

**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM  
MILWAUKEE YOUTH COUNCIL**

**COPY**

**YEAR 2018  
PROGRAM APPLICATION FOR  
COMMUNITY DEVELOPMENT  
FUNDING FOR  
YOUTH SERVICES**

**AT-RISK YOUTH  
DRIVER'S LICENSE RECOVERY**

**FROM**

**Wisconsin Community Services, Inc. (WCS)  
Center for Driver's License Recovery and Employability (CDLRE)**

**COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION  
APPLICATION EXECUTIVE SUMMARY – FUNDING YEAR 2017**

**Milwaukee Youth Council – Youth Services Proposal**  
**Total Funds Available: \$99,845**

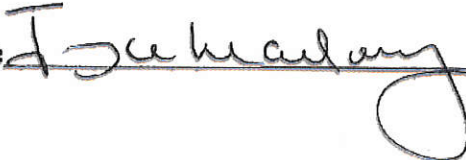
**Total Amount Requested (CDBG FUNDS) \$ 30,000**

**(Note: Minimum Allocation is \$15,000)**

Applicant Organization Name: Wisconsin Community Services, Inc. (WCS)  
Organization Address: 3732 W. Wisconsin Avenue, Suite 320 City Milwaukee Zip 53208  
Contact Person: Artis Landon Title WCS Community and Reintegration Services Administrator  
Contact Person's  
Telephone Number: (414) 290-0484 Fax Number: (414) 271-4605 E-Mail Address: alandon@wiscs.org  
Is applicant a 501 (C)(3) organization? Yes X No \_\_\_\_\_  
Is applicant a faith-based organization? Yes \_\_\_\_\_ No X  
Federal Employer Identification Number 39-0808464  
Executive Director: Clarence Johnson Phone Number (414) 290-0490  
Board President: Joyce Mallory Phone Number (414) 344-3933

**Proposal submission(s) must be authorized and signed by an official of the Board of Directors.**

Name and title of Board Official: Joyce Mallory, WCS Board President

Signature of Board Official: 

**NOTICE:**

**A false statement or misrepresentation in the proposal to obtain grant funds and if funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.**

## PART 1: PROGRAM DESIGN & SPECIFICATIONS

**If you need more space in any section, you may attach additional pages**

### 1) HOUSEHOLDS/CLIENTS SERVED

**a) Describe the specific target population to be served, including target low income level and special needs populations, as applicable.**

If Wisconsin Community Services (WCS) is a recipient of CDBG Youth Council funds, our Center for Driver's License Recovery and Employability (CDLRE) will serve low-income, City of Milwaukee youth. The program will service "At-Risk Youth" as indicated in the Youth Council RFP, by providing services addressing driver's license recovery. The primary target population for this grant is students in the Milwaukee Public Schools (MPS) District. While most participants will be ages 15-18, other youth and young adults in the target range of 14-24 will be served as well.

**b) Specify the total number of youth to receive direct services by your program.**

This program will provide direct services to 55 low-income City of Milwaukee youth. Direct services include professional advice, case management, and/or legal representation as needed. Based on past service numbers, we anticipate that more than 90% of the program participants will be people of color.

***DO NOT WRITE BELOW***  
***(For CDGA Use Only)***

**Comments:**

## 2) OUTREACH:

**a) Describe in a narrative, your agency's outreach and all of the methods that will be used to inform youth about your program.**

"Word of mouth" advertising by youth who have had direct or indirect experience with the program will be the most powerful outreach tool for CDLRE, and the demand for services is consistently high.

MPS will refer youth with suspended driving privileges who have enrolled, or expressed interest in the MPS Drive program. WCS will also reach out to the more than 2,000 youth who are participants in WCS youth programs, as well as youth involved with other community-based agencies in the City of Milwaukee.

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**Comments:**

**Describe in detail ALL OF THE FOLLOWING:**

**3) The specific ACTIVITY to be performed:**

Low-income youth in the City of Milwaukee are far less likely to have a driver's license than their peers in other communities. As a result, they have less access to employment, educational and social opportunities and community safety is at risk because some youth will choose to drive without having any training or a valid license. In January of 2016, 34% of African American 18-year-olds in Wisconsin had a valid driver's license compared to 75% of Caucasian 18-year-olds and in Milwaukee's five zip codes with over 50% poverty only 14% of 18-year-olds were licensed.

