

2019

Vision Council Report

United
Way



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**United Way of
Washington County**

Updated 12/12/19

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ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

Objective:

To support the United Way of Washington County's efforts to improve lives and community conditions in measurable and lasting ways.

Goals:

- Create specific & actionable strategic initiative recommendations for the Community Impact Committee. Recommendations will identify opportunities to address root-cause issues through the allocation of money, time, expertise, and collaborative leadership
- Evaluate the impact, relevance, and sustainability of United Way's long-term Community Impact initiatives and goals

Strategies:

- Identify key community priorities in Education, Health, Financial Stability or other area as needed
- Determine root cause issues impacting key priorities & engage issue experts to inform council's thought-leadership
- Develop specific, measurable, and long-term goals addressing root-cause issues
- Identify key indicators of strategic initiatives and measure progress to goal

Process:

- Vision Council met five times between March and September 2019
- Held seven listening sessions that engaged 39 community stakeholders
- Identified 25 issues that impede individuals and families in Washington County
- Used a Cause-and-Effect (CE) Matrix to rank issues using the criteria of Impact on Community, Alignment with United Way Objectives, and United Way's Ability to Impact

Findings:

- The CE Matrix identified the top three issues to address are:
 - Mental Health Accessibility / Response to Trauma
 - Opioids / Heroin
 - Mental Illness Awareness / Stigma Reduction / Suicide Prevention
- The Vision Council will focus their attention on Mental Health Accessibility

Next Steps:

With the intention of trying to address the root-causes of Mental Health Accessibility, next steps will primarily focus on the youth population in Washington County.

- United Way staff and interested Vision Council members will conduct research into evidence-based programs
- Vision Council members agreed to act as a sounding board for potential United Way engagement (e.g. reviewing a grant RFP).

ISSUE IDENTIFICATION

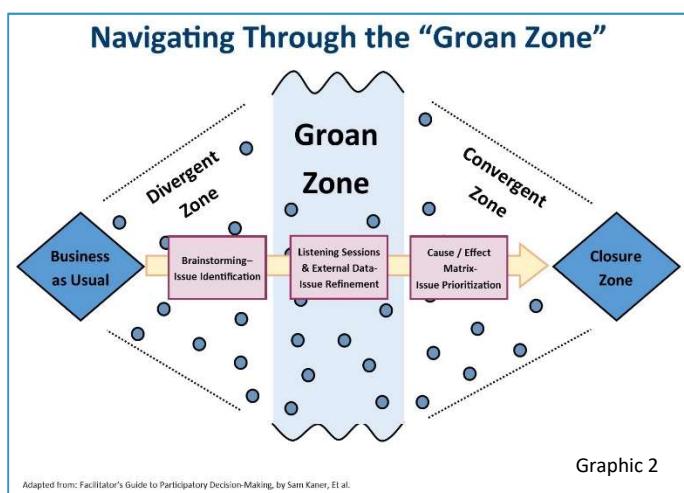
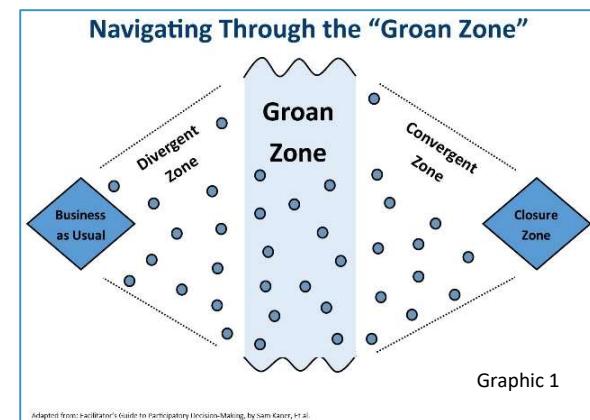
The United Way of Washington County's Vision Council consists of 15 community stakeholders that represent various sectors of the Washington County community, including nonprofit, business, and government. Their positions and experiences within the community provide them with a vast understanding of the issues impacting various aspects of the Washington County community, including the needs of individuals and families. The Vision Council process started with a review of county demographics, a discussion of demographic trends impacting individuals and families, and identifying the following emerging themes from the data:

- Aging population
- Housing
- Transportation
- Asset Limited, Income Constrained, Employed (ALICE) population- 200% poverty level
- Mental Health AODA

Through further discussion, participants narrowed the themes to three priorities that transcend the demographics of age and race.

- Housing
- Transportation
- Mental health / AODA

In order to identify the top issue for the Vision Council to develop a strategic initiative for, it is important to understand how to navigate group decision-making. Sam Kaner, Et al. describes that in the process of group decision-making, it is common for group members to struggle through a "Groan Zone" when discussing wide-ranging issues. This "Groan Zone" is often uncomfortable and frustrating for participants. Understanding the existence of a "Groan Zone" can assist groups navigate from divergent ideas through the "Groan Zone" to converge on a course of action or priority (Graphic 1).



To assist the Vision Council, a three-step process was used to navigate through the "Groan Zone." Graphic 2 illustrates that the Vision Council started with a brainstorming process to identify community issues. In order refine these issues, listening sessions and additional external data sources were used to engage community stakeholders in helping Council members understand issues impacting individuals and families in Washington County. Lastly, a Cause-and Effect Matrix was used to prioritize the list of community issues.

