



**COMMUNITY ADVOCATES**  
Where Meeting Basic Needs Inspires Hope

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Public Policy Institute

## Our Work

Founded in 2008, the primary goal of the Community Advocates Public Policy Institute is to design and put into place the policy changes needed to dramatically reduce poverty in Milwaukee and Wisconsin. We work closely with individuals and organizations in the city, throughout the state and across the nation—including policymakers—in crafting policies that offer the poor the jobs, income and health insurance they need to escape from poverty.

While the Institute's primary task is reducing poverty itself, we also seek to reduce the many burdens that the poor face as they navigate through life. One of our major objectives is to create a rational and effective community justice system that offers comprehensive, evidence-based alternatives to incarceration, where appropriate. We are committed as well to ensuring that low-income individuals can easily obtain affordable and high-quality health care, addiction treatment, mental health services, housing and utility services, as well as a good education for their children.

## Our Projects

True to our name, we are at heart an advocacy organization. The Community Advocates Public Policy Institute will, as needed, conduct research and prepare analyses that relate to poverty, its symptoms and its remediation. Unless the facts are known, advocacy cannot proceed. But developing concrete proposals to actually reduce poverty and its burdens—and then advocating for those policy changes—is our main work.

We are intensely engaged in the business of organizing, communicating and ultimately persuading policymakers to take action.

The Institute has taken a leadership role in six major projects aimed at reducing poverty and improving the poor's circumstances:

### ► **Transitional Jobs**

In Wisconsin and the United States, we are suffering from uncommonly high unemployment. The job gap—the difference between the number of unemployed men and women who need jobs, and the jobs that are available to them—has also risen to unprecedented levels.

To help get people back to work, the Community Advocates Public Policy Institute has worked closely with Milwaukee lawmakers to create transitional jobs: wage-paying jobs that allow low-income, unemployed men and women to do useful work and support themselves and their families. Transitional jobs—in combination with earning supplements, affordable childcare and affordable health care—are key to reducing poverty and increasing employment. In Milwaukee alone, several small-scale transitional jobs programs are already in operation.

The Public Policy Institute’s work on transitional jobs has already resulted in two significant pieces of legislation:

- In 2009, Public Policy Institute Director David R. Riemer drafted language for a 2009-11 budget amendment—inserted into the budget by Sen. Spencer Coggs (D-Milwaukee)—which created the Transitional Jobs Demonstration Project authorizing up to 2,500 jobs slots.

Eligible participants in the Transitional Jobs Demonstration Project must be between the ages of 18-64 (and parents if between the ages of 21-64); unemployed for over four weeks; ineligible for unemployment insurance benefits and W-2; and have an annual household income of less than 150 percent of the federal poverty level. Unemployed adults would be paid the minimum wage for up to 40 hours of work per week for a maximum of 1,040 hours, or six months. Each job slot could employ several individuals during the life of the project.

The Coggs amendment also created a new W-2 component that offers W-2 participants the opportunity to work in wage-paying “subsidized private-sector employment” positions—another version of transitional jobs—paying wages that qualify for earnings-based tax credits.

- Riemer subsequently worked with Rep. Tamara Grigsby (D-Milwaukee) to draft the *Wisconsin Family Jobs Act*, which Gov. Jim Doyle signed into law in May 2010. The *Act* removed the Demonstration Project’s 2,500 job cap.

The *Act* also increased the wage subsidy for the Department of Children and Families’ (DCF) seldom-used Trial Jobs Program for W-2 enrollees so as to make it more attractive to employers. Under this provision, employers would receive a 100 percent wage subsidy at the minimum wage for the hours worked by an eligible employee hired to work up to 40 hours per week for a maximum of 1,040 hours, or six months.

In July 2010, DCF announced \$34 million in federal funding for the Transitional Jobs Demonstration Project, designed to get 4,000 Wisconsin residents back into the workforce. Funding is provided by federal Recovery Act dollars provided to the Temporary Assistance for Needy Families (TANF) Emergency Fund.