Thousands of youth in the City of Milwaukee cannot get their licenses (or learner's permits) due to suspensions for failure to pay tickets resulting from almost any municipal (civil) ticket, including non-driving related offenses like truancy, loitering, littering, shoplifting, disorderly conduct, etc. An analysis of WisDOT data found that 3,681 youth ages 15-17 in the City of Milwaukee had a suspended or revoked driver's license (January, 2012).

The Center for Driver's License Recovery and Employability (CDLRE), which is run by Wisconsin Community Services, Inc. (WCS) in partnership with Legal Action of Wisconsin, Milwaukee Area Technical College (MATC), and the City of Milwaukee, collaborates with MPS Drive, a program of the Milwaukee Public Schools (MPS), to increase the number of licensed drivers among low-income youth in Milwaukee. In addition to helping youth obtain their drivers' licenses, CDLRE and MPS Drive are also dedicated to reversing the growing culture of unlicensed driving and improving traffic safety in city neighborhoods.

Currently, MPS Drive does not have enough funding to meet the community demand for services. **Support from the Youth Council will help significantly as funds will allow CDLRE to provide driver's license recovery services to MPS Drive at no cost.**

Specifically, CDLRE will provide advice, intensive case management and/or legal services to youth who have a driver's license suspension or revocation.

The case managers and attorneys will work with youth to help them obtain a valid driver's license by:

- resolving active suspensions and/or revocations against one's ability to obtain a driver's license, or;
- resolving active suspensions and/or revocations against current Wisconsin driver's license

MPS Drive will refer youth/young adults to CDLRE who are in need of driver's license recovery services. Some will only require a one-time meeting with staff to get professional advice and guidance on what to do in order to recover their driver's license on their own. These participants do not require the legal expertise available when enrolled in case management.

For those in need of more extensive services, the CDLRE case managers provide the necessary program arrangements and support to help ensure program completion. The CDLRE attorneys represent participant in courts and in administrative matters. During enrollment, case managers conduct an eligibility screen, assessment of the youth's needs and challenges, and review of official Wisconsin DOT driver's abstract. The case managers analyze the driving record with the participants and gather necessary information from courts and the Department of Transportation (DOT). Once the license barriers are identified, case managers work with participants to create a license restoration plan, and the process of dual case management and legal representation begins to help the youth reach their goals.

The program's legal services include helping identify alternatives to financial obligations in court such as affordable payment plans or supervised community service. It also includes assistance with administrative Department of Transportation (DOT) suspensions, issues concerning correction of records, and negotiations for payment plans with private insurance companies.

The youth must engage in each step of the license recovery process, including working with the case managers and attorneys to develop and follow their license restoration plans. Common components of license restoration plans include:

- attending any necessary court dates
- setting up formal installment plans with the courts
- completing community service to satisfy debt
- resolving auto insurance and registration issues
- gathering documentation

The individualized license recovery plans with case management provide the necessary support and follow-up on all steps of the recovery process. In most cases, the process is successful in resolving active suspensions and/or revocations.

**LOCATION:** The main CDLRE office is located on the premises of the Milwaukee Area Technical College (MATC) in downtown Milwaukee, within two blocks of the two major court systems involved (State Circuit Court and City of Milwaukee Municipal Court) and a major branch office of the Wisconsin Department of Transportation, Motor Vehicle Division. Youth will be provided bus tickets as needed for transportation to and from the program.

#### **4) The GOALS of the program:**

This program aims to support 55 low-income youth in the City of Milwaukee by providing driver's license recovery services for youth and young adults. This includes providing advice, intensive case management and/or legal services to youth who have a driver's license suspension or revocation.

In addition, the program is also dedicated to helping MPS Drive achieve the following goals:

- Increasing the number of Milwaukee teens obtaining their probationary driver's licenses
- Reversing the growing culture of unlicensed driving
- Improving traffic safety in city neighborhoods
- Lessening early conflicts between young people and the police
- Promoting the upward economic mobility of city youth: access to employment and educational opportunities
- Reducing racial disparities that exist in Milwaukee County around access to driver education and the ability to obtain a valid driver's license
- Promoting workforce and economic development

## 5) Outcomes:

- a. **Describe the expected outcomes, (results, impact or change) expected to come about as a result of your program and describe how these contribute to one or more of CDGA's long term outcomes which are: 1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, 4) Improve Quality of Life.**

By helping youth get their driver's licenses, this program will positively impact the long-term outcomes of reducing crime, increasing economic vitality and improving the quality of life. This is because more City of Milwaukee youth will have driver's licenses which will give them greater access to employment, educational and social opportunities.