ISSUE REFINEMENT

Early in the Vision Council process, the topics of mental health/OADA, housing, and transportation were identified as issue impacting people in Washington County. In order to gain a better understanding of these topics, as well as identify any additional topics, the Vision Council hosted seven listening sessions between May and September 2019 that engaged 39 community stakeholders. Listening sessions were held with:

- School Superintendents
- Law Enforcement
- West Bend Nondenominational Faith-Based Community Representatives
- Mental health Professionals
- School Principals
- Hartford Faith-Based Community Representatives
- Transportation Providers and Advocates

Each listening session started with the same broad questions: What are the emerging obstacles that impede individuals and families in Washington County? What do you think can be done to address the root-cause of these obstacles? These questions were intentionally used to solicit broad responses from participants, without limiting them specifically to mental health/AODA, housing, and transportation. If these three topics were not identified by listening session participants, Vision Council members would then follow-up soliciting participant feedback on the three topic areas.

Two additional data sources, the Home Consortium Community Workshop held in May 2019 and the United Way HR Employment Focus Group held in 2014, were used to gather additional information. Discussion notes from these sessions are located in Appendix A.

From the listening sessions and additional data sources, the following 25 issues impacting individuals and families in Washington County were identified:

1. Mental Health Accessibility / Response to Trauma
2. Reduced/ineffective Family Support / Structure
3. Opioids / Heroin
4. Lack of affordable housing
5. Mental Illness Awareness / Stigma Reduction / Suicide Prevention
6. Students' lack of soft / life / problem-solving skills
7. Poverty impact on school success
8. Lack of easily accessible transportation
9. Community support for schools / valuing education
10. Support for victims of abuse
11. Alcohol abuse
12. Lack of community / agency collaboration
13. Lack of awareness of poverty's impact on the community
14. Vaping / E-cigarettes / CBD
15. Social Media effects
16. Lack of personal / social interaction
17. Home-buyer down-payment and rental assistance
18. Affordable / Available / Quality Childcare
19. Recurrent cycle of homelessness

20. Lack of housing for Seniors and disabled
21. Lack of volunteers
22. Drunk / Impaired Driving
23. Lack of knowledge of available resources
24. Lack of civil discourse
25. Understanding Long Term effects of Marijuana use

ISSUE PRIORITIZATION

In order to identify the priority issue to move forward with, Vision Council member Ryan Kelly created a Cause-and-Effect (CE) Matrix that allowed Vision Council members to rank the 25 identified issues using the criteria of Impact on Community, Alignment with United Way Objectives, and the United Way's Ability to Impact the issue. A summary of this matrix is located in Appendix B. The CE Matrix identified the top three issues of:

- Mental Health Accessibility / Response to Trauma
- Opioids / Heroin
- Mental Illness Awareness / Stigma Reduction / Suicide Prevention

The data was analyzed by identify the top mean, median, and mode responses. As a result of this analysis, Mental Health Accessibility / Response to Trauma was identified as the top issue for the United Way to address.

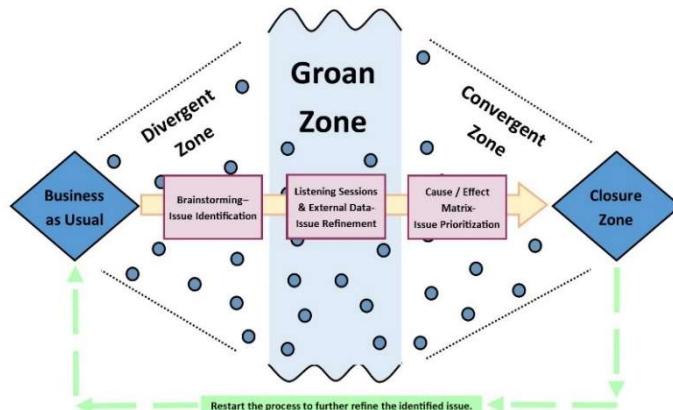
NEXT STEPS: FURTHER ISSUE REFINEMENT

Recognizing that Mental Health Accessibility is a broad and complicated issue, members of the Vision Council will continue to research this topic in order to identify specific and actionable strategic initiative recommendations for the Community Impact Committee. With the intention of trying to address the root-causes of Mental Health Accessibility, next steps will primarily focus on the youth population in Washington County.

- United Way staff and interested Vision Council members will conduct research into evidence-based programs
- Vision Council members agreed to act as a sounding board for potential United Way engagement (e.g. reviewing a grant RFP).

In order to identify the root-cause and to create specific and actionable strategic initiative, it is anticipated that the Vision Council will navigate the “Groan Zone” to further refine the issue of Mental Health Accessibility.

Navigating Through the “Groan Zone”...Again



Adapted from: Facilitator's Guide to Participatory Decision-Making, by Sam Kaner, et al.

RESOURCES TO CONSIDER FOR NEXT STEPS

Resources Discussed:

- Hortonville School District (WI) Mental Health Response
 - Video- <https://dpi.wi.gov/news/dpi-connected/mental-health-video>
 - Resource Power Point (E3 Strategy: Engage, Educate, Empower)-
<https://dpi.wi.gov/sites/default/files/imce/sped/ppt/falleader16/16-E3-Educate-Engage-Empower.pptx>
- Kettle Moraine Lutheran High School in Jackson
 - Superintendent David Bartelt commented that they “screened every freshman and provided the information to parents. The parents are given FREE counseling through Christian Life Resources. This counseling lasts through the high school years. Any KML student can be referred into the program with parental consent. Counseling is also available to faculty and staff. This is possible through a generous donation and expands to other WELS high schools. Randy Hughes can give you more details and statistics if you need. randy.hughes@kmlhs.org”
- NAMI of Waukesha County- Youth programs include “Youth Stories of Hope” and “Ending the Silence.” <https://www.namiwaukesha.org/>
- United Way of Fox Cities PATH for Students Program
<https://www.unitedwayfoxcities.org/our-work/united-ways-path-for-students/>
- Wisconsin Office of Children’s Mental Health- Data, fact sheets and collective impact model for systems change. <https://children.wi.gov/Pages/Home.aspx>

