human Services, for households by their size and annual income. For a single household, the FPL is \$11,670. For a family of four, the FPL is \$23,850. (2014)

fathers as part of the family, whether or not they live in the same household. This Delegation seeks to identify actions that will reduce the racial economic disparities in Dane County.

### **Delegation Member Responsibilities**

- Attend scheduled meetings and participate in discussions and decisions.
- Understand scope and dimension of the poverty issue in Dane County.
- Listen to and educate the community on the scope and dimension of the problem.
- Help gather relevant data for the community.
- Determine a community goal and local strategies we'll use.
- Monitor results of strategy implementation.
- Deliverables
  - Impact Report on poverty issues (mid-way through the Delegation process)
  - Community Engagements, particularly with communities of color and individuals and families that are living in poverty to understand local issues and evaluate potential strategies
  - Mobilization Plan--to be approved by United Way Board of Directors
  - Public launch of the report to the community

### **Anticipated Meetings**

To begin its work, the Delegation will meet for the first time in October, 2014 at and then we will meet monthly until the public launch of our report in fall, 2015. Meetings will generally be 90 to 120 minutes in duration. Work/task groups may be formed to address particular focus areas. Members will be asked to get involved in our community engagement and listening opportunities.

### **Composition of the Delegation**

This Delegation will be composed of leaders from businesses, government, health/behavioral health organizations, communities of color, faith-based organizations, social service agencies (particularly housing, childcare, job training, public transportation), labor representatives, school district and post-secondary education, law enforcement, landlords, media and other key stakeholders who have a common interest in helping to change the human condition for families in poverty. Special effort will be taken to ensure that we have representation and hear from individuals who are living in poverty or have lived in poverty.

### **Chairs**

Our co-chairs are Rebecca Blank, Chancellor of the University of Wisconsin--Madison and Noble Wray, former Chief, Madison Police Department and former UWDC Board Chair.

### **Why it matters**

- Poverty rates have increased 51% since 2000; poverty for children has grown at a faster rate.
- Three times as many whites (36,809) are living in poverty in Dane County than people of color, which includes 8,848 African Americans (54% of our population), 5,481 Latino, and 4,875 Asians.
- Women are more likely to be living in poverty than men, and for those who are single; children are more likely to be living with their mothers.
- While unemployment rate for Dane County has declined to 3.8%<sup>2</sup>, the unemployment rate for African Americans is 19.5%.<sup>3</sup>

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<sup>2</sup> Workforce Development Board, May 2014.

- Babies in poverty are more likely to have developmental delays – the first 3 years are critical for maximizing brain development. The child poverty rate for African American children in Madison is 74.8%.<sup>4</sup>
- Children in poverty are less likely to be successful academically, with poorer attendance and academic outcomes, and have higher drop-out rates.

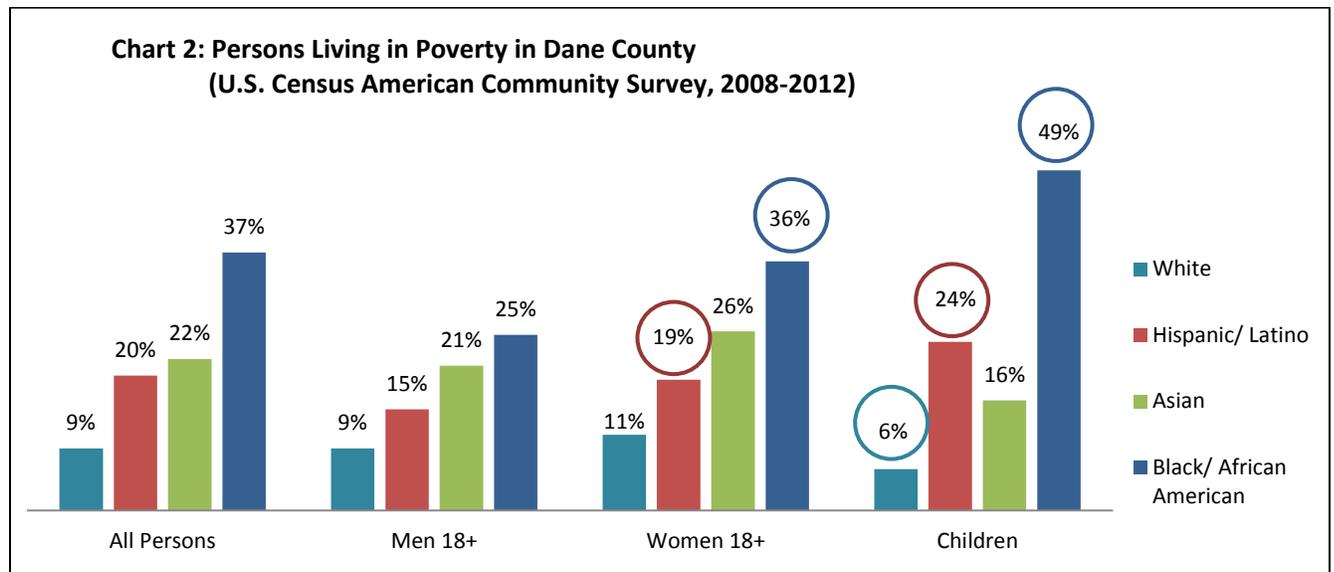
**Accountability**

United Way of Dane County’s Board of Directors, and ultimately the community.

**Staff Team**

Deedra Atkinson, EVP of Community Impact and Strategy – United Way of Dane County  
 Keetra Burnette, Sr. Director, Community Impact– United Way of Dane County  
 Martha Cranley, Director, Community Impact– United Way of Dane County  
 Angela Jones, Director, Community Impact– United Way of Dane County  
 Kathy Martinson, Sr. Director Community Engagement – United Way of Dane County  
 Everett Mitchell, Director of Community Relations – University of Wisconsin Madison

**Appendix A**



<sup>3</sup> American Community Survey, US Census, 5 year average.

<sup>4</sup> Race to Equity Report, A Baseline Report on the State of Racial Disparities in Dane County, Wisconsin Council on Children and Families, [www.racetoequity.net](http://www.racetoequity.net).