In June 2011, Gov. Scott Walker signed the 2011-13 biennial budget into law, which:

- Allocated \$12 million in federal funding for the Transitional Jobs Demonstration Project through the TANF Emergency Fund;

- Extended the Transitional Jobs Demonstration Project to June 30, 2013. The Project was set to expire on June 30, 2012.

As a local leader on transitional jobs, the Public Policy Institute helped to found the Milwaukee Transitional Jobs Collaborative, which seeks to obtain state and federal programs and funding to make transitional jobs available to Wisconsin's unemployed. Other organizations in the collaborative include the Archdiocese of Milwaukee, Good Jobs and Livable Neighborhoods, the Greater Milwaukee Foundation, the Interfaith Conference of Greater Milwaukee, the Milwaukee Area Workforce Investment Board, Milwaukee Community Service Corps, MICAH, Milwaukee Homicide Review Commission, the New Hope Project, Northwest Side Community Development Corporation, Policy Studies Inc., Social Development Commission, Thomas & Associates, UMOS, Milwaukee Urban League, WISDOM and the YWCA. Visit the Milwaukee Transitional Jobs Collaborative online at [www.transitional-jobs.com](http://www.transitional-jobs.com).

► **The Milwaukee Addiction Treatment Initiative (MATI)** is a collaboration among more than 80 local and state organizations—including law enforcement, public health agencies, treatment providers and advocates—to expand access to drug and alcohol treatment for everyone in Milwaukee County and the State of Wisconsin who needs it.

Milwaukee County currently suffers from a substantial “treatment gap”—the difference between the number of people who need treatment for addictions and those who actually receive it. In 2004, the last year for which we have data, more than 82,000 people needed but did not receive treatment for addictions in Milwaukee County. This discrepancy mirrors national figures, wherein only about one in 10 people of all ages who need treatment receive it.

MATI is successfully pursuing two approaches to closing the addiction treatment gap:

- **Advocacy for expanded health insurance and parity:** MATI works to ensure that everyone in Wisconsin has health insurance that includes addiction and mental health coverage on a parity basis. The Public Policy Institute played a major role in 2009-10 in Wisconsin's decision to require parity in the BadgerCare Benchmark Plan, and in persuading the Legislature and Governor to enact the *Wisconsin Parity Act*, which requires small and large group insurance policies sold in the state to cover addiction and mental health treatment on a parity basis. We are also involved in the Legislature's effort to implement national health insurance.

Additionally, because insurance parity alone doesn't mean that people can actually access the treatment they need, the Public Policy Institute implemented the statewide Making Parity Real series of symposia. This series, held in nine cities across Wisconsin between November 2009 and August 2011, explored which changes can be made to state laws, budgets, rules and regulations, and standards to increase access to treatment, and improve quality of care for the treatment of mental health and addiction conditions. The Public Policy Institute will translate priorities voted on by attendees at the Final Conference in Madison in August 2011 into actionable policy recommendations. For more information visit [www.MakingParityReal.org](http://www.MakingParityReal.org).

- **Facilitating improved treatment delivery:** MATI has also played a lead role in helping to integrate the delivery of addiction treatment services in Milwaukee County with mental health services, other health services, and employment, housing and other supportive services. In 2009-10, we worked to include up-to-date information about local addiction providers in the searchable, web-based directory of mental health providers created by Mental Health America-Wisconsin (visit <http://www.mhawisconsin.org> and click on Mental Health, Wellness and Addiction Services Directory). Additionally, MATI works to improve services for people suffering from addiction so that they are identified appropriately, assessed accurately, and receive timely and ongoing treatment as needed.

MATI is sponsored by a national grant from the Open Society Foundations with additional local funding from the Greater Milwaukee Foundation, Helen Bader Foundation and the Zilber Family Foundation.

► **The Project for Health Insurance Exchange Education (PHIXE)**, launched in 2011, seeks to harness the potential of state health insurance exchanges established under the *Affordable Care Act (ACA)*.