Also, there will be greater community safety because fewer youth will choose to drive without having any training or a valid license. Driver's education is a critical component of community safety for everyone on our roads and pedestrians. Many of the teens who cannot access driver's education because they have suspended licenses, unfortunately, drive anyway, which means that they are driving illegally and increasing their chances of being pulled over and interacting with police, being fined, or even developing a criminal record, as the second and subsequent Operating Without a License charge in Wisconsin are criminal. This project offers a systemic and sustainable solution to multiple problems related to community safety. As a result, the overall quality of life in our Milwaukee community is improved.

In order to achieve benchmark progress toward achieving long-term outcomes, the program has established short-term outcomes for 2018:

With CDBG Youth Councils funds, the following program outcomes will be achieved:

1. CDLRE will help 35 low-income youth/young adults from the City of Milwaukee either regain their ability to get a driver's license, or restore their revoked driver's license.
2. In addition, CDLRE will provide expert advice to at least 20 low-income youth/young adults from the City of Milwaukee.

## BUDGET & RESOURCES LEVERAGED

A proposed budget is attached utilizing the CDBG budget forms. See attachments at the end of this document.

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**(For CDGA Use Only)**

**Comments:**



## PART 2: EXPERIENCE

### 1. AGENCY EXPERIENCE:

**Describe your agency's specific experience in providing the service for which funding is requested.**

WCS was founded in 1912 as the Society for the Friendless. It is a 501(c) (3) agency incorporated in 1941 under the Wisconsin Statutes. CDLRE is part of the WCS Community and Reintegration Services Division, which has over 40 years of experience providing job readiness, vocational/job training, and job placement services to persons who are involved in the criminal justice system. WCS has specialized experience providing employment programming for ex-offenders. Finding a job can be very difficult for individuals with a past felony conviction. The employment needs of ex-offenders are very different relative to those of other job-seeking adults. WCS has extensive experience working with ex-offender job seekers within different phases of their re-entrance back into the community.

CDLRE was founded in 2007 to increase the number of licensed drivers among low-income residents in Milwaukee County, thus increasing their ability to find family-sustaining employment, care for their families, and participate in their communities. WCS became the operating partner of the CDLRE on January 1, 2010. The program's founders have worked on the issue of driver's license suspensions and revocations among the poor for over twenty-five years. The program's case managers and attorneys have analyzed complex driving records, and drafted and executed individualized license recovery plans for more than 10,000 low-income Milwaukee drivers. The program's attorneys have represented clients in over 100 court jurisdictions in Wisconsin.

CDLRE began partnering with MPS on Universal Driver's Education in 2014. MPS soon began the MPS Drive program which offered after school Driver's Education at 8 MPS sites. In the first year, 1,300 students were served (92% students of color, 72% economically disadvantaged), there was a 98% passing rate for the learner's permit test, and 300 students obtained their probationary license. MPS contracts with CDLRE to provide driver's license recovery services to MPS Drive students in the need of these intensive services.

**Comments:**

## 2. STAFF EXPERTISE:

**Describe your agency's specific staff experience in providing the service for which funding is requested. (Include education, years of experience etc.)**

Below are brief summaries of each staff member's experience:

**Molly Gena** - Attorney, 2007 J.D. University of Wisconsin Law School, is responsible for representing clients in driver's license cases. She has worked with the CDLRE since 2007.

**Susan Lund** - Attorney, 2011 J.D. University of Wisconsin Law School, is responsible for representing clients in driver's license cases. She has worked with the CDLRE since 2013.

**Taffie Foster-Toney** - Case Manager, 2014 Master's in Organizational Management and Leadership in Human Services Springfield College, is responsible for providing direct case management services to clients. Prior to working with the CDLRE, she was a youth and family program coordinator with HeartLove Place. She is a current committee member and former board member of Milwaukee Urban League Young Professionals

**Jayne Montgomery**- Case Manager, is responsible for providing direct case management services to clients. She has been working at the CDLRE since January 2017. She has 10 years of Community Organizing experience focusing on the issues of gun control, voting rights, police brutality and environmental justice.