**Chart 3**  
**Unemployment Rates<sup>5</sup>**

<b>Race/Ethnicity (total population)</b>	<b>Percentage Unemployed</b>	<b>Number Unemployed</b>
African American (17,125)	19.5%	3,339
American Indian/Alaska Native (1,013)	8.7%	88
Two or more races (6,731)	7.6%	512
Asian (18,286)	6.2%	1,134
Hispanic (19,082)	4.9%	935
White (335,433)	4.9%	16,436

<b>Gender</b>	<b>Percentage Unemployed</b>	<b>Number Unemployed</b>
Male (158,520)	5.4%	8,560
Female (158,577)	4.5%	7,136

<b>Educational Attainment</b>	<b>In labor force<sup>6</sup></b>	<b>Percentage Unemployed</b>	<b>Number Unemployed</b>
Less than high school degree (21,441)	71%	8.3%	1,779
High School graduates – includes equivalencies (48,776)	80.5%	7.5%	3,658
Some College or associates degree (79,537)	84.2%	4.8%	3,817
Bachelor's degree or higher (128,290)	87.7%	2.2%	2,822

<b>Other Demographics</b>	<b>Percentage Unemployed</b>	<b>Number Unemployed</b>
Below poverty level in past 12 months (40,036)	18.5%	7,407
With any disability (22,940)	12.5%	2,868

<sup>5</sup> U.S. Census Bureau American Fact Finder Employment Status 2008-2012 American Community Survey 5-Year Estimates

<sup>6</sup> American Community Survey, 1 year estimate, 2012.



## Delegation to Create Economic Stability for Young Families Community Engagements

Agency	Engagement Summary	What We Heard	
<b>EMPLOYMENT</b>			
<b>Madison-Area Urban Ministry (MUM)</b>	<b>Met with participants of MUM's Just Bakery program</b> a vocational and employment training program for men and women returning to the community after incarceration. Through this program students develop the skills – and certification - needed to work as a baker. Learned about this job training program, challenges in seeking employment ...and enjoyed some of their delicious products!	Bakery training is helping people get a second chance in life. It is so important to have this for professional food service. A culture of support is so necessary and critical for success. We need to scale up on the amount of people in programs.	
<b>Forward Services Corp</b>	<b>Met with members of their Job Club</b> to learn about barriers that keep members from getting or succeed at a job. What are some suggested solutions? All of the participants for this engagement are people who are living or had been living in poverty and are seeking assistance to increase their financial stability. At this visit to the Job Center you also experienced what it's like to access services at the County's largest job connector.	There is a lack of access to mental health services and this is not quickly accessible. There are housing conflicts and how many kids can be in a room. Late night child care and transportation for the children is unavailable. The benefit cliff is huge. We have lots of wonderful services in the community, but if we don't scale them up to meet the need then we won't see anything happening.	
<b>HOUSING</b>			
<b>Porchlight</b>	<i>Shared lunch with families in our Housing First program which is helping to prevent eviction. Discussed challenges for low income heads of households as well as suggestions these families may have for the Delegation's consideration.</i>	Because of the open door policy it is continuous work, not always trauma but it is families with many people getting help. Is it proactive? Not sustaining the people that are still there but changing people. We can't sustain and prevent people from falling through the cracks.	
<b>EARLY CHILDHOOD</b>			
<b>Center for Families</b>	<i>Met with Parent-Child Home Program Home Visitors and Families who have participated or are participating in the Program. The Parent-Child Home Program (PCHP) is a nationally research-validated home visitation program for children ages two to four and their parents. Talked with them about experience in the program as well as their successes and challenges in seeking stable housing and/or employment. Lunch was served.</i>	Center for Families had conversations of the requirements of getting into the program with such a high demand. Struggle with finding and keeping housing. Making the connections to other services. Working closely with case manager to accomplish goals.	

## INCOME

<p><b>Women of Worthington – WOW</b></p>	<p>Met this dynamic group of <b>women in the Darbo-Worthington neighborhood</b> who have come together to provide a more safe and supportive environment for their families and neighbors. We talked with them about the challenges and opportunities they have seen in their neighborhood and what resources could bring even greater success to the families who live there.</p>	<p>The Women of Worthington group comes together to share concerns and support one another. Neighborhood focused and gives everyone an opportunity to get to know one another.</p>	
<p><b>Joining Forces for Families (JFF)</b></p>	<p><b>Joining Forces for Families through Dane County Dept of Human Services</b> is a community-based, supportive service that helps families address their basic human needs by quickly linking clients to resources, JFF often keeps families stable and deflects them away from costly formal system interventions.</p>	<p>JFF changed the way community services are approached. It is a preventative approach. Three levels are touched: family, neighborhood, and a system level for discussion of changing things. There is a core of the core included and a broader group of people. People come to them voluntarily, they listen, they care, they are stable, and people trust them. Rural people feel ignored. Urban is housing and policies, transportation, and medical issues. Subsidized housing includes on site housing management and community center which is extremely great for tenants. Right now there is a lack of protection for tenants that work against stable housing. Not a lot of local landlords and remote landlords have very low investments in the community. The Medicaid-provided transportation to get from the doctor came up as a huge issue. Shouldn't the father be provided coverage so that he is able to go? We need to create a culture of collaboration between the agencies. Officer for the neighborhood and a team of people working together began Joining Forces. It starts with how we define poverty but there is clearly a geographic poverty that exists there. Need for a place to gather, collaborate and an area to build the people together. There are hot spots we need to build on to establish the pathways.</p>	
<p><b>Madison Police Department</b></p>	<p><b>Walked down State Street with a beat officer</b> to learn about the issues that the police encounter in helping residents who are homeless.</p>	<p>Learned about the issues people are facing and how the police respond. Behavioral Health issues are some of the biggest challenges.</p>	

## EDUCATION

<p><b>Omega School – GED Preparation</b></p>	<p>Met with <b>participants who have dropped out of school and are working to receive their GED.</b></p>	<p>Heard about their struggles with the new computerized exam which is much harder than the version introduced in 2002. Learned what led to them dropping out of school and resulting in them living in poverty and the struggles they have in getting their lives back on track.</p>	
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## **Delegation to Create Economic Stability for Young Families 2015 Meetings: Key Points & Presenters**

**January 12<sup>th</sup>, 2015 – Overview of Poverty on Data Walls and hearing from individuals living in poverty**  
– **Presenters:** UWDC Staff and Dave Long