Additional Resources:

- Advocates for Healthy Transitional Living, LLC “provides comprehensive, collaborative teams that support youth and families in their homes and communities by working closely with the systems that serve them – counties, schools, and other providers.” <https://advocateswi.com/>
- Generations Against Bullying (GAB) “provides a proven, comprehensive anti-bullying solution for schools” through a “12-month Upstander Peer Ambassador Program for High, Middle, and Elementary schools.” <https://gabnow.org/>
- Hope Squad is a “school based peer to peer suicide prevention program” that “seeks to reduce self-destructive behavior and youth suicide by training, building, and creating change in schools and communities.” <https://hopesquad.com/>
- Mental Health Technology Transfer Center “supports resource development and dissemination, training and technical assistance, and workforce development for the mental health field.”
<https://mhttcnetwork.org/centers/great-lakes-mhttc/home>
- Milwaukee Area Mental Health Resource through Prevent Suicide Milwaukee
<http://www.preventsuicidemke.org/resources/index.html>
- REDgen- “resiliency(R), education(E), and determined(D) to make a difference in the health of a new generation (gen).” They have student chapters where “students work together to advocate for mental health and wellness of their student body.” <https://www.redgen.org/student-chapters>
- Sources of Strength is an evidence-based program that is a “youth suicide prevention project designed to harness the power of peer social networks to change unhealthy norms and culture, ultimately preventing suicide, bullying, and substance abuse.” <https://sourcesofstrength.org/>

APPENDIX A: LISTENING SESSION NOTES

School Superintendent Interest Group Listening Session Notes- May 28, 2019

Attendees:

School Districts- Daren Sievers (Slinger), Jim Smasal (Kewaskum), and Kieth Kriewaldt (Erin).

United Way- Tom Hostad, Kristin Bradner, Mary Lynn Bennet, and Paul Roback

Summary of Key Issues:

- Student Mental Health Challenges
- Community Support for School Districts
- Vaping/Juuling (e-cigarettes)
- Poverty
- Transportation

Key Emerging Issue United Way Could Address:

Addressing the sudden rise in vaping and Juuling. Although mental health was described as the number one issue impacting youth, schools are investing in resources to help address this issue. Vaping is an emerging issue for not only schools, but also for parents who may be unaware of the issue, and the community, which has seen a rise in access through the increase in vaping stores.

Discussion Notes:

Mental Health

- Described as the number one issue impacting youth, especially those in grades 6-12
- Teens experiencing depression, anxiety, and bi-polar disorder. Some experience signs of depression on a daily basis.
- Mental health needs are beyond the skills of guidance counselors and other school staff
- Schools in need of social workers, mental health counselors, and nurses
- School Districts are investing in resources (e.g. contracts with Kettle Moraine Counseling for mental health therapists, sending youth to Rogers Memorial...).
- A resource list for referrals would be useful
- Shortage of mental health professional across WI
- County Health Department merger- services are diluted, less contact with school districts, more referrals out to other agencies
- Effects of social media on mental health- status anxiety, envy, and comparison, which leads to depression
- Change in nuclear family- both parents working and single-parent households may result in lack of traditional parental roles.
- Society- It's not an easy time to grow up when we can't seem to agree on a vision for the country and people are in disagreement nationally and locally.

Community Support for Schools Districts

- Some districts have a lot of community support, while others struggle (e.g. people celebrating the failed West Bend school referendum).
- Some view teachers as government employees who are the enemy (anti-education mindset), which makes establishing collaborative community relationship challenging. Partnerships with the United Way and Boys & Girls Clubs may help address this issue.

- Community perception that these issues (mental health, poverty, vaping) aren't that bad in Washington County
- Community wants more services, but doesn't want to increase funding to pay for these services

Vaping/Juuling

- Emerging issue impacting all school districts.
- Not only an issue in high schools- youth in grades 6-8 are also using it.
- Lack of parental awareness of the issue and some parents are buying it for their kids thinking it's only water vapor
- Youth are not aware of the health risks- it's an aerosol with man-made chemicals, highly addictive nicotine, causes brain damage...
- Alcohol, drugs, and smoking numbers have decreased, while vaping has quadrupled
- Progressive discipline for users- fees increase with each citation. Penalties for stores selling vaping supplies to minors is not perceived to be effective
- Praised Elevates educational program on vaping

Poverty

- Poverty impacts student learning
- A majority of a kid's time is spent outside of the school environment, yet schools are trying to backfill for the community by providing community services (food, transportation, medical & dental when parents don't have insurance...)
- Increase in free and reduced lunch, breakfast programs, and dinner supplies to take home
- Increase in numbers participating in Boys and Girls Clubs (e.g. 80 kids participate in the morning and 90 in the afternoon in Kewaskum)
- State laws require school districts to feed kids, even if parents could potentially afford to, but choose not to pay their bills for meals (no food shaming with PB&J sandwiches)
- Homelessness- a few known instances of couch-surfing and kids moving in with their grand-parents