**Jay Tucker**- Program Director, 2008 MBA Fontbonne University, is director of four programs which include Center for Drivers License Recovery and Employability, Community Improvement and Job Training, Food Share and Employment Training, and ResCare Special Outreach Project. She has over seven years of experience working with youth including work as an educator with Milwaukee Public School students, and three (3) years coordinating a gang reduction program in the city of Milwaukee, with funding from the state of Wisconsin Department of Health Services.

The program's **lead educational advocacy volunteer** is retired municipal judge James A. Gramling, Jr., who served on the bench for 21 years and has been a volunteer attorney and advocate for the project for over ten years.

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**Comments:**

### 3. FINANCIAL/ORGANIZATIONAL/BOARD & ADMINISTRATIVE STRUCTURE

**Describe all of the following about your agency:**

**a. Financial structure:**

The WCS Accounting Department has an excellent track record of administering funds and complying with federal and state government contract requirements. Independent, certified public accountants, audit all agency finances yearly. The agency's Chief Financial Officer reports only to the Executive Director per WCS By-Laws. The Finance Department's responsibilities include budgeting, cash disbursements, cash receipts, payroll, and financial reporting to the funding sources. Funds are disbursed based on documentation provided by program staff or vendors. Program staff does not write checks. Disbursement policies require the separation of staff who writes checks and those who record disbursements.

**b. Organizational & Administrative structure:**

WCS is a 501(c)3 non-profit agency with more than 35 programs that provide a variety of services in southeastern Wisconsin. The agency is divided into three program divisions: Behavioral Health Services, Court Services and Community Alternatives, and Community and Reintegration Services, which includes Youth, Residential and Workforce programming. The organization is managed by the Executive Director and the Associate Executive Director. Administrative functions include Human Resources, Development, Accounting and Information Technology.

**c. Board structure:**

All agency fiscal, programmatic, operating, and personnel related matters are monitored by a 15-member Board of Directors. The Board is run by a President, Vice President, Secretary and Treasurer and consists of representatives from business, non-profits, the faith community, higher education, government departments and the general community. Presently, the board has greater than 70% minority representation. Any currently employed staff member is not eligible for membership on the Board of Directors. The Executive Director reports directly to the Board of Directors.

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**Comments:**

## 4. ACCOMPLISHMENTS

### A) Existing Agencies (Currently Funded by CDGA):

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

**NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.**

WCS Services currently receives CDBD Youth Council funds for our Community Improvement and Job Training Program (CIJT). Below is a summary of accomplishments for this project to date. Because WCS is currently funded, but applying for a new activity, we have also attached THIRD PARTY DOCUMENTATION of accomplishments for this new activity (CDLRE). See attached documentation from Legal Action of Wisconsin.

#### Community Improvement and Job Training Program (CIJT) – Accomplishments

The Wisconsin Community Services (WCS) Community Improvement and Job Training Program (CIJT) serves low-income, City of Milwaukee youth, ages 14-24. The program focuses on individuals who are at risk of gang involvement and those who are former gang members. Of the 93 active program participants in 2016, 41 (40%) were former gang members.

CIJT recruited (through internal youth programs and Urban Underground), enrolled, and served 57 youth participants by providing a special Youth Community Building Program (with Youth Council funds). The program conducted two separate 3-day Community Building Workshops (April, 2017 and August, 2017). Both workshops were conducted at Wisconsin Community Services main campus. The demographic make-up of the two combined groups were primarily (87%) African American males under the age of 18. The eight weeks of follow-up sessions are currently in progress with facilitators guiding the youth through the community-focused project based on their Community Building experience. Participants were guided by trained facilitators who took them through a process that demonstrated how to look beyond the cultural, political and religious differences that often prevent us from embracing our common humanity. The proposed and actual outcomes were measured by Community Building Workshop Pre/Post Surveys. The Indicators and results showed:

**Outcome 1: Participants will increase their perception of “hopefulness.”**

**Indicator:** At least 50% of participants will move up at least one level on a scale which measures hopefulness. The surveys showed 57% of the participants believed that their perception level of “hopefulness” was increased.

**Outcome 2: Participants will increase their perception of “mattering.”**

**Indicator:** At least 50% of participants will move up at least one level on a scale which measures the extent to which they believe they matter to others. The surveys showed that 55% of the participants believed that their perception level of “mattering” was increased after the community building experience.