- Challenges to gaining/maintaining employment: not understanding expectations of employers, language and cultural barriers, no social support network if new to area, difficult to navigate new schools, childcare for non-traditional schedules, benefit “cliff” and confusing network of benefit programs, working multiple jobs means cannot be involved with children
- Need for flexibility with employer and school
- We need to use a holistic approach to approach issues of poverty, including addressing lack of affordable housing, childcare, and racial and ethnic biases, segregation based on race and income
- What data is missing? Living wage data, numbers behind percentages (% indicates disparity but not scope), data on chronic absenteeism, effects of trauma-ACEs, qualitative data/personal stories

**February 2<sup>nd</sup>, 2015 – Employment – Presenters:** Hire Partner Agencies (Centro Hispano, Latino Academy of Workforce Development, Literacy Network, Madison area Urban Ministry, Omega, Urban League, YWCA)

- Family sustaining jobs need both to have a decent wage as well as have predictable and stable hours. A career progression is important as well. Industries need to talk about careers instead of jobs.
- Are we focusing on African American community, low income people, or low skilled workers? While these are separate categories, low-wage workers typically have low wage skills and are often minorities
- No pathway into financial industry and very few applications from minorities- need industry knowledge, basic knowledge of technology, soft skills, and cultural skills to interact across class lines with “people of influence” and network
- CCAP can be a major barrier for employment, especially for young black men

**March 2<sup>nd</sup>, 2015 – Housing –Presenters:** Matt Wachter, Kristin Rucinski, Steve Stienhoff, Alexandra Pavlakis

- Affordable Housing: both low-income and upper-middle class is growing, housing only being built to accommodate upper-middle class. Low vacancy rate gives power to landlords, which makes rent go up. Price of one bedroom has jumped from \$750-\$1000.
- Credit and income: tenants must make 3x rent in income for application to be accepted, credit is a huge problem with housing applications and generational poverty
- Geographical isolation is a HUGE problem in Dane County. Largest predictor of poverty is zip code. African American and Hispanic concentrated in very low opportunity and high poverty area. Housing discrimination key variable in racial wealth gap.
- Low-income households more likely to move often, which interrupts education of children as well as social relationships with teachers and classmates. Stable housing improves stigma and stress, family unification, routines, and more opportunities for parental involvement.
- Transportation: few transportation options to higher paying jobs on outskirts or outside Madison, most low-wage low-skilled jobs concentrated in city. Need to be able to access groceries, stores, health care, etc, difficult without car
- Need \$10-11/hr to get out of poverty, \$15/hr to obtain housing

**April 13<sup>th</sup>, 2015 – Early Childhood – Presenters:** Sharyl Kato, Jody Bartnick, Jessica Miller, Roxana Vega, Fabiola Hamdan

- Poverty is a function of education, rather than education as a function of poverty.
- Brain development during first 5 years can be damaged by: poverty, violence, stress, trauma, neglect. Need to respond to these factors quickly and garner political will to address these problems.
- Availability and quality of childcare is extremely important, need low child-teacher ratios, play based environment, positive feedback. WI Shares helps with childcare, but barriers exist. Big barrier: all parents must comply with child support to enroll in program. Many providers above reimbursement rate. Excessive amounts of paperwork.
- Born Learning early childhood zones and parent-child home program have positive results
- Discussion on whether skills cap exists: if we give people skills, are jobs available?
- Childcare generally unavailable for 2<sup>nd</sup> and 3<sup>rd</sup> shift workers
- Lots of talk around moms: need to include discussion of dads as well

**May 4, 2015 – Social Determinant's of Health and Traumatic Stress – Presenters:** Karen Timberlake, Mary Sue Roberts

- Intersection between income, education, and health. You are really looking at a health agenda for these people. Social and economic determinants of health influence how long people live and how healthy they are when they are alive. They aren't random, they are shaped by us in social policies, systems, and political powers.
- Healthier communities are more profitable in communities even with controlling the income.

- These are huge roadblocks for people on an individual level. If everything is fought with danger than you will operate in a very different way than if you didn't have to worry about anything else. This happens as a result of traumatic stress, feeling that way is not helpful.
- Cognitive behavioral therapy, the relationships between what we feel and think is changed with stress and trauma in your life.
- If you are not sure of what is coming then it is hard to be stable for children and give them what they need.
- Stress is a physiological reaction, to take care of danger, and then it is released. When the constant feeling of danger is there then you don't get to stop your activation of stress at all times. It causes flight or fight, involves many overwhelming factors!
- The risk factors are huge for a person to be vulnerable to trauma, poverty is one of them. Stability is the hope to avoid this trauma or you are vulnerable. It increases the factors in a big way; these are all higher factors if you are at or below the poverty line.

**June 8, 2015 – Understanding what United Way is Doing, Affirming Our Target Population, Learnings from Our Community Engagements and Beginning to Identify Possible Strategies – Presenters:**

Deedra Atkinson, Donna Hurd, Beth Neary, Maria Muniagurria, Al Ripp and Steve Steinhoff

- Target Population - ***Young families with children living in poverty with a focus on people of color. (including resident and non resident fathers)***
- Learnings from the Community Engagements:
  - The need for additional mental health services
  - Lack of affordable housing
  - Lack of late night and weekend childcare
  - The need for a culture of support to help people be successful
  - High demand for programs serving low income families
- Would like to see United Way do more on Public Policy. Polices play a role in some of the issues that people face
- Help families navigate the systems; coordination of systems is needed
- In defining what we mean by “Economic Stability” we will need to determine if we are talking about a specific income level for families, a percentage over poverty or what exactly are we trying to achieve for these families. Reminder that poverty and economic stability are not the same things

**July 6, 2015 – Understanding Structural Poverty and Understanding the Barriers Facing Non-Custodial Fathers – Presenters: Jacquie Boggess & Will**

- Fathers whether present in the home not play an important role in their kids lives.
- Social Service programs do not focus on the needs of fathers; very little exists to support their needs
- Criminal Justice charges add additional barriers to an already challenged income

- Fatherhood programs do not provide 1) subsidized employment 2) Legal assistance 3) medical care 4) cash benefits 5) housing assistance nor 6) support for progression through post-secondary education
- Child support is difficult to pay when you are earning minimum wages or you are incarcerated and charges continue to accumulate
- Fathers want to support their children but many factors/barriers get in the way of them being able to provide for themselves much less their children