Health care exchanges are a key provision within the *ACA* which use properly structured competition—the one mechanism identified by independent analysts to lower health insurance premiums across the board—to maximize health insurance coverage, reduce costs and improve quality of care. The Congressional Budget Office concluded that an exchange’s pooling of a large number of insurance buyers, combined with subsidies for low-income buyers, could exert competitive pressure on health plans to constrain their prices. In an analysis of a Wisconsin exchange, MIT Professor Jonathan Gruber estimated that this competition effect would lower premiums by 7.5%.

A central goal of the project is to educate state policymakers about how creating an exchange whose pool of buyers is (1) average in risk, (2) very large in size, and (3) incentivized to choose low-cost health plans can be a powerful vehicle for enabling market forces to put strong and enduring pressure on health care insurers and providers to lower costs and enhance quality. Another project goal is to help policymakers understand how exchanges can improve addiction treatment. These strategies include adopting smart enrollment procedures for state parolees, creating a sound relationship between Medicaid and the exchange, and rethinking the interaction between insurance and stand-alone treatment programs.

During the project, Community Advocates Public Policy Institute staff will:

- Hold educational meetings and in-depth seminars with advocates and policymakers about the *ACA*, exchanges in particular, and how exchanges can lower costs and improve addiction treatment; and
- Assist state policymakers who are seeking to design exchanges—in particular, Small Business Health Options Program (SHOP) exchanges—that effectively use competition to lower insurance costs, potentially by even more than 7.5%.

The Project for Health Insurance Exchange Education is funded by the Open Society Foundations.

► **The Mental Health Policy Initiative** is a multiyear project that aims to improve state and local policies for individuals suffering from mental illness. Funded by a 2009 gift from Wildflower Communities, the Mental Health Policy Initiative has been engaged in:

- **Helping to eliminate the stigma associated with mental illness** to ensure that it is regarded and treated as the chronic medical condition that it is;
- **Increasing public and private funding for mental health services** as part of the extension of insurance to all Wisconsin residents. The Public Policy Institute played a major role in the 2010 enactment of the *Wisconsin Parity Act*. This Act requires that all commercially purchased group health insurance plans provide mental health and addiction treatment insurance benefits at parity levels of coverage with physical conditions. We also assisted the Office of the Commissioner of Insurance in helping to promulgate the administrative rules that implement the law;
- **Integrating mental health treatment** with addiction treatment, physical health services, and non-health services such as employment and housing;
- **Improving the decision-making processes used by governmental agencies and private organizations** as they work with those who have a mental illness; and
- **Assisting the City of Milwaukee and Milwaukee County** in the formulation of a county-wide supportive housing plan for people who have a mental illness, have a disability or are at risk of homelessness. This project also includes assisting the City with the successful passage of zoning ordinance changes that will improve the development and siting process and provision of services for permanent supportive housing and transitional housing projects.

► **The Community Justice Reinvestment Project**

In 2010, Community Advocates merged with Justice 2000, a non-profit organization established in 2001 to promote the safe release and community reintegration of criminal offenders. With the merger, the Public Policy Institute incorporated Justice 2000's Community Justice Reinvestment Project. Funded in part by the local Greater Milwaukee Foundation and the national Open Society Foundations, this project aims to educate the public and other key stakeholders in Wisconsin about the value and importance of implementing comprehensive, evidence-based policy change within the statewide criminal justice system. The Public Policy Institute is also engaging in community outreach and coalition building to create an ongoing forum for discussing criminal justice reform and related community issues.

In Wisconsin, spending on corrections has risen faster in the past 20 years than nearly any other state budget item. Between 1999 and 2009 the budget of the Wisconsin Department of Corrections (DOC) rose by over 70 percent to \$1.2 billion. Substantial increases in costs have been projected for the next 10 years. Despite mounting corrections spending, incarceration rates remain high.

Community-based alternatives to corrections—including diversion, deferred prosecution and alternatives to parole revocation—can potentially reduce prison costs and crime.