**Outcome 3: Participants will increase their perception of “group belonging.”**

**Indicator:** At least 75% of participants will move up at least two levels on a scale which measures group belonging. The surveys showed that 58% of the participants believed that their perception level of “group belonging” was increased after the community building experience.

**B) New Groups (not currently funded by CDGA):**

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments. This may include written statements from current funding sources, agency annual reports, etc.**

**NOTE:** A written narrative alone by the applicant does not qualify as documentation of accomplishments.

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***(For CDGA Use Only)***

**Comments:**

**REVIEWER'S SUMMARY**

**NOTES:**

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ADMINISTRATIVE OFFICE

230 West Wells Street, Room 800, Milwaukee, Wisconsin 53203  
www.legalaction.org | tel 414-278-7777 | fax 414-278-7156

October 12, 2017

To Whom It May Concern:

**Please accept this letter as documentation of quality performance by Wisconsin Community Services (WCS) in regards to the Center for Driver's License Recovery and Employability (CDLRE).**

Legal Action Wisconsin has had a formal contractual relationship with WCS since 2010 when WCS became CDLRE'S operating partner. Together, WCS and Legal Action provide all of the direct program services related to driver's license recovery. Since 2010, the program's case managers and attorneys have analyzed complex driving records, and drafted and executed individualized license recovery plans for more than 7,500 low-income Milwaukee drivers.

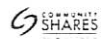
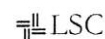
**From July 1, 2016 to June 30, 2017 CDLRE served 735 clients.** Of those, 482 clients had a one-time meeting with staff to get advice on what to do in order to recover their driver's license on their own. They did not require the legal expertise available when enrolled in case management. The remaining 253 individuals received case management and legal assistance. Of the 253 who received intensive services, 175 individuals had their licenses reinstated as a result of work done by the center.

**During the past year,** the WCS CDLRE team traveled to many public events to meet with city residents that otherwise cannot access full service enrollments due to caseload capacity. As a result, more than 400 additional individuals received expert advice in the form of a written recovery plan with supplemental, instructional information documents drafted by program attorneys and case managers. Examples of community events that the CDLRE participated and provided services in during the past year includes Milwaukee Fatherhood Initiative "Check Yourself" event, America Works Transportation Industry Job Fair, Milwaukee Fatherhood Summit, WCS/BMAC Community Resource Fair, Community Advice Days for city of Milwaukee residents, Clean Slate Community Reentry and Expungement Summit, and Pathways to Responsible Fatherhood.

**Since its inception,** CDLRE has helped more than 3,300 individuals obtain a valid driver's license, a recovery rate of 65%. In addition to the program's considerable direct service accomplishments, its large-scale educational advocacy has resulted in significant and impactful bi-partisan law changes at the state level, and played a critical role in MPS Drive, and the Universal Driver Education initiative in Milwaukee.

**Green Bay Office** Brown, Calumet, Door, Kewaunee, Manitowoc and Outagamie Counties  
**La Crosse Office** Buffalo, Crawford, Grant, Jackson, Juneau, La Crosse, Monroe, Richland, Trempealeau and Vernon Counties  
**Madison Office** Columbia, Dane, Dodge, Green, Iowa, Jefferson, Lafayette, Rock and Sauk Counties  
**Migrant Project** Statewide  
**Milwaukee Office** Milwaukee and Waukesha Counties  
**Oshkosh Office** Adams, Fond du Lac, Green Lake, Marquette, Ozaukee, Sheboygan, Washington, Waushara and Winnebago Counties  
**Racine Office** Kenosha, Racine and Walworth Counties

telephone	toll-free
920-432-4645	800-236-1127
608-785-2809	800-873-0927
608-256-3304	800-362-3904
608-256-3304	800-362-3904
414-278-7722	888-278-0633
920-233-6521	800-236-1128
262-635-8836	800-242-5840



**As CDLRE's lead operating partner and fiscal agent, WCS is responsive, reliable and proficient. They have clearly demonstrated the ability to manage large contracts with complex reporting requirements and multiple funding sources.**

Please do not hesitate to contact me if you have any questions about the performance or results of CDLRE or WCS as the program's lead operating partner.

Sincerely,

A handwritten signature in black ink that reads "David Pifer". The signature is written in a cursive, flowing style.

David Pifer  
Executive Director