## National and Local Research

### 1. INCOME/EMPLOYMENT:

#### Broad Economic Changes

- i. Wage stagnation - The demand for technical skills has driven up the wages of the high-skilled workforce, but the wages of low-skilled workers have stagnated. The decline of labor unions and the shrinking value of the minimum wage have combined to leave less educated workers economically behind. Minimum-wage workers cannot earn enough in 40 hours a week, or even 60 hours a week, to support a family and provide what children need to develop in healthy ways, succeed in school, become productive adults, and ensure the prosperity of the next generation. The result has been a significant widening of the gap between upper income earners and those at the low end of the wage scale.
- ii. The decline in organized labor has also played a role in increased wage inequality in the United States. According to a study published in the American Sociological Review. "Unions, Norms and the Rise in U.S. Wage Inequality," discovered that the decline in unions since 1973 was responsible for a third of the increase in wage inequality among men since then, and a fifth of the increased inequality among women.<sup>1</sup>
- iii. Just-in-time schedules and other employment headaches - Unpredictable schedules have a significantly negative impact on young families' finances, childcare arrangements, parenting and child outcomes. For many hourly workers in the service industry in particular, the practice of just-in-time scheduling in which, due to the ability of employers to determine, based on data, whether they will need a particular number of employees later in the week or later in the day, has caused the practice of last minute schedule changes to explode in recent years. The result for the employees is an uncertain level of earnings as well as a scheduling nightmare for childcare and other responsibilities of families. A recent study by the Economic Policy Institute (EPI) demonstrates that these non-standard work schedules are more common among African American workers and workers who are less educated, and among younger, low income mothers and those who have spent more years as single parents. EPI found that these non-standard schedules have significant effects on the children of parents whose employers subscribe to these practices including: "Young children and adolescents of parents working unpredictable schedules or outside standard daytime working hours are more likely to have inferior cognitive and behavioral outcomes."<sup>2</sup>
- iv. **Educational attainment** - Over the course of the workers' careers, employees with a bachelor's degree will earn two and one half times the lifetime wages of an individual without a high school diploma and twice that of a worker with only a high school degree. Workers with less education also are at greater risk of unemployment.

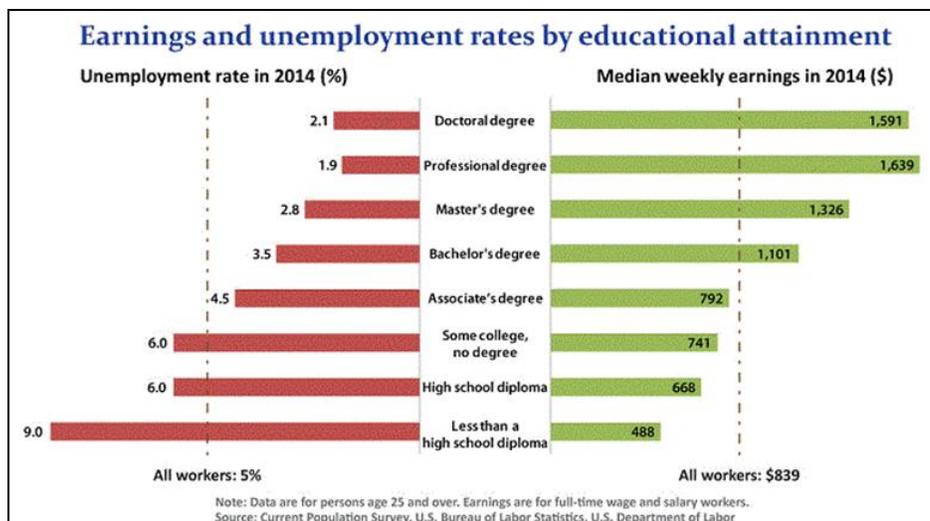
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<sup>1</sup> Labor's Decline and Wage Inequality, Steven Greenhouse August 4, 2011

<sup>2</sup> Economic Policy Institute cite needed



United Way  
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Post secondary education can increasingly also include industry specific certificates and licenses. Roughly 25 percent of adults in the United States have a professional certification, license, or educational certificate. The results from a study by the Census Bureau also indicate that “professional certifications, licenses, and educational certificates have labor market value, especially for those with low levels of education (i.e., below the bachelor’s degree level) and people with professional degrees.” ( The chart above does not capture the relative monetary advantages of certificates and licenses.)

## 2. HOUSING:

As perhaps one of the most basic needs, the price of rental housing since the recession has risen steadily as has the number of renters in need of affordable housing. This mismatch is noted by the Urban Institute in a report mapping the availability of affordable housing and the need for that housing in every county in the country. Nationally, for every 100 extremely low-income (ELI) renter households in the country, there are only 29 affordable and available rental units. Not one county has an equal number of affordable housing units available for the renters who need them. The high cost of housing (housing burden) is a significant contributor to the mobility of low income families. Both families living in poverty and those near poverty tend to move much more frequently than families with greater incomes. A Woman’s Employment Study found that while the vast majority of their families moved (80%), there are about 20 percent of families that are frequent movers, families that move more than six times in six years.<sup>3</sup> This mobility presents serious challenges for both parent and child well being. (See side bar on mobility and school.)

## 3. EARLY CHILDHOOD:

**Quality early childhood experiences set the stage for success.** The academic achievement gap between low income children, children of color and their more affluent white classmates has its roots in the experiences children have as babies and preschoolers. Inequity in opportunity starts early, but

investment in this area results in a great return on investment. Studies such as the Abecedarian Project and the Chicago Child-Parent Center Longitudinal Study show that children exposed to a nurturing,

<sup>3</sup> Should I Stay or Should I Go: Exploring the Effects of Housing Instability and Mobility on Children, Cohen, Rebecca and Wardrip, Keith, Center for Housing Policy, 2011



stimulating environment in the first five years of life are more likely to have a successful elementary school experience. Additional studies have found that quality early experiences also increased likelihood of students graduating from high school. A wide body of research repeatedly shows that investing in early childhood education, through partnerships between government, private firms and non-profit foundations, “can reap extraordinarily high economic returns, benefits that are low-risk and long-lived”.<sup>4</sup> The economist, James Heckman, concludes that investment in early childhood is not only valuable for children themselves but offers \$7 for every \$1 return on investment to the community.

