

CHILDREN AND FAMILY SERVICES ADVISORY COMMITTEE
JUNE 18, 2015
MINUTES

PRESENT: Kristen Agenten, Sara Barron, Eden Christman, Laura Cherone, Emily Enockson, Joe Muchka, Diane Ripple, Karen Villarreal, Carl Vitense

STAFF PRESENT: Diane Bazylewicz, Esther Jensen, Laurie Kohler, Kathy Mullooly, Peter Slesar

APPROVAL OF MINUTES OF THE MAY 21, 2015

Karen Villarreal called the meeting to order at 8:33 a.m.

A motion was made by Joe Muchka, seconded by Laura Cherone to approve the minutes of the May 21, 2015 meeting.

Karen Villarreal announced that Bill Zaborowski declined the request to serve as HHS Board liaison to CAFSAC, as he will be serving as board liaison to the ADRC Advisory Committee.

SPECIAL SERVICES ADVISORY COMMITTEE

Diane Bazylewicz reported that the Special Services Advisory Committee met May 21, 2015. They meet every three months. Speakers are invited to present on current topics. One goal and part of the Children with Special Needs Unit's strategic plan was to work on a survey to send to the Children's Long Term Support families. This includes all of the open clients on the Children's Long Term Support Waiver and Family Support Program, which can be over 600 families in a year. Bazylewicz started with templates from other counties and incorporated input from parents and SSAC members. The survey will be sent out in September. Some of the areas surveyed are case management, program-specific, and general comments. Bazylewicz passed around a copy of the survey and invited feedback.

THRIVING WAUKESHA

CAFSAC members introduced themselves. Terri Phillips is the Project Manager and Ed Olson is Co-Chair of the Thriving Waukesha Alliance.

Olson thanked CAFSAC for this opportunity. Thriving Waukesha is becoming more public and known. The purpose is to talk about some of their accomplishments in the past 18 months, priorities for 2015, and the goals of the private not for profit community that they are about. Ed Olson is co-chair along with Jean Schultz of Pro-Healthcare. Olson is retired after 30 years at Pro-Healthcare; about 10 years as CEO at Waukesha Memorial Hospital. He's been a volunteer in the community for many years and continues to volunteer and work with several non-profit agencies. He is eager to be involved with Thriving Waukesha County Alliance to bridge gaps between agencies and create systems in which all agencies can survive.

Olson began reviewing the PowerPoint (attached) with the Taskforce Vision. The Taskforce began in 2011. It began with agency executives who served as the advisory group to the United

Way leadership forum. Discussion began focusing on the recession, the increasing demand for needed resources, and the decreasing of government funding. Also the changing demographics of Waukesha County which were placing strains on the agencies. What can we do that goes beyond the individual agency to agency collaboration and begin to take a system wide view of this? The discussion moved into United Way and engaged others. Out of that came the determination that perhaps a larger community task force would be necessary. The leadership of four key agencies; United Way, Waukesha County Community Foundation, the County Executive's office, and the Greater Milwaukee Foundation, came together to sponsor the taskforce that ultimately came up with this mission. The taskforce came up with recommendations after about 18 months of work and they involved five different category areas; two having to do with overall capacity building, community performance measures, role of funders, and increased awareness of services. Olson talked about the importance of the role of funders who tend to want to fund new initiatives, rather than operating expenses, which creates lack of sustainability. The taskforce found there is not enough awareness of the not for profit community and the value it brings to the quality of life of the community. A second dimension, even within the agencies, is there is not enough awareness of what one another does.

Through discussion and a survey it was determined that two areas were serious issues; homelessness and transportation. In the homelessness area significant issues were seen arising, notably the overflow crisis shelter not having enough capacity in the wintertime. In transportation, agency execs identified that a key issue was clients not being able to get to the services offered in the community. In both cases it was clear that despite good collaboration and discussion between providers in these areas, there wasn't strategic collaboration or a forum going on.

The taskforce recommendations from the 18 month study were turned over for implementation to what is now the Thriving Waukesha County Alliance. It was a reconstituted leadership group that consists of the individuals named on the PowerPoint. Taskforce recommendations continue to be couched under the five categories that were the cornerstone elements.

The mission of the alliance is to create long term sustainability and optimal capacity of the Health and Human Services Sector. Olson talked about sustainability in a sector that has so often been buffeted by changes in demand or funding sources, government increases and decreases, foundations that have reset priorities; the idea of sustaining as opposed to simply developing new programs emerges as a key question. How do we create a sustainable not for profit organization? We became aware during the recession of how vulnerable this not for profit sector really is, at the same time that the capacity requirements are increasing dramatically.

As an advocate and catalyst, Thriving Waukesha Alliance doesn't have funds to distribute, they don't have the ability to dictate or determine what should happen, but what the alliance can do because of the lead agencies that are significant as leadership, is be an advocate, raise issues and support individuals coming around those issues, as a catalyst do a better job of building capacity, educating the community regarding health and human services, and informing donor and funder resources about their investments and the best way to leverage them. One of the activities the alliance will talk about is getting funders together and ask if they are really addressing highly effective, efficient organizations and addressing top priorities in the community.