State funding that would otherwise be allocated to Corrections should be “reinvested” in the community in order to implement such evidence-based alternatives to incarceration.

The Community Justice Reinvestment Project promotes a shift away from current policy that overutilizes incarceration to one that focuses on early intervention, treatment programs and community supervision, particularly for those individuals at greatest risk for committing crimes.

This project is modeled on successful initiatives in Minnesota and other states with lower numbers of prisoners but comparable crime rates to Wisconsin that have already developed community corrections legislation and policies to:

- **Strengthen the quality and efficiency of the criminal justice system;**
- **Promote community-based programs** that provide cost-effective, evidence-based alternatives to incarceration;
- **Empower collaborations** between local criminal justice system partners and community organizations to plan, implement and evaluate a continuum of services to address local criminal justice and community needs;
- **Create strong incentives to reduce utilization of expensive prison beds,** and develop and implement effective community-based programs; and
- **Produce cost savings from reductions in prison admissions,** thus allowing counties to reinvest a portion of the savings in innovative, outcome-based programs and healthy neighborhood initiatives that will further reduce recidivism.

► **The Tobacco Prevention and Control Program**

In April 2010 the Community Advocates Public Policy Institute was selected by the Wisconsin Department of Health Services to lead the Milwaukee operation of the state’s Tobacco Prevention and Control Program.

The program’s primary responsibility is to help implement the *Wisconsin Smoke-Free Act* in Milwaukee, a law which went into effect July 5, 2010, ensuring clean air in bars, restaurants and all other workplaces in Wisconsin.

The Community Advocates Public Policy Institute also provided help to the City of Milwaukee as the City’s Common Council debated and passed an ordinance that ensures clean air in bars, restaurants and all other workplaces located in the city. In July 2010 the Milwaukee Common Council passed the ordinance—co-sponsored by Aldermen Terry Witkowski and Michael Murphy—by a 12-3 vote, and Mayor Tom Barrett signed it into law.

Community Advocates Public Policy Institute staff also:

- **Conducts outreach and education** to the media, workplaces, key local and state leaders, and the general public to ensure broad compliance with the *Wisconsin Smoke-Free Act*;

- **Heads the Milwaukee Tobacco-Free Alliance**, a grassroots coalition of Milwaukee-area tobacco prevention and control supporters trying to eliminate the death and disease caused by tobacco use;
- **Engages youth** in activities supportive of tobacco control and prevention, including community outreach and education; and
- **Conducts compliance checks** of local tobacco retailers to limit tobacco sales to underage consumers.

► **The Milwaukee Brighter Futures Initiative** is a coalition of 22 local youth-focused community agencies whose mission is to develop strategies geared toward preventing child abuse and neglect, inspiring greater hope for youth, building stronger families and creating better neighborhoods.

Brighter Futures supports evidence-based positive youth development and prevention strategies to achieve the following legislative outcomes set forth in Section 46.99 of the Wisconsin statutes:

- Prevent and reduce the incidence of youth violence and other delinquent behavior;
- Prevent and reduce the incidence of youth alcohol and other drug use and abuse;
- Prevent and reduce the incidence of child abuse and neglect;
- Prevent and reduce the incidence of non-marital pregnancy and increase the use of abstinence to prevent non-marital pregnancy; and
- Increase adolescent self-sufficiency by encouraging high school graduation, vocational preparedness, improved social and other interpersonal skills and responsible decision-making.

As the lead agency for Brighter Futures, the Community Advocates Public Policy Institute is responsible for month-by-month oversight of the programs, including unannounced site visits and regular reviews of financial reports. If a program fails to fulfill its goal—as stated in its logic model—Public Policy Institute staff works with the funded agency to assist it in correcting the deficiencies or to discuss possible alternative activities.

Additionally, Community Advocates gathers together numerous existing networks and task forces to work collaboratively on building a strong community prevention system focusing on the issues of child abuse and neglect, teen pregnancy, youth violence, youth AODA issues, parenting and youth self-sufficiency. Established in 1999, this effort currently involves over 130 organizations in regular monthly meetings, work groups and training initiatives, all centered on sharing best practices in youth, family and neighborhood development.