#### 4. Holistic 2 Generation and Care Coordination Models (alphabetical order)

##### a. **Community Partnership for Children (CPC): Green Bay, WI**

CPC is a prevention-focused early childhood initiative with the vision that all Brown County children will be safe, healthy and ready for kindergarten. Many community partners work together to sustain a collaborative, coordinated System of Care that will ultimately make it possible to strengthen families, improve child health, reduce child abuse and neglect, and promote optional child development. All families receive a Welcome Baby visit in the hospital when their children are born which includes a risk factor screening and also community resource information. Families screened at high risk receive an offer for a follow up home visit, and are connected to further resources based on their needs and goals.

[www.browncountychildren.org](http://www.browncountychildren.org)

##### b. **Housing Ministries of American Baptists of Wisconsin: Northport and Packers apartment complexes.**

Learning centers at Northside apartment complexes, where residents can study, take classes and further their academic advancement whether they were children or adults, are driven and created by the resident community.

##### c. **Joining Forces For Families (JFF): Dane County Human Services**

“Joining Forces for Families (JFF) is a voluntary, community-based, supportive service that helps families address their basic human needs. By quickly linking clients to resources, JFF often keeps families stable and deflects them away from costly formal system interventions. The JFF program encourages cooperation between agencies in caring for families. JFF uses the combined talents and resources of the Dane County Human Services Department, public health, county and local law enforcement agencies, school districts, human services organizations, and residents to support the success of children, youth and families in home, school and the community.” (Dane County Human Services:

<https://danecountyhumanservices.org/jff/> ).

##### d. **Community Schools: Community Schools:**

A community school is both a physical space and a set of partnerships between the school and other community resources. It is a research-based strategy that has been implemented for more than ten years in various communities around the country. The models look different by location, but have an integrated focus on academics, health and social services, youth and community development. Community engagement leads to improved student learning, stronger families and healthier communities. The Madison Metropolitan School District is launching Community Schools in Madison beginning in 2016. For more information please visit: [http://www.communityschools.org/aboutschools/what\\_is\\_a\\_community\\_school.aspx](http://www.communityschools.org/aboutschools/what_is_a_community_school.aspx)

<sup>4</sup> Grunewald, Rob., & Rolnick, A.J., (2005) Early Childhood Development on a Large Scale. June 2005 issue. [www.minneapolisfed.org](http://www.minneapolisfed.org)



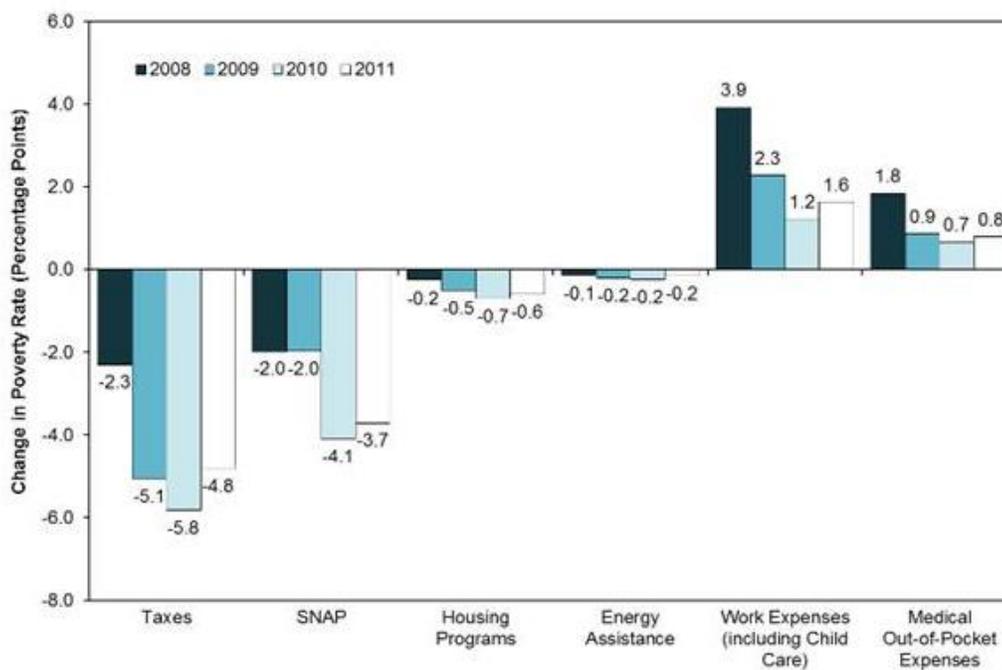
- e. **Northside Achievement Zone (NAZ):** NAZ operates as one integrated program across multiple partners, with NAZ families at the center. They provide families with an unbroken ecosystem of best-practice supports from pre-natal through college. Each of these supports builds toward measurable academic outcomes for children. The NAZ Promise Neighborhood is a collaboration of organizations and schools that work with children and families in a geographic “Zone” of North Minneapolis to build a culture of achievement—so that all youth graduate from high school ready for college. Their goal is to permanently close the achievement gap and end multigenerational poverty in North Minneapolis.  
[www.northsideachievement.org](http://www.northsideachievement.org)
- f. **Pathways Community HUB:** Community Health Navigators take referrals and work with families on pathways designed to improve health and social outcomes. Model was developed to identify, care for, and track treatment outcomes of those at risk in a coordinated, cost-effective manner. This model is approved by the AHRQ (Agency for Healthcare Research and Quality). In this model of Community Care Coordination, an individual from within the community served provides a culturally relevant link to existing health and social services. Employment, college training, and support services are provided to the Community Care Coordinator so that the community and its residents become the agents for change.  
<http://carecoordinationsystems.com/>
- g. **Promise Neighborhoods:** “The vision of Promise Neighborhoods is that all children and youth growing up in Promise Neighborhoods have access to great schools and strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college and a career. The purpose is to significantly improve the educational and developmental outcomes of children and youth in our most distressed communities, and to transform those communities by—
- i. Identifying and increasing the capacity of eligible entities that are focused on achieving results for children and youth throughout an entire neighborhood;
  - ii. Building a complete continuum of cradle-to-career solutions of both educational programs and family and community supports, with great schools at the center;
  - iii. Integrating programs and breaking down agency “silos” so that solutions are implemented effectively and efficiently across agencies;
  - iv. Developing the local infrastructure of systems and resources needed to sustain and scale up proven, effective solutions across the broader region beyond the initial neighborhood; and
  - v. Learning about the overall impact of the Promise Neighborhoods program and about the relationship between particular strategies in Promise Neighborhoods and student outcomes, including through a rigorous evaluation of the program.” (US Department of Education: Promise Neighborhoods Website: 11/6/15:  
<http://www2.ed.gov/programs/promiseneighborhoods/index.html>)