Five priorities were identified in 2014 as the first step toward implementation of the task force recommendations. Agency affinity groups were assembled in strategic collaboration around the homelessness and transportation arenas. Community navigation was an area of emphasis and they collaborated with the hospital groups and the county health and human services. 2-1-1 coming in provided an opportunity for a new start for community navigation. The training of navigators was being done by the CHIPP group as that was on their plan for community initiatives. These are areas where the alliance can be an advocate and catalyst by collaborating with the groups doing effective work within the priority areas. Funder conclave was bringing together funders for educational activities around the idea of collaboration and getting the word out to funders about why the Alliance believes they are doing their work in creating a sustainable not for profit system that can more effectively be stewards of those donated funds. Governance education; the alliance put on a number of seminars or series of initiatives where organizations were invited to participate, bringing board leadership and management staff in for discussion of best practices in governance financial management. Finally, community awareness and engagement, helping the community better understand what the Alliance is about.

Olson talked about the accomplishments around those five areas. The Alliance co-hosted a seminar about best practices for funders, capacity building and education including governance leadership training, co-sponsored Benevon Event and Change Management Seminar. They invited homelessness partners. The homelessness seminar included intense and interesting dialogue, and enforced the need for strategic collaboration.

The Homelessness Affinity Group brought together forty plus partner agencies. Short term there was a need for additional beds and case managers for the intake process. Longer term the Continuum of Care to review the current mission and Thriving supporting the recommendation for how to bring those agencies together cohesively. Olson reported that he is attending the Homelessness Housing Action Coalition Board meeting this morning to discuss the recommendations and in the afternoon the Homelessness Steering Committee meets.

The Transportation Affinity Group, 53 individuals representing 31 partners, working to ensure that Waukesha County possesses a transportation system that meets the needs of those who receive health and human services in Waukesha County, again through strategic collaboration.

For 2015 Thriving Waukesha continues to focus on system wide advancement. Governance education, management best practices, strategic collaboration across the community all need to continue. The key priority initiatives of homelessness and transportation continue in 2015, bringing both of those to the point of significant recommendations; one set of recommendations going to the Housing Action Coalition. Olson talked about much sorting out on the issue of transportation, focused on getting clients to the services they need and coordinating services, which is coming together. He explained the priorities under system wide advancement, including difficulties involved in measuring performance.

Priorities for 2015 under Homelessness are to develop a backbone for Homelessness by June, 2015 and determine the role of the Alliance in Homelessness after June, 2015. Thriving does not expect a role in the backbone organization for homelessness, but they will continue to advocate, identify problems, and be a catalyst to the organizations having the expertise to make the recommendations happen. They have great providers to make up the backbone organization. Under Transportation, Thriving will develop final recommendations by June, 2015, and

determine the role of Thriving in transportation after June, 2015. If you have questions on transportation, Terri Phillips can address them.

Olsen talked about facilitating partnerships. Thriving works with Safe Babies Healthy Families. It became clear from the board of Safe Babies Healthy Families that their funding formula had some structural problems with regard to sustainability. Safe Babies Healthy Families came to Thriving Waukesha and suggested a larger discussion with the community partners about their problems. Collaboration and discussion has been under way for some months and has been incredible. There is great dialogue going on with potential for real solution.

Olsen talked about not for profit agencies coming together through a seminar and a six part financial learning series. Agencies found it very valuable. Susan Dreyfus is the lead of a national organization for not for profits. Thriving met with Dreyfus and talked with her about her vision on not for profit capacity development and enhancement. Thriving has a partnership there that will continue to bring another dimension to what Thriving Waukesha Alliance is able to do.

Olsen talked about what agency executives and board members can do to support Thriving Waukesha County Initiative. There is not enough funding to meet demands, therefore the challenge is to look for additional resources from the community and also to look within at best practices to become more effective in the use of those resources. The job of Thriving Waukesha is to push the idea of building capacity in every possible way. Olsen talked about agencies working together and sharing information, but stressed true *strategic* collaboration between agencies that might provide synergistic or similar, but not redundant programs. He suggests more agencies coming together in an open community forum to ask if we can do this better together than we can individually, and make some changes.

Olsen stated the question of financial security is paramount. There are agencies in the community that don't have financial policies and procedures. Some organizations don't have three to six months cash in reserve. They should. This is a challenge. Olsen said in order to successfully get to increased sustainability and increased capacity, it begins with asking whether or not organizations have an effective finance committee, are their audits as challenging as they should be, have they challenged themselves to get to the three to six months cash in reserve? Under the governance and educational offering, Thriving Waukesha believes they should be just as good and effective as one would expect a for profit organization to be. Ask how new approaches can increase capacity and participate in pilot projects to test innovations.

Olsen talked about what donors and funders can do to support Thriving Waukesha. Channel funds to agencies who have demonstrated efficiency. Consider granting funds to sustain operational stability as opposed to only funding new innovative programs. One of the first successes with that idea was the Waukesha County Community Foundation. They had a policy that they only fund new programs and services; they changed their policy on the basis of Thriving Waukesha County Alliance. Collaborate with other donors to leverage funds.