Transportation

- A smaller issue that schools are addressing on their own
- Washington County shared-ride taxi is hard to access and kids can't travel alone
- Use of personal staff vehicles to pick kids up for school
- Use of school van instead of bus companies for small groups or individuals in need of transportation

Additional Comments

- County-wide services are becoming more lean
- Attracting employees is challenging and more expensive

United Way Discussions:

- Fundraising-at-a-glance- keep info short, simple, and transparent (how funds are used)
- Need to get in-front of more people- Superintendents offered to forward United Way e-mails, videos, and program information
- PR needs to change- short 20-30 second video clips
- United Way role could include coordinating/supporting community collaborations and assisting nonprofits who are competing for limited community funds

Additional Information Received After Listening Session:

Mark Smits- Hartford Joint 1

- Lack of access to mental health providers or ability/willingness of parents to seek out.
- Students who are transient/foster care/homeless lack access to health care.
- Attendance issues (kids babysitting younger siblings).
- Parents working when students are needing to get up in the morning.
- Families/Parents/Students not feeling connected to school.
- Students tell adults/other students they want to harm or kill themselves.
- Vaping/Smoking concerns

Law Enforcement Interest Group Listening Session Notes- June 12, 2019**Attendees:**

Law Enforcement- 15 representatives from local law enforcement agencies throughout the county, State Patrol, and the County District Attorney's office

United Way- Jay Shambeau, Mary Lynn Bennet, and Paul Roback

Summary of Key Issues:

- Mental health is the biggest challenge
- Drunk and drug-impaired driving remains an issue, although numbers are steady
- Underage vaping is a minor concern

Key Emerging Issue United Way Could Address:

Mental health is at a crisis point in Washington County and needs to be addressed. Law enforcement handles the crisis events, not treatment. Decreasing state and county resources has resulted in less tools for law enforcement to use and has resulted in a substantial increase in mental health crisis events throughout the county. Consistent case management and an inpatient treatment facility is needed in the county. Law enforcement suggested that the United Way could provide leadership and advocacy on the issues related to mental health.

Discussion Notes:**Mental Health**

- Calls related to mental health have increased by 80% in Germantown over the past several years
- Frequent calls to the same residences- other agencies may identify the person as not a threat, and then the person may threaten others or themselves
- Rogers Memorial and Winnebago may let people out for not following the rules
- Police handle crisis, not intervention
- This issue is impacting the entire community- schools and neighborhoods
- Lack of resources- no inpatient facilities in the county, decreasing state resources, not a priority for the county
- Used to have early access to drug treatment and mental health. Need more early access points.
- Used to have inpatient services within the county
- ACS does not have results
- Washington County used to take care of their own and now they send them elsewhere
- Transient county employees- Used to have long-term county case workers who knew the clients and law enforcement. Now there is poor case management due to high staff turnover.
- Opioids/Heroin, which is connected to mental health- a multifaceted issue
- Law enforcement has communicated this issue for years, but it has fallen on deaf ears

Drunk and Drug-Impaired Driving

- Consistently around 200 arrests per year (Washington County Sheriff's Dept.)
- Drug related arrests have increased as a percentage of total arrests- this started around 2015
- OWIs have increased on day shifts
- Multiple offences have increased
- Overdosed while driving happens regularly on I-41- drugs taken before entering county, then overdosing while driving through county
- Overdosed driving occurs 1-2 times per week in 8-county state patrol area
- Overdosing and crashing in gas stations or other public places has increased

Underage Vaping

- Viewed as a minor issue- youth are not overdosing or dying
- Compliance issue with store owners who may find underage smoking acceptable in their culture
- Local ordinances do not allow for vaping in schools
- In Kewaskum and Hartford, no one under 18 can have vaping paraphernalia. Other communities do not allow underage use of vaping with tobacco.
- In Slinger, about 40 tickets issued during last school year
- Underage use at schools is reported to law enforcement by friends, teachers, and bus drivers

Other Issues- discussed briefly at the end of the meeting

- Housing- a low priority
- Workforce- people not passing workplace drug tests. Germantown and Hartford starving for workers.
- Transportation- low ridership on bus route to Germantown Industrial Park from Milwaukee

Kettlebrook Interest Group Listening Session Notes- July 1, 2019

Attendees:

Kettlebrook- Pastor Troy Loether, Dennis Olla, Steve Farina, and David Syzdek
United Way- Jay Shambeau, Tom Hostad, and Paul Roback

Summary of Key Issues:

- Change in family structure
- Individualism- lack of "community" and isolation
- Generational trauma

Key Emerging Issue United Way Could Address:

There is need to combat isolation by creating in-person social interactions that build community. The West Bend Famers Market, Regner Park, The Hub, and Coffeeville in Jackson are places where people connect to others, which helps prevent social isolation. Social media, changing family structures, a decrease in "soft skills," and relationship-based traumas have led to people feeling isolated, which may be contributing to the increases in mental health issues and substance abuse.

Discussion Notes:

Change in Family Structure

- Growth in single parent households, both parents working, and overscheduled families have led to less social interaction and family support.

- Family members isolate themselves from each other in the same house, each in their own space doing their own thing.
- People don't know how to be a family- within their immediate family and in the larger community.
- Family should be redefined as being more than your immediate biological family.

Individualism and Isolation

- Our culture pushes individualism- being independent and self-reliant.
- Social media is drawn people apart.
- These concepts connect to changes in the family structure, lack of community, generational trauma, and increases in mental health issues and substance abuse.