### **National Research on Public Policy and Employment**

**Public benefits and work supports.** To be sure, the availability of benefits from income transfers to food assistance play an important part in reducing the effects of poverty for individuals and families with very low income. The Wisconsin poverty measure developed by the Institute for Research on Poverty at the University of Wisconsin demonstrates that tax credits and certain public benefits can have a direct influence on poverty. This measure uses not only income as measured by the official poverty measure but also considers a finite group of tax credits and public benefits as income as well. The following chart

illustrates the effect of the Earned Income Tax Credit as well as SNAP (Foodshare), housing assistance and energy assistance have on the percentage of Wisconsinites in poverty. This is especially relevant in reducing child poverty. According to the authors, “Both taxes and SNAP had a larger impact on reducing child poverty than overall poverty. This was particularly true in 2013, when tax-related provisions reduced child poverty by 4.4 percentage points and SNAP benefits reduced child poverty by 4.0 percentage points.”

**Effects of Taxes, Public Benefits, and Expenses on Child Poverty in Wisconsin, 2008–2011**



Source: IRP tabulations using 2008–2011 American Community Survey data.

Note: SNAP = Supplemental Nutrition Assistance Program.

**Public Policy** - According to the Community Advocates Public Policy Institute<sup>5</sup> in Milwaukee, Wisconsin, “work is the primary way out of poverty.” They also state that “today, there are roughly twice as many unemployed Americans as there are job openings in the country”. They recommend these five policy changes to help move people of poverty:

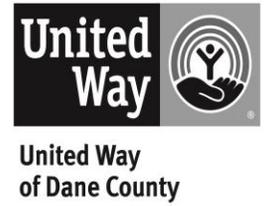
1. **Create a Transitional Jobs Program** - for the unemployed and underemployed, offer the opportunity to work at a Transitional Job paying the minimum wage.
2. **Increase the Minimum Wage** – Raise the Federal minimum wage to \$10.10 per hour and index it for inflation.
3. **Reform the EITC and Eliminate the Marriage Penalty** – Reform the Earned Income Tax Credit (EITC) by providing a roughly \$4,000 increase in the maximum credit for both childless taxpayers and

<sup>55</sup> Community Advocates Public Policy Institute – Working Our Way Out Of Poverty March 2015



taxpayers with children. The policy also eliminates virtually all of the EITC's marriage penalties by allowing spouses in a married tax unit to claim the credit based on their individual earnings.

4. **Strengthen Child Care Funding** – Expand funding for childcare to guarantee subsidies to individuals with incomes below 150% of the official poverty guidelines.
5. **Enact a Secure Retirement and Disability Income Tax Credit** – Increase support for individuals receiving Social Security and disability income in the form of a tax credit that raises recipient's incomes to 150% of the official poverty guidelines.



## ***Responsibilities of the Employer Council***

### **Purpose of Employer Council**

The Employer Council is a collaborative that pledges to recruit and hire people out of poverty with the intent to onboard and retain employees who otherwise may not have been considered for hiring due to barriers and expectations. This group will support the employment goal of a three-year initiative called the HIRE Initiative.

Donors to this program are very concerned about the racial/ethnic economic disparities in Dane County, and are keenly interested in changing the paradigm of hiring in Dane County that has kept Dane County from fully utilizing its workforce and prevented people from escaping poverty and moving into the middle class. The Employer Council will have the opportunity to learn as a “community of practice” ways in which we can impact our practices and permanently move people out of poverty.

We will lean on the nonprofits that are part of the HIRE Education and Employment Initiative, and conversely help this collaboration improve their ability to outreach, educate, and job-train for the positions available through the Employer Council. The Co-Chairs for the Employer Council are Dave Beck-Engel, President of J. H. Findorff & Son, and Marcia Anderson, US Bankruptcy Court and General, US Army Reserve.

The approach is local. We are driven by the belief that equity is the path to shared growth and prosperity.

### **There are two levels to this Council**

1. CEO’s who pledge the employment, and provide strategic leadership to increase employment opportunities in Dane County for clients in poverty.
2. Staff from employers who are responsible for operationalizing this pledge, which may include Human Resource professionals, hiring managers, or internal champions to the hiring and retention efforts who will help guide the United Way and the HIRE Education Employment Initiative. This group will create a community of practice in which we will share our collective learning on recruitment, hiring, onboarding, and retention of people leaving poverty.

### ***Responsibilities of the Employer Council Co-Chairs***

- Recruit employers to be members of the coalition who pledge to hire people not necessarily considered by employers e.g. people of color and people from poverty.
- Convening this group of CEO’s to provide strategic direction, thought leadership, evaluation and employment opportunities.
- Lead strategic creation of the Employer Council meetings. Work with United Way of Dane County staff to set meeting agendas that are educational and provide a strategic understanding of the employment environment in Dane County, challenges of hiring and the work of the Community Solutions Teams as they work on the Agenda for Change.
- Ensure goals are met and transparent processes are followed.
- Facilitate meetings.

## The HIRE Initiative

- Report to United Way Board and Vision Council on work of the Employment Council and bring appropriate items forward for approval.
- Be available to the media for interviews and educational opportunities on this initiative.

### ***Responsibilities of the Employer Council CEOs***

- Increase the number of employers that hold family sustaining employment slots for HIRE participants
- Increase the number of employers that provide paid internships
- Increase the number of employers that provide on-the-job mentors to help new hires transition to their new work environment.
- Be available to the media for interviews and educational opportunities.

### ***Responsibilities of Employer Staff Team***

- Deliver on the vision of the Employer Council
- Increase the numbers of employees hired who are people of color and/or from poverty.
- Develop and share best practices around recruiting, hiring, on-boarding, and retention of new hires.
- Operationalize the best practices for on-boarding of new hires that can be shared with other Dane County employers
- Provide employment slots at your place of business (earning at least \$15 an hour) or paid internships if full-time employment is not available
- Seek to increase the number of private sector employment opportunities
- Operationalize new hire strategies that can be shared with other employers

## **Accountability**

United Way of Dane County Board of Directors, the HIRE Leadership Team, and ultimately the community.