What can the community do to support Thriving Waukesha County Initiative? The Alliance has been doing more speaking to large groups, civic clubs, and others, asking to support the not for profit human service agencies. Get them to understand just how crucial this sector is to the Thriving Waukesha County and volunteer.

Questions were asked. What was the process that determined the key priorities of homelessness and transportation? Olsen said the homelessness priority largely came from the emergency shelter situation. It became clear that the real issue wasn't just finding additional beds to serve the winter crisis months, but really was sustaining that. Terri Phillips added that the recommendations came from the 18 months of work that the Taskforce did including surveys, examining best practices, focus groups, etc. Homelessness and transportation surfaced as issues that were impacting all of the organizations. With transportation it was found that non profits aren't in the business of transportation, but transportation is key for people to receive agencies' services. Focus groups were formed including transportation providers and not for profit agencies to discuss how to improve transportation and delivery of services. The existing transportation services are in different areas with boundaries and are isolated. They've come a long way looking at the transportation system and have learned that the problems can't be solved within an individual agency. Agencies must come together and work outside of themselves with other agencies to serve the clients' needs.

Peter Slesar brought up the many local aspects with the homelessness issue, and the 'I don't want it in my neighborhood' phenomenon. How have the local politicians responded to Thriving Waukesha? Olsen stated that the City of Waukesha has been at the table. The Mayor is on the Homelessness Steering Committee with the County Executive's Office. They are not at the stage of getting 32 municipalities together. What they have put together is a structure that's able to advance the issues and get the attention of those municipalities. That's the idea of the backbone organization. The backbone organization is proposed to have four appointees by the county executive, municipal representation, county board representation, and three or four agencies represented. The idea is to put together a strong enough organization with purview of the county so that when an issue comes up, it's not just an agency looking for a solution; it's a 501c3 board that is capable of strategically planning and identifying where that need is. It will be a much more powerful voice bringing strength and leverage to the issues.

Esther Jensen commented that this sounds similar to the Waukesha County CHIPP which has been in place for the last few years, except Thriving Waukesha has a component to develop funding. The CHIPP has no funding. The CHIPP is identifying issues and hoping that someone will take on the concern or issue. Terri Phillips stated that Thriving Waukesha wants to compliment and support the CHIPP.

Laura Cherone asked if anyone is aware of what the Oconomowoc wellness group collaboration is doing. It sounds similar; to rally that community around health and wellness initiatives. Olsen has been aware of the Oconomowoc wellness group for some time. He continues to hear about groups trying to do things to assist the not for profit community.

Cherone asked how they get buy-in from communities and leaders especially in light of the Human Resources challenges mentioned. Also, the priority issues are very important, but they may not be big issues that the non-profits in some communities are dealing with on a daily basis. How do you gain buy-in for people to spend their time and money in this way? Olsen answered it is a challenge. The whole thesis is they have to start doing something to elevate the not for profit structure. Some people say 'isn't this what United Way is supposed to do?' Yes, but they serve 32 agencies. What about the other 600 agencies? That's why the lead agencies include Milwaukee, Waukesha, United Way, and the County Exec's Office. These agencies have too

much to do to make it day to day. The Alliance has to deal with the issues on their behalf. With some successes behind them, Thriving Waukesha Alliance can demonstrate and use examples of ways this has actually worked.

Cherone asked about when the forty plus funders got together for discussion, what are some of their barriers to considering sustaining funding to organizations. Olsen said that discussion they had with forty funders was a workshop for those issues. It was good to get them in a room together. All funders want to believe they're making a huge difference, and that almost always says new programs. It isn't glitzy to fund operational funding because when their donors come and say what have you done for the community and the response is we've supported good agencies is very different from saying we've started a new initiative. Everyone's looking to make their own mark on the system. We're trying to get the impression across that it might be a bigger mark to sustain operation funding. If we're going to make that argument, it's important that there be effective and efficient operational funding.

ANNOUNCEMENTS

Laura Cherone talked about the Royal Family Kids Camp in Hartland, August 17 through August 21, for children who have been abused or neglected, are in the foster care system or are considered "at risk". Volunteer counselors are needed. For more information on the camp, the website is <http://hartland.royalfamilykids.org/>

Laura Cherone is also involved in an organization called Exploit No More. They are raising support to build a safe house in Milwaukee for up to eight girls who are victims of sex trafficking. As part of their fund raising efforts, they are sponsoring a golf outing on Friday, July 24. They are looking for golfers. For information contact Jon Flickinger at golf@exploitnomore.org

ADJOURNMENT

Diane Ripple motioned to adjourn, seconded by Joe Muchka at 9:42 a.m.

NEXT MEETING

The next meeting is scheduled for July 16, 2015, 8:30 to 10:30 at Waukesha County Health and Human Services, 514 Riverview Ave., **Room 114** (not the usual Room 271).

7-16-15
Approved