► **Pathways to Ending Poverty** seeks to change the way we think about poverty by creating and testing a specific “policy package” that, if implemented, would reduce poverty in Wisconsin to a residual 2-5%. This new framework, based on the best evidence about which policy changes actually lower poverty, as well as rigorous modeling, aims to shift the debate about poverty to a serious, evidence-based discussion about which combination of policies for ending poverty would actually make the most sense for our state.

Pathways to Ending Poverty will:

- **Create a realistic poverty line for Wisconsin.** The current poverty line, dating to the early 1960s, is no longer valid. With the help of Steve Holt, who has written extensively on poverty issues for the Brookings Institution and other groups, we have examined alternative poverty measures developed by the National Academy of Sciences (NAS), and will recommend a new poverty measure. This effort parallels the work of the University of Wisconsin-Madison's Institute for Research on Poverty, under the direction of Tim Smeeding, which has developed an NAS-based "Wisconsin Measure" of poverty to guide future policymaking. This report is available on the Public Policy Institute's website, [www.ca-ppi.org](http://www.ca-ppi.org).
- **Establish a specific goal for reducing poverty in Wisconsin.** Our current goal is to reduce poverty from the current level of nearly 10% to a residual 2-5%.
- **Determine which "policy packages" of changes to our current systems of need-based assistance, social insurance and tax credits will get Wisconsin to the residual 2-5% poverty goal.** We have looked carefully at what the evidence says as we put together alternative combinations and consulted with a number of local advisors such as Julie Kerksick, Sheri Johnson, Tim Smeeding and Don Sykes; and national experts such as Gordon Berlin, Greg Duncan, Peter Edelman, Eboni Howard, Demetra Nightingale and Mark Rank.
- **Retain the Urban Institute, an independent, analytic organization, to test the most promising "policy package"** to confirm that it reduces poverty to a residual 2-5% and quantify estimated costs. This is the heart of the project.
- **Communicate to local and national policymakers** the impact of the "policy package" on reducing poverty in Wisconsin.

Pathways to Ending Poverty is a unique initiative to reduce poverty to close to low single digits. We have been directly influenced by the work of the Center for American Progress and the "Half in Ten Campaign," which decided that cutting poverty by 50% within a decade was their goal, producing an Urban Institute report that shows how to reduce poverty by 26%.

► **The Internship and Fellowship Program** provides an opportunity for talented students to enrich the work of the Public Policy Institute. The Public Policy Institute provides an experiential environment where interns and fellows not only learn about our work, but also take an active and substantive role in research, communications and advocacy projects that support our goals. In addition to normal office work, each intern and fellow will work on a special project designed and executed in collaboration with the Public Policy Institute's staff.

## Who We Are

**David R. Riemer** is Director of the Community Advocates Public Policy Institute, where he is responsible for developing and advancing policies to greatly reduce poverty.

David has been active for many years in reshaping Wisconsin and U.S. policies on welfare, poverty, health care and education. He was chosen in 2010 to serve as a member of the Wisconsin Legislative Council Special Committee on Health Care Reform Implementation, as well as the National Academy of Social Insurance (NASI) Study Panel on Health Insurance Exchanges.

David is the author of “The Prisoners of Welfare” and numerous articles on poverty, health care reform and public administration. He is one of the co-founders of The New Hope Project. David served from 2004-07 as Director of the Wisconsin Health Project to lower the number of Wisconsin’s uninsured and control health care costs. The project was responsible for developing bipartisan legislation to provide all of the state’s residents with affordable health insurance and lower the growth of health care costs.

In 2004 David campaigned for Milwaukee County Executive, 43 percent of the votes. During 2003, David served as Budget Director for Wisconsin Governor Jim Doyle. His primary responsibility was to help solve the state’s projected \$3.2 billion deficit. The resulting balanced budget preserved vital services without raising taxes. David worked as an Atlantic Fellow in Public Policy in London and Oxford, England, in 2002; his research focused on supplementing low-income workers’ earnings through the tax system.