## **Commitment**

- Members bring their community and professional experience to provide thought leadership to this group.
- Members are asked to attend scheduled meetings and participate in discussions and decisions.
- The CEO Team will meet to kick-off this initiative and semi-annually in the first year.
- The Employer Staff Team will meet monthly in the first year. Other meetings and community engagement activities may be called as determined by the Co-Chairs and/or Council members.

## **Staff team**

Deedra Atkinson, Executive Vice President, Community Impact and Strategy, UWDC

Renee Moe, Executive Vice President Resource Development and Marketing, UWDC

Keetra Burnette, Senior Director, Community Impact, UWDC

Angela Jones, Community Impact Director, Safe Communities Strong Neighborhoods, UWDC

Rosemary Martinez Uren, HR Advisor/Employee Relations Director, American Family Insurance

Jim St. Vincent, Vice President, Human Resources, American Family Insurance



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**The HIRE Initiative—Employer Council  
2015 Roster**

<b>Name</b>	<b>Company/Title</b>
<b>Dave Beck-Engel – Co-Chair</b>	J.H. Findorff & Son President
<b>Marcia Anderson – Co-Chair</b>	U. S. Bankruptcy Court – Madison
Ruben Anthony Jr.	Urban League of Greater Madison Executive Director
Karianne Bauer	American Girl Human Resources Recruiter
Vikki Brueggeman	Zimbrick HR Director
Jeff Burkhart	Literacy Network Executive Director
Amanda Day	Aprilaire Human Resource Generalist
Londa Dewey	QTI CEO
April Dichraff	Veridian Homes Director of Human Resources
Jennifer Emmons	Alliant Energy Manager Talent Acquisition
Alicia Foulker	Unity Health Insurance Talent Acquisition Specialist
Nancy Gerke	UW Medical Foundation Leave and Employment Services Rep
Brandy Grayson	YWCA Employment Services Director
Tamara Grigsby	Dane County Executive Office Community Relations Director
Dena Gullickson	Stevens Construction Corp. HR Manager/EEO Officer
Maureen Harrill	Great Lakes Educational Loan Services, Inc. Human Resources Specialist
Jenna Harris	UWHC HR Director
Bill Herman	Research Products Corporation Corporate Human Resources Director
Marshall S. Heyworth	Madison Gas & Electric Director Human Resources
Laura Kaker	Madison Gas & Electric

	Employment Consultant
Pat Kampling	Alliant Energy CEO
Tara Klun	Summit Credit Union Sr. HR Generalist
Carrie Kornstedt	UW Medical Foundation Recruiter
Edward Lee	Urban League of Greater Madison VP of Operations
Jason Loewi	QTI Branch Manager
Richard Lynch	J.H. Findorff & Son CEO
Rosemary Martinez-U'Ren	American Family Insurance HR Advisor/Employee Relations Director
Karen Menéndez Coller	Centro Hispano Executive Director
Oscar Mireles	Omega School Executive Director
Chris Murphy	Cap Times Managing Editor
Carie Myers	DEMCO HR Generalist
Julie Nicodemus	Great Lakes Educational Loan Services Human Resources Specialist
Debby Ochoa	American Girl Human Resources Director
Allison Osting	CUNA Mutual Director of Recruiting
Lisa Peyton-Caire	Summit Credit Union AVP – Diversity, Inclusion & Wellness
David Phillips	Dane County Executive Office Director, Office of Economic & Workforce Development
Mark Rudnicki	Stevens Construction CEO
Jim St. Vincent	American Family Insurance VP, Human Resources
Jack Salzwedel	American Family Insurance CEO
Pat Schramm	Workforce Development Board of South Central Wisconsin Executive Director

John Schinderle	Cleary Building Corp Human Resource Manager
Sue Sippola	DEMCO HR
Steve Skolaski	Rennebohm Foundation Executive Director
Ron Sliwinski	UW Health President/CEO
Rick Spiel	United Way of Dane County VP Finance & IS
Adrienne Smolinski	TASC Corporate Recruiter
Paul Soglin	City of Madison Mayor
Michele Thoren	Cintas Corporation Human Resources
Jennie Vamstad	Alliant Energy Manager, Talent Acquisition
Tom Ward	Unity Health Insurance HR Director
Tonya Williams	Employee Relations Consultant UW Health
Brad Wirtz	City of Madison HR Director
Gary Wolter	MG & E CEO
Thomas Zimbrick	Zimbrick CEO

**Staff Team:**

Angela Jones, Director, Community Impact, United Way of Dane County  
Rosemary Martinez-U'Ren, HR Advisor/Employee Relations Director, American Family Insurance  
Kristi Shepard, Director, Mayor Gifts and Planned Giving, United Way of Dane County  
Jim St. Vincent, HR Director, American Family Insurance  
Faustina Bohling, HR Director, United Way of Dane County