Generational Trauma

- Isolation causes trauma and rewires the brain at a young age.
- Youth experience neglect, abuse, emotional trauma, and intellectual abuse. Support services are needed, such as Trust-Based Relational Intervention (TBRI). Kettlebrook and Badger Middle School have started to use TBRI.
- Youth that do not receive services may not develop coping skills, which will affect how they cope with trauma as adults. Responses to trauma may be passed down through generations.
- The age of brain maturity is getting higher. 20-somethings act like "big kids" and brain maturity may not occur until they are older.
- Abstract thought and thinking independently need to be developed in youth and younger adults. If adults have not learned this, then they cannot teach it to their children.
- Youth and young adults often lack "soft-skills." Mentoring programs may help address this need (e.g. Big Brothers Big Sisters and Lad Lake).

Other Discussion Items

- Foster-care support system in Washington County is phenomenal.
- Community Think Tank- pitch ideas for projects that address community needs in creative non-traditional ways. Develop a "Crazy Idea Fund" to financial support these ideas.

Mental Health Listening Session Notes- July 11, 2019

Attendees:

- Mental Health Representatives- Alisa Mosal (Albrecht Free Clinic), Lena Zinutycz (Washington County), Lisa Krenke (NAMI), Sara Zingsheim (Affiliated Clinical Services), and Shana Schloemer (Northshore Clinic and Consultants)
- United Way- Carey Cameron, Michael Bloedorn, and Paul Roback

Summary of Key Issues:

- Numerous barriers for accessing mental health services (e.g. lack of providers resulting in wait lists, community awareness of available resources, inadequate transportation options, and affordable childcare to use during appointments)
- Education is needed to remove the stigma related to mental illness and to increase community awareness of available resources
- Societal trends are causing isolation, inability to cope with adversity, and increased anxiety, depression and trauma

Key Emerging Issue United Way Could Address:

Lack of access to mental health services is a statewide and national issue that may be outside of our ability to respond. The United Way could address the local barriers to accessing mental health services (e.g. affordable and convenient transportation, affordable childcare, and stable housing) and work to build community awareness on this issue. A community center, where all would be welcome, could be developed to provide programs, reducing isolation and creating a sense of community. Life Navigators would act as mentors and help people navigate access to available resources and to provide stable relationships for long-term support.

Discussion Notes:

Barriers to services

- Accessibility barriers- cost, lack of psychologist and psychiatrists
- Lack of access to affordable childcare during sessions is a barrier for people seeking services
- Medical transport (MTM)- not convenient and has several restrictions (e.g. number of grocery bags)
- County transit- have to write a letter of support for people to use, which is another barrier for people to overcome
- West Bend transit- drivers ask for inappropriate information and the cost is prohibitive
- Wait list for services (e.g. Affiliated)
- Hartford Medical Foundation sponsors rides with Hartford Taxi- service is unreliable, expensive, and they do not allow multiple stops (e.g. Medical appointment and pharmacy stops during same ride)
- Where do people outside of West Bend go for services? (Three listed on-line for the Hartford area)
- No in-county, in-patient mental health unit- people end up in jail or sit at St. Joseph's
- Karl's Place is a blessing, but always full. There is a client cycle of homelessness.
- Landlords are more understanding and empathetic
- Calm Harbor and Rogers Behavioral (youth services) are also always full
- Transportation- without a working car, hard to do anything in the county

Education and Awareness

- Education around Mental Illness to help remove the stigma
- Lack of community awareness of services (e.g. NAMI)
- Parent trainings are needed- they seem uninterested
- Youth- no education on how to deal with emotions
- Difficult to get into schools to provide education- Slinger has been receptive with teacher trainings
- Push-back from school families on anything that may be controversial to some community members- new School Board has been more receptive
- Lack of community understanding of barriers related to poverty (e.g. couch-surfing may be occurring more than we know. Lack of cell phone and car are barriers to employment.)
- Lack of knowledge of available resources (e.g. utility assistance, dental, food through Ruby's Pantry...)
- Outcomes for prevention education are hard to measure, which impacts nonprofit support from funders
- Need- Nonprofit Life Coaching / Navigator service that guides people through programs, mentors, and coaches
- Law enforcement
 - NAMI provides crisis intervention training to law enforcement- short-term evaluations are good, unsure of long-term outcomes
 - Continued relationship building with law enforcement is needed, not just during crisis
- Unwilling to address cause- need to do more prevention, not reaction (e.g. Narcan training)

Trends and Observations

- Increase in anxiety and depression with teens- active shooters and lock down training by police department may add to this
- Poverty and trauma cycle relationship to mental health
- Social Media is a toxic environment and parents are not monitoring their children's use
- Understanding of long-term effect of marijuana- it's become socially acceptable, especially with youth
- Suicide rates increasing with teens- no education provided on warning signs and schools may not be able to share information about a student's death due to confidentiality issues
- Isolation- people connected to devices, not each other. Kids not going out to play, instead play video games against each other on-line
- High expectations for immediate accessibility and gratification may lead to inability to cope when adversity
- Band-Aid strategies do not address the underlying issues/needs for mental health, poverty homelessness, etc.
- Drugs and alcohol- easy access in our community and is frequently tied to mental health issues
- Drugs at middle and high schools- being bought and traded in school hallways
- Free community activities are available, but not well attended- people are either not aware or there are other barriers to participation
- LGBTQ and Transgender community need local access to support and mental health services- resources and support are in Milwaukee
- Community Center needed- open to all and staffed with Life Coaches/Navigators
- Not enough volunteers for Big Brothers Big Sisters, which could help mentor youth