From 1988-2001, David held several high-level jobs for the City of Milwaukee, including Budget Director, Administration Director and Chief of Staff for Mayor John O. Norquist. For most of this period, he was responsible for overseeing the central fiscal, purchasing, IT and intergovernmental functions of the city government.

From 1975-88, David held several positions in government and the private sector. He was legal advisor to Wisconsin Governor Patrick Lucey, served as legal counsel to Senator Edward Kennedy’s Subcommittee on Health and Scientific Research, worked as a health policy analyst for the Wisconsin Legislative Fiscal Bureau, prepared a report on Wisconsin’s uninsured for the state Department of Health and Social Services, and worked on health care cost containment issues for Time Insurance Company.

David received an AB degree from Harvard College in History and Literature (1970) and a law degree from Harvard Law School (1975).

**Debra J. Kraft** is Deputy Director and Counsel of the Community Advocates Public Policy Institute. Debra is responsible for assisting the Director in the development and advancement of policies to reduce poverty and its effects in both Milwaukee and Wisconsin. Initiatives in which she has been involved include health care reform, mental health and addiction treatment, supportive housing zoning changes and criminal justice reform. Her duties also include the provision of legal counsel and research; federal, state and local advocacy; and operations oversight.

Debra currently is the project director for the Community Justice Reinvestment project, an initiative to promote criminal justice system reform in Wisconsin through the reinvestment of funding that would otherwise be allocated to the state Department of Corrections in order to implement preventative pre-trial and re-entry evidence-based programming at the local community level that would result in alternatives to incarceration. She has also been appointed to serve as a member of the Community Linkages Action Team of the Mental Health Redesign and Implementation Task Force by the Milwaukee County Executive, and as a member of two stakeholder exchange working groups by the Office of the Commissioner of Insurance.

Other special projects in which she is involved as part of an intergovernmental work group include the review and revision of and advocacy for City of Milwaukee zoning ordinances to promote safe and supervised supportive housing that resulted in their passage by the Common Council. Debra also assisted in drafting legislation and advocating for the successful passage of the *Wisconsin Parity Act* by the state legislature in April, 2010. As part of this project, she was appointed by the Office of the Commissioner of Insurance to assist in the drafting of administrative rules implementing the *Wisconsin Parity Act*. She also conducted groundbreaking federal research into the applicability of the *Wellstone-Domenici Mental Health Parity and Addiction Equity Act of 2008* to Medicaid managed care organizations.

Before joining the Public Policy Institute, Debra was the General Counsel of the Wisconsin Department of Regulation and Licensing, the state agency responsible for the licensing and enforcement of most regulated professions in the state. As its chief legal advisor and member of the senior management team, she advised the agency on administrative, legal and policy matters while also overseeing the department's Office of Legal Counsel.

Debra has extensive experience in the private corporate sector, where she concentrated her legal practice in the general business and real estate areas in both law firm and in-house settings, including a position as Corporate Counsel at the world's largest privately held printing company. She began her career as an Assistant District Attorney in Milwaukee County.

Debra received her undergraduate degree, with honors, from the University of Wisconsin-Madison, (1978) and her law degree from the University of Wisconsin Law School (1981). She continued her studies in public international law at the University of Edinburgh in Scotland as a Rotary International Scholarship recipient (1985-1986). Most recently, Debra was selected as one of 50 applicants to attend Georgetown University's Leadership Academy on *Addressing Disparities in Mental Health Care*, Georgetown University Center for Child and Human Development/National Technical Assistance Center that was held in Santa Fe, New Mexico, in the fall of 2010.

**Mike Bare** is Research Director and Program Coordinator for the Community Advocates Public Policy Institute. Mike specializes in disability, energy, housing and health care policy research, and is an expert on the intersection of policy with politics and the legislative process. Mike is also a Program Evaluator of the Community Advocates Brighter Futures program, assists with the Milwaukee Tobacco Prevention and Control Program, manages the Institute's visiting speaker series, and is the Director of the Institute's Internship and Fellowship Program.