Updated 11/10/2015

# Agenda for Change addresses Poverty



<b>Agenda for Change</b>	<b>What we are trying to do</b>	<b>Our goal</b>	<b>Key measures</b>	<b>Addresses poverty</b>
<b>Children are cared for and have fun as they become prepared for school.</b>	All children start school with developmentally appropriate skills to be kindergarten-ready and become academically successful.	80% of our 4-year olds will be at age-expected development and ready to begin school by 2020	<ul style="list-style-type: none"> <li>Developmental skills and kindergarten readiness at age 4</li> </ul>	<ul style="list-style-type: none"> <li>Achievement gaps can be seen in a child's first year and measured by 18 mos.</li> <li>Ensuring an educated workforce begins in early childhood</li> </ul>
<b>All students succeed academically and graduate from high school, regardless of race.</b>	Eliminate the racial academic achievement gap and improve graduation rate for an educated future workforce.	Increase graduation rate in Dane County to 95% by 2020	<ul style="list-style-type: none"> <li>High school graduation rate evaluated by district and race</li> <li>Reading at 4th grade evaluated by district and race.</li> <li>Completion of algebra by 10th grade, evaluated by district and race.</li> </ul>	<ul style="list-style-type: none"> <li>High school diploma is foundational to preparing for the workforce and earning family-sustaining wages</li> </ul>
<b>More people are on pathways out of poverty.</b>	<ul style="list-style-type: none"> <li>Create economic stability for young families with children</li> <li>Hire people out of poverty and reduce racial economic gap</li> <li>Reduce the return to prison rate.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of young families, especially families of color, that have stable employment, housing, and whose children are at age-expected development</li> <li>Place 240 people living in poverty in jobs with minimum 1-year retention</li> <li>90% of the released offenders to Dane County will not return to prison within two years of their release</li> </ul>	<ul style="list-style-type: none"> <li>Employment rates, family homelessness, and kindergarten readiness</li> <li>Number of people who get and retain a job over one year</li> <li>Return to prison rate</li> </ul>	<ul style="list-style-type: none"> <li>Holistically help families achieve foundation to move out of poverty</li> <li>People in poverty attain/retain jobs with family-sustaining wages</li> <li>Former offenders will remain in poverty unless they can return to the community productively</li> </ul>
<b>There is a decrease in family homelessness.</b>	Prevent families from becoming homeless and rapidly re-house homeless families to create stable living situations for families with children	Decrease the number of homeless families and Increase the number of young families, especially families of color, that have stable housing	<ul style="list-style-type: none"> <li>Number of Dane County families and children in shelter</li> <li>Number of stably housed families</li> </ul>	<ul style="list-style-type: none"> <li>Families in extreme poverty are stabilized in housing and are better able to find and maintain employment</li> <li>Stably-housed children are more successful in school</li> </ul>
<b>People's health issues are identified and treated early.</b>	<ul style="list-style-type: none"> <li>Address behavioral health issues that interfere with a student's ability to learn and stay in school</li> <li>Reduce uninsured rate for very poor people</li> </ul>	<ul style="list-style-type: none"> <li>Increase graduation rate to 95% by 2020</li> <li>Enroll uninsured in Affordable Care Act Marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Number of 6<sup>th</sup> grade students screened and treated for trauma, depression, anxiety</li> <li>Reduction in 9<sup>th</sup> grade truancy/dropout</li> <li>Enrollment in HealthConnect</li> </ul>	<ul style="list-style-type: none"> <li>80% of children in poverty are affected by long-term toxic stress and trauma. Addressing these issues early prevents truancy, dropping-out, and increases academic success</li> <li>HealthConnect provides insurance premium subsidy for poor people</li> </ul>
<b>Seniors and people with disabilities are able to stay in their homes.</b>	<ul style="list-style-type: none"> <li>Prevent senior institutionalization from adverse drug events and falls</li> <li>Youth with disabilities successfully transition from school to work</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the rate and number of adverse drug events and falls of Dane County older adults by 15% by 2015.</li> <li>85% of youth with emotional and behavioral disorders transition to post-secondary education and/or employment by 2020</li> </ul>	<ul style="list-style-type: none"> <li>Number/rate of hospitalizations and Emergency Dept. visits due to adverse drug events and falls.</li> <li>Number of youth successfully transitioning from high school to post-secondary education</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive medication reviews and falls prevention classes are free to low-income seniors</li> <li>Prevent disabled young adults from poverty who can't work</li> </ul>
<b>United we strengthen local partnerships to achieve measurable results and change lives.</b>	Increase capacity of our partners to deliver services; create opportunities for agencies to enhance their leadership.	<ul style="list-style-type: none"> <li>Strengthen the volunteer and staff leadership within our partnerships.</li> <li>Increase volunteerism on the Agenda for Change to 800,000 hours by 2020</li> <li>Provide comprehensive 2-1-1 information &amp; referral services for our 7-county region</li> </ul>	<ul style="list-style-type: none"> <li>Diverse volunteer leadership in our partnerships.</li> <li>Number of volunteers/hours working in our Agenda for Change areas</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the capacity of our partnerships to address poverty</li> <li>2-1-1 links people to resources—focus on housing and food</li> </ul>

## Operationalizing the Agenda for Change

<i>Agenda for Change</i>	<i>Mobilization Plans</i>	<i>Signature Initiatives</i>	<i>Deployed in</i>
<b>Children are cared for and have fun as they become prepared for school.</b>	<ul style="list-style-type: none"> <li>• Born Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Parent-Child Home Visitation</li> <li>• Play &amp; Learns</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>
<b>All students succeed academically and graduate from high school, regardless of race.</b>	<ul style="list-style-type: none"> <li>• Academic Success</li> </ul>	<ul style="list-style-type: none"> <li>• Schools of Hope Elementary Tutoring</li> <li>• Achievement Connections Middle and High School Tutoring</li> <li>• Here! Every Student Every Day (elementary attendance)</li> <li>• Read Up! (elementary summer learning loss)</li> </ul>	<ul style="list-style-type: none"> <li>• Madison, Sun Prairie, Middleton/Cross Plains, Oregon</li> </ul>
<b>There is a decrease in family homelessness.</b>	<ul style="list-style-type: none"> <li>• Housing in Action</li> </ul>	<ul style="list-style-type: none"> <li>• Housing First</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>
<b>More people are on pathways out of poverty.</b>	<ul style="list-style-type: none"> <li>• Strong Roots: Building Economically Stable Families</li> <li>• Journey Home</li> </ul>	<ul style="list-style-type: none"> <li>• A collaboration of Born Learning, HIRE Education Employment Initiative, and Housing First</li> <li>• Journey Home</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• County</li> </ul>
<b>People's health issues are identified and treated early.</b>	<ul style="list-style-type: none"> <li>• Born Learning</li> <li>• Academic Success</li> </ul>	<ul style="list-style-type: none"> <li>• Ages and Stages developmental screenings</li> <li>• CBITS (Cognitive Behavioral Intervention for Trauma in Schools) and</li> <li>• FACE-Kids</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Madison, Middleton/Cross Plains, Sun Prairie, Oregon</li> </ul>
<b>Seniors and people with disabilities are able to stay in their homes.</b>	<ul style="list-style-type: none"> <li>• Safe and Healthy Aging</li> <li>• Youth Transitions</li> </ul>	<ul style="list-style-type: none"> <li>• S.A.F.E. at Home</li> <li>• Youth Transitions</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• County</li> </ul>
<b>United we strengthen local partnerships to achieve measurable results and change lives.</b>	<ul style="list-style-type: none"> <li>• Volunteer Engagement</li> <li>• 2-1-1</li> </ul>	<ul style="list-style-type: none"> <li>• BoardWalk</li> <li>• United Way 2-1-1</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• 7 Counties (Dane, Rock, Green, Lafayette, Iowa, Sauk and Columbia)</li> </ul>