District Principals Interest Group Listening Session Notes- July 12th, 2019

Attendees:

School District Principals – Dave Uelmen, Scott Stier, Ralph Schlass, John Graf, Phil Ourada, and Dan Dobner

United Way – Kristin Brandner, Tom Hostad, Mary Lynn Bennet, Alissa Rauh, and Jennifer Thieme

Summary of Key Issues:

- Learning becomes secondary when other aspects of the student's life are not met
- Students don't have a focus or something to help stabilize them; teachers are taking on those roles
- Social media attack on schools

Key Emerging Issue United Way Could Address:

The mental health of the students in Washington County continues to be a major concern of educators and school staff members. A student should come to school with their basic physical and mental/emotional needs met to be ready to learn. Schools are finding that they are shifting their focus from educators to mentors of the children and young adults they work with every day. Parents blame the schools for issues their students face and use social media to spread false perceptions. The United Way of Washington County can help alleviate the school staff of helping with the problems that are usually dealt with in the home and work with parents to become accountable again for positive parenting.

Discussion Notes:

- Schools are beginning to push trauma informed care
 - Trauma is defined as a major disruption in a young person's life
 - Divorce
 - Income change
 - Moving/living with non-family members
 - Parents dependent on drugs or alcohol
 - Serves as an outlet to deal with the guilt and fear they are experiencing
- Experience many students who are in and out of school
 - Schools help students focus on their future, help them settle into their new setting, and provide emotional support
- Encouraging staff to shift their focus and thinking from being just an educator to also focusing on relationships and helping students feel comfortable in schools
 - Mentor/mentee relationships > teachers suggesting alternative solutions and providing advice to students
- Supporting staff as they support the students in these areas
- Mental illness is an issue that is self-diagnosed and self-treated
- Teaching kids how to behave appropriately > develop soft skills and problem solving > building executive functioning skills
 - Students are resilient but lack the ability to problem solve
- Coaching the parents on how to also exhibit good behavior since this is where students learn it from
- Students in crisis seek out and are dependent on staff in schools
 - They have several touch points throughout high school with guidance counselors from mental health check ins to career planning
- Learning becomes secondary when other aspects of a student's life aren't met
- Failure of parenting > demise of the traditional families and the values they bring
- Students need something bigger than themselves to believe in and provide guidance
- Social media is a big influencer on behavior and the development of habits in young people
 - The community is creating false perceptions of the schools through the use of social media and students are learning from this
 - People hide behind social media
 - There seems to be an attack on the schools and it is causing a divide between the districts and the community
 - Social media bullying occurrences are very limited > misperception of what bullying actually is
- Kids need a center focus
- Parents don't know how to parent
- Adults are poor digital citizens
- Less civility – lack of kindness in the community
- No importance placed on values
- Vaping is an epidemic; while CBD will become a bigger issues in schools

Hartford Clergy Listening Session Notes- August 6, 2019**Attendees:**

Clergy- Pastor Doug Stowe (Divine Savior Lutheran Church), Fr. David La Plante (St. Killian Catholic Parish), and Pastor Aida Del Carmen Muñiz (Redeemer Lutheran Church)

United Way- Scott Henke, Tom Hostad, and Paul Roback

Summary of Key Issues:

- Lack of parenting and parenting skills
- Community concerns- substance abuse, suicide, mental health
- Changing demographics

Key Emerging Issue United Way Could Address:

There is a need for educating people on how to be good parents. Unstable and unstructured families have limited kids' ability to thrive. Lack of parental involvement, appropriate parent-child relationships, and expectations may decrease kids' sense of belonging and ability to positively contribute to society when they become adults. Updated parent education that includes current societal and cultural norms (e.g. appropriate use of technology) is needed.

Discussion Notes:**Lack of Parenting and Parenting Skills**

- Kids are not thriving, especially from lower-income households
- Police doing wellness checks because kids appear to be left at home alone
- Unstable families- kids in unstable environments, which may trigger mental health issues
- Unstructured families- lack of responsibilities, boundaries, and expectations for kids may lead to challenges in the real world as they get older (e.g. show up to work on time and work a full shift)
- A generation of parents that don't know how to parent, rather be fiends than parents, don't know how to set appropriate boundaries
- Middle-class parents struggle to make kids a priority while also working full-time
- Societal pressure to be the perfect parent, to do all of the youth activities while also working full-time
- Technology used as a babysitter and is a barrier to in-person communication
- Being a parent is a profound responsibility with 20+ year commitment
- Kids lack a sense of belonging and a sense of community- they may search this out on-line

Community Concerns

- Substance abuse, suicide, and mental health have been reported in the media, but bot specifically impacting congregations
- Lack of mental health facilities

Changing Diversity

- Increase in Hispanic population, but they are not visible- their challenges and needs may not be known
- How do you serve an invisible population?
- Barriers may include language, cultural differences, and fear- living in fear wasn't an issue years ago

Housing

- Plenty of apartments and higher-end housing- not much available for 1st time homebuyers
- Growing city with good paying jobs
- Unaware of any homeless population- there may be unstable housing (e.g. couch-surfing, apartment hopping, longer-term motel occupancy)

Transportation

- Seniors use shared-ride taxi and don't complain about it

- Difficult to access resources in West Bend
- People walk long distances for minimum wage jobs

Transportation Interest Group Listening Session Notes- September 6, 2019

Attendees:

Transportation- Joy Neilson (Washington County) and Corie Dejno (Interfaith Caregivers Mobility Manager/Program Operations Manager)

United Way- Jay Shambeau, Kristin Bradner, and Paul Roback

Summary of Key Issues:

- Current services are limited and inconvenient, especially for those using services for employment, medical appointments, and grocery shopping
- Variety of service providers and their rules is confusing for users (e.g. same-day service for those in wheelchairs is not available through county shared-ride taxi, but is available in West Bend and Hartford)

Key Emerging Issue United Way Could Address:

A collaborative effort between employers, local funders, government, and nonprofits is needed to address the county's transportation challenges related to employment and food insecurity. A current or new nonprofit organization could provide leadership to coordinate and address these challenges.