Mike has an extensive grassroots politics and government background, having worked for and provided consulting to several political campaigns. He also served as an aide to former U.S. Senator Russ Feingold in his Washington, DC office, and as the Research Director for his 2010 campaign.

Mike holds an MA in political science from American University, where he was President of the Graduate Student Council and served on several University-wide committees. Mike has been a longtime volunteer for Special Olympics and other disability organizations, and also serves on the Board of Directors for the Down Syndrome Society of Wisconsin.

**Robert Cherry** is Prevention Services Manager for the Community Advocates Public Policy Institute. Robert coordinates the Milwaukee Tobacco Prevention & Control Program, the Milwaukee Addiction Treatment Initiative and the Milwaukee Brighter Futures Initiative. He was formerly Associate Outreach Specialist of Community Based Initiatives at the Milwaukee office of the University of Wisconsin-Madison Center for Urban Population Health. Robert, who has strong interests in public health and systems design, also worked in the central intake unit at M&S Clinical Services and Wisconsin Community Services. He received a BS in criminal justice from the University of Wisconsin-Milwaukee.

**Genyne Edwards** is Advocacy Consultant for the Community Advocates Public Policy Institute. As an attorney she has been actively involved in policy, politics and social advocacy. While Deputy Secretary of the Wisconsin Department of Tourism she successfully advocated for an increased role for cultural and urban tourism in statewide economic development policy. Genyne is the Program Director for Milwaukee Mosaic Partnerships Program and Commissioner for the City of Milwaukee-Equal Rights Commission. She is a graduate of Marquette University Law School and received a BS in Organizational Leadership and Supervision from Purdue University.

**Aricka M. Evans** is Program Monitor for the Milwaukee Brighter Futures Initiative. Aricka joined Community Advocates in 2006 as the Program Monitor for the Milwaukee Brighter Futures Initiative to assist with management of the \$2.3 million dollar grant, which currently funds 27 child abuse prevention programs throughout Milwaukee. Before coming to Community Advocates Aricka was the Community Organizer for the Merrill Park Neighborhood Association for seven years, where she served over 200 families a year helping to abate quality-of-life issues.

Aricka also works with Family Integrated Services and Children's Service Society of Wisconsin to help reunify foster children with their families. Aricka is a native of Milwaukee. She graduated from Custer High and continues in higher education in human resources.

**Kenneth A. Germanson** is Project Liaison for the Milwaukee Brighter Futures Initiative. Ken has worked at Community Advocates since 1992 on projects involving child abuse prevention, youth development, community strengthening and health care advocacy for low-income persons. He also has been a community activist and spent more than 35 years as a labor union leader.

Ken is a former journalist who began work on the old Milwaukee *Sentinel* as a reporter-rewriteman after his return to Milwaukee from the U.S. Navy in 1957. It was at the *Sentinel* that he became active in his labor union, the Milwaukee Newspaper Guild, eventually serving on the executive board and bargaining committee.

In 1964, Ken joined the staff of Milwaukee District Council 48, American Federation of State, County and Municipal Employees (AFL-CIO), where he mainly represented workers for the Cities of Milwaukee and West Allis, bargaining some of the pioneer labor contracts of the period. From 1968 to 1992, he was a staff member of the Milwaukee-based International Union, Allied Industrial Workers of America (AFL-CIO), heading the union's political action and communications programs, becoming chief administrative officer for the union in 1981.

He was president of the Wisconsin Labor History Society from 1992 to 2009 and continues serving the Society as President Emeritus, editing the Society's newsletter, handling Web site functions and assisting the current officers.

Ken has been active in a number of community groups and nonprofit organizations, serving on the boards of Family Services of Milwaukee, St. Mary's Academy and others. He also served many years on the board and as president of the Planning Council for Health and Social Services, and was involved throughout the years in many advocacy groups supporting civil rights or worker causes. He has received numerous awards for his community work.