Discussion Notes:

- Not providing enough services to meet the needs of the disabled
- Need to partner with industry to get people to jobs within the county and across county lines
- Need improved transit options in Germantown due to growth- Milwaukee County Route 57's 'JobLines' extension into Germantown ceased operations on August 24, 2019, due to the end of its temporary funding.
- Washington County Commuter Express
 - Ridership has decreased- half-full busses
 - Serves Downtown Milwaukee, Medical Complex in Wauwatosa, and VA Hospital (round-trip visit to VA is 7 hours minimum)
- Shared-Ride Taxi
 - 24-hour notice is a barrier for using- limitations in current software for scheduling
 - Can't provide overlapping service in Hartford or West Bend (point of pick-up or drop-off must be outside city limits to use county service) due to government funding
 - Pick-up and drop-off windows are long- people have a spend a lot of time waiting
 - Hiring and retaining drivers is challenging
 - Shared-ride model not right for everyone, but is the cost-effective option for rural service
 - Barriers- cost for low-income and fixed-income individuals, grocery bag limits, and wait times
- Interfaith Caregivers
 - Free service for those 60+ for medical and shopping (no rides for social activities)
 - 2-week notice needed
 - Help with carrying grocery bags
 - Provides rides outside of county
- Coordinated Transportation Committee of Washington County-

- 60+ members working to engage in actions needed to make positive changes in transportation options for the county's at-risk populations. Developed a directory of transportation resources and conducting survey to understand transportation needs of county's at-risk population.
- Transportation Survey (preliminary results)
 - People are confused on what service they are using (e.g. city or county shared-ride taxi)
 - Biggest identified challenges-
 - Food insecurity- cost of service, wait times, 2 bag limit, no assistance with bag carrying
 - Employment- timeliness of taxis, reliability, and hours of operation
 - Wheelchair service- no same-day service throughout, don't feel safe using service (not in a safe position), and may not have a safe place to wait (e.g. outside, no place to sit...)

Home Consortium Community Workshop- May 22, 2019

3 in attendance (Paul from UW-Extension, Melissa from City of West Bend Housing Authority, and Holland from FRIENDS)

- Long wait for Section 8 housing- currently serves 200 families
Section 8- Voucher program that assists very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market.
https://www.hud.gov/topics/housing_choice_voucher_program_section_8
- Home Consortium doesn't do enough outreach in the community
- Home-buyer down-payment assistance is needed - Melissa has referred people, but unsure if people have been successful
- Wait lists for seniors and disabled
- Family housing- multi bedroom is needed
- Need to communicate available opportunities - no one hears from the Home Consortium
- Home Consortium Contact- Kristin Silva- Waukesha
- Finding landlords that will give a second chance and open to a diverse pop is challenging
- Down payment is hard for people
- Transportation to MKE and within city limits is limited
- River Bluffs- going well. "Workforce housing." It should be communicated as a success.
- Barton School apts. - targeting low income families and vets
- Fair housing- WB Housing Authority tracks. May not be a familiar term / concept in the community.
- Employers- difficult in attracting workforce due to limited transportation options from MKE and limited entry-level housing options
- Non-profits- limited transportation and housing options are also a concern.
- Politicians- may not have the political will to address this issue due to constituents not supporting affordable housing in their neighborhoods
- Community mind-set has been described as- "I worked hard to get what I have. Others need to work just as hard."
- Doing a better job addressing homeless population- Family Promise and Karl's Place
- Home Consortium Board includes County Board members- county has limited (no) role in housing. Board members may not be aware of need and may not know how to communicate Home Consortium programs to those that could benefit from them.

United Way HR Employment Focus Group- August 14, 2014

Attendees: 14 participants, including representation from healthcare, insurance and manufacturing

What do you think are some of the barriers/obstacles that negatively impact your ability to hire qualified employees? (numbers in parenthesis is votes received by participants)

- Work attendance (6)
- Community- "All the way to West Bend" perception of a longer commute than it is. New hires are unwilling to re-locate closer to job- after a few months they quit because they do not like the commute. Community lacks short-term housing options for interns and short-term employees. Community does not have a reputation for being attractive to young talent. (5)
- Soft skills (4)
- Competition- competitive industries (3)
- Transportation- suspended/lost license, 24 hour notice needed for shared-ride taxi & people unaware of public transit options (2)
- Willing to be off-shift (2)
- Lack of effective front-line managers & hiring managers- they may pass up those with frequent job changes or those currently unemployed. 80/20 rule- hire for 80% of the skills you want & train the other 20% (1)
- Inclusiveness (1)
- Childcare- off-shift options, financial burdens, limited options for sick children
- Welding skills
- Students that don't know how to work hard
- Drugs & alcohol
- Criminal records- OWI
- Kids graduating not prepared to work
- Benefits- healthcare costs increasing
- Understanding employee expectations
- Generational gaps
- Lack of apprenticeship programs in certain fields
- Compensation packages

2014 United Way Employment Issues Survey- 18 responses

Identified barriers/obstacles to hiring and retaining qualified employees:

- Not work ready- Inadequate soft skills, including work ethic, math and reading skills, and computer skills
- Specific skills- lack of skills such as welding, nursing, maintenance mechanics, IT, etc.
- Attendance- employees failing to come to work on a regular basis

Identified attendance issues:

- Willingness to come to work (attitude)
- Lack of adequate, affordable childcare, including off-shift and for sick children
- Transportation- inability to get to work

Identified community-related issues:

- Perception of a long commute from where employee lives
- Community not attractive to young talent
- Lack of long-term affordable housing options

Identified inadequate soft-skills:

- Poor work ethic
- Unwilling to work off-shift
- Inadequate critical thinking and problem-solving skills

APPENDIX B: CAUSE-AND-EFFECT MATRIX

Summary Results

UW Pillar	Issue	Impact			Alignment			Ability		
		Mean	Median	Mode	Mean	Median	Mode	Mean	Median	Mode
1 HEALTH	Support for victims of abuse	4.33	3	3	6.50	9	9	4.50	3	3
2 HEALTH	Reduced/ineffective Family Support / Structure	7.17	9	9	5.58	6	9	3.08	3	3
3 HEALTH	Mental Health Accessibility / Response to Trauma	7.83	9	9	7.50	9	9	6.17	9	9
4 HEALTH	Vaping / E-cigarettes / CBD	3.00	3	3	3.50	3	3	2.17	3	3
5 HEALTH	Drunk / Impaired Driving	4.00	3	3	4.50	3	3	2.18	1	1
6 HEALTH	Mental Illness Awareness / Stigma Reduction / Suicide Prevention	5.33	3	3	7.50	9	9	6.83	9	9
7 HEALTH	Social Media effects	2.83	3	3	2.75	3	3	2.00	2	3
8 HEALTH	Understanding Long Term effects of Marijuana use	2.50	2	1	2.25	1	1	1.50	1	1
9 HEALTH	Lack of personal / social interaction	4.67	3	3	3.50	3	3	3.50	3	3
10 HEALTH	Alcohol abuse	5.33	3	3	5.83	6	9	3.67	3	3
11 HEALTH	Opioids / Heroin	6.83	9	9	8.50	9	9	4.83	3	3
12 EDUCATION	Community support for schools / valuing education	4.33	3	9	3.42	2	1	3.00	2	1
13 EDUCATION	Poverty impact on school success	6.50	9	9	4.42	3	3	2.58	3	3
14 EDUCATION	Students' lack of soft / life / problem-solving skills	5.33	3	3	6.25	9	9	5.17	3	9
15 INCOME	Lack of affordable housing	5.17	3	9	3.92	3	9	2.17	1	1
16 INCOME	Lack of awareness of poverty's impact on the community	3.67	3	1	4.25	3	9	3.58	3	3
17 INCOME	Lack of knowledge of available resources	3.67	3	1	4.58	3	3	4.42	3	3
18 INCOME	Lack of easily accessible transportation	5.50	6	9	3.83	3	3	3.08	3	3
19 INCOME	Home-buyer down-payment and rental assistance	2.42	2	3	3.00	3	3	1.33	1	3
20 INCOME	Affordable / Available / Quality Childcare	4.83	3	3	4.17	3	3	2.67	3	3
21 INCOME	Recurrent cycle of homelessness	3.33	3	3	4.67	3	3	3.50	3	3
22 INCOME	Lack of housing for Seniors and disabled	2.75	3	3	2.83	3	3	2.00	2	3
23 OTHER	Lack of community / agency collaboration	4.67	3	3	4.67	3	3	6.17	9	9
24 OTHER	Lack of civil discourse	3.00	3	3	0.92	1	1	1.00	1	1
25 OTHER	Lack of volunteers	3.50	3	3	3.67	3	3	2.50	3	3

The "mean" is the "average" you're used to, where you add up all the numbers and then divide by the number of numbers.

The "median" is the "middle" value in the list of numbers

The "mode" is the value that occurs most often. If no number in the list is repeated, then there is no mode for the list.

C/E Matrix Top 5 Issues

MEAN- The average			Rank
1	HEALTH	Mental Health Accessibility / Response to Trauma	1
2	HEALTH	Opioids / Heroin	2
3	HEALTH	Mental Illness Awareness / Stigma Reduction / Suicide Prevention	3
4	HEALTH	Reduced/ineffective Family Support / Structure	4
5	EDUCATION	Students' lack of soft / life / problem-solving skills	5
MEDIAN- The "middle" value in the list of numbers			
1	HEALTH	Mental Health Accessibility / Response to Trauma	1
2	HEALTH	Opioids / Heroin	2
3	HEALTH	Reduced/ineffective Family Support / Structure	3
4	HEALTH	Mental Illness Awareness / Stigma Reduction / Suicide Prevention	4
5	EDUCATION	Poverty impact on school success	5
MODE- The value that occurs most often.			
1	HEALTH	Mental Health Accessibility / Response to Trauma	1
2	HEALTH	Reduced/ineffective Family Support / Structure	2
3	HEALTH	Opioids / Heroin	2
4	INCOME	Lack of affordable housing	4
5	HEALTH	Mental Illness Awareness / Stigma Reduction / Suicide Prevention	5