Ken is a 1951 graduate of the University of Wisconsin-Madison, with degrees in journalism and economics. He is married and lives in Milwaukee.

**Bob Sayner** is the co-founder and former Chief Executive Officer of Justice 2000, a division of Community Advocates. Justice 2000 was established in 2001 to promote the expansion of opportunities for the safe release and community reintegration of criminal offenders. This mission is based on the belief that social services and treatment interventions, when combined with community supervision, can be useful, effective alternatives to incarceration and should be considered for wider application in Milwaukee, and throughout the state of Wisconsin and the nation.

From 1971-97 he served as Assistant Executive Director of Wisconsin Correctional Services (now known as Wisconsin Community Services [WCS]). During his tenure at WCS, Bob provided the leadership needed to develop, establish and manage Circuit and Municipal Court Intervention Services in the Milwaukee area for criminal offenders and indigent ordinance violators with mental health and addiction problems, a program that evolved into a comprehensive Milwaukee County Pretrial Services Program. In 1994 and 1995, the Pretrial Services Program, operated by WCS was nationally recognized as an "Enhanced Model Pretrial Services Program" by the Federal Bureau of Investigation, deemed worthy of replication in other jurisdictions throughout the nation.

Bob also provided the leadership to develop, establish and manage a comprehensive Mental Health Community Support and Treatment Program designed to assist offenders with mental illness and co-occurring mental illness and addiction to function and live independently in the community as an alternative to institutionalization. In 1994, the WCS Community Support Program received national honors as a finalist for the Harvard Kennedy

School of Government "Innovations in Government" award and was the subject of a National Institute Journal profile published by the U.S. Department of Justice.

In 1998, Bob received the "Olgiatti" award presented in Philadelphia by the National Association of Pretrial Services Agencies for lifetime achievement "in recognition for continuing outstanding contributions to the furtherance of the principals of pretrial justice."

Bob is currently collaborating with the Community Advocates Public Policy Institute to support the Community Justice Project, designed to reduce spending on corrections, control growth in Wisconsin's prison and jail populations, hold offenders accountable and increase public safety.

**Marilyn Walczak**, co-founder and Community Justice Project Coordinator for Justice 2000, has over 33 years of experience working with local justice systems, and creating innovative and high-impact programs.

Marilyn has done program development and has management experience in providing successful treatment intervention and pretrial services for criminal offenders. She served on the Board of Directors for the National Association of Pretrial Services Agencies (NAPSA) for six years.

Additionally, Marilyn served NAPSA as the Service Coordinator for six years providing support to the Board for Directors and membership. In 2010, NAPSA recognized Marilyn's years of service with the Ennis J. Olgiati award. The Ennis J. Olgiati Award recognizes lifetime achievement in the field of pretrial services. This award is NAPSA's highest honor, given in memory of "Joe" Olgiati, former director of the Manhattan Court Employment Project. Joe was one of the early guiding forces in the pretrial diversion movement and served several terms on the NAPSA Board of Directors. The Olgiati Award was established to honor agencies and individuals having a national impact on pretrial policies and operations.

Marilyn currently serves on a variety of criminal justice and community planning groups dedicated to criminal justice reform.

**Conor J. Williams** is the Economic Policy Analyst for Pathways to Ending Poverty. He also operates a family-owned stone fabrication business which he helped to found.

Conor holds an honors BA in Economics from University College Dublin in Dublin, Ireland. Conor started work doing econometric modeling at the Department of Transport in Sydney, Australia followed by a number of years as an economic analyst for an aircraft leasing company in Shannon, Ireland. Subsequently he worked as an economic policy analyst for the Department of Commerce and Industry, Gaborone, Botswana, facilitated through the Irish aid agency APSO.

Conor is active in MICAH (Milwaukee Inner-city Congregations Allied for Hope), where he leads the TIP Initiative (Treatment Instead of Prison), which offers an alternative to criminalization and incarceration through seeking to send non-violent offenders suffering from the disease of addiction to supervised community treatment programs.

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