



**REQUEST FOR PROPOSALS (RFP) Guidelines**

**RFP # 14051**

**Crisis Intervention and Prevention Services (CIP)**

**Responses Due: Sept. 22, 2025**

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**RFP SUMMARY**

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>RFP NUMBER and TITLE</b>         | <b>RFP # 14051 - Crisis Intervention and Prevention Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |
| <b>DEADLINE for BID SUBMISSIONS</b> | <b>September 22, 2025, 4:30pm CST</b><br><b>Proposals received after the deadline or incomplete will not be considered.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |
| <b>SCOPE</b>                        | <p>The City of Madison Community Development Division CDD is seeking proposals from qualified nonprofit community-based social service organizations that can provide Crisis Intervention and Prevention (CIP) services and programming to youth, individuals, and families. The services and programs will build and strengthen protective factors and foster safe, resilient communities. Funded organizations will demonstrate the capacity to provide services and programs under the two priority areas:</p> <ul style="list-style-type: none"> <li>• Crisis Intervention Support Services</li> <li>• Prevention Services and Activities</li> </ul> |                  |
| <b>FUNDS AVAILABLE</b>              | <p>The City of Madison Community Development Division anticipates having at least \$2,080,000 for allocation pending final adoption of the City's 2026 Operating Budget by the Common Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |
| <b>APPLICATION</b>                  | <p>Form and guidelines available at: <a href="#">Community Development Division Funding Opportunities Website</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |
| <b>E-MAIL PROPOSAL TO:</b>          | <p><a href="mailto:CDDapplications@cityofmadison.com">CDDapplications@cityofmadison.com</a> All proposals must be submitted electronically in at least three documents, the <i>Program Narrative</i> (Word or PDF), the <i>Organization Overview</i> (Word or PDF) and <i>Budget Workbook</i> (Excel or PDF). Please include "2025 CIP RFP" in the email subject line.</p>                                                                                                                                                                                                                                                                               |                  |
| <b>DIRECT ALL INQUIRES TO:</b>      | <p><b>Yolanda Shelton-Morris, Community Resources Manager</b><br/> <b>Email: <a href="mailto:yselton-morris@cityofmadison.com">yselton-morris@cityofmadison.com</a></b></p> <p><b>Nancy Saiz, Community Development Specialist</b><br/> <b>Email: <a href="mailto:nsaiz@cityofmadison.com">nsaiz@cityofmadison.com</a></b></p>                                                                                                                                                                                                                                                                                                                           |                  |
| <b>TIMELINE</b>                     | <b>Please Note: These dates are for planning purposes. They represent the City's desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.</b>                                                                                                                                                                                                                                                                                                                                              |                  |
|                                     | Resolution to Authorize RPF Introduced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 7/15/2025        |
|                                     | Finance Committee Review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 7/28/2025        |
|                                     | Common Council Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 8/5/2025         |
|                                     | RFP Released                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8/8/2025         |
|                                     | Crisis Intervention and Prevention Services RFP Workshop                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Week of 8/11/25  |
|                                     | Required Letters of Intent Due                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 8/25/2025        |
|                                     | <b>DEADLINE FOR SUBMISSION OF PROPOSALS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>9/22/2025</b> |

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|  |                                                                         |                                |
|--|-------------------------------------------------------------------------|--------------------------------|
|  | Applicant Presentations to Community Resources Committee                | Weeks of 10/13/25 and 10/20/25 |
|  | Community Resources Committee Meets to Finalize Funding Recommendations | 10/22/2025                     |
|  | Resolution with Funding Recommendations Introduced to Common Council    | 11/11/2025                     |
|  | Finance Committee Action                                                | 11/17/2025                     |
|  | Common Council Action                                                   | 11/25/2025                     |
|  | Applicants Notified of Funding Allocations                              | 12/1/2025                      |
|  | Anticipated Contract Start Dates                                        | 1/1/2026                       |

## EXECUTIVE SUMMARY

The City of Madison is committed to supporting the conditions necessary for all residents to thrive and reach their highest potential. Through its Community Development Division (CDD), the City collaborates with residents, community partners, and other stakeholders to overcome barriers to opportunity, strengthen neighborhoods, and promote shared prosperity and well-being.

In 2025, the City will seek proposals from community-based organizations to support programs and services that strengthen protective factors and promote safe, resilient communities. The City of Madison remains one of the few municipalities in the country that invests directly in grassroots, culturally responsive programming. The Crisis Intervention and Prevention (CIP) service area supports programs that help individuals and families navigate challenging circumstances and access the resources, opportunities, and support systems needed to achieve greater stability and long-term well-being.

The CIP service area provides a path toward greater safety and stability for youth, individuals, and families facing or at risk of crisis. The City seeks proposals that fall under two key priority areas:

- **Crisis Intervention Support Services**, including 24/7 helplines and short-term shelter for individuals experiencing gender-based violence or youth without safe housing.
- **Prevention Services and Activities**, which focus on upstream solutions that enhance community connectedness, promote long-term well-being, and reduce risk factors for crisis.

This Request for Proposals (RFP) is part of the City's continued commitment to strengthening community infrastructure through coordinated, equity-centered investments. The City encourages collaboration and welcomes proposals from both individual organizations and multi-agency partnerships.

Funding recommendations will be guided by both the quality of proposals received and the City's commitment to equitable service distribution - across neighborhoods, populations, and program types. Contracts will begin January 1, 2026.

## BACKGROUND

The CIP service area was established in 2021 to address growing community needs and to better align the City's funding strategies with principles of equity, responsiveness, and holistic support. It was informed by the [2016 Forward Community Investments \(FCI\) study](#), evolving local needs, and feedback from community stakeholders, especially as the City and its partners navigated the impacts of the COVID-19 pandemic.

During the 2022–2025 funding cycle, the City invested over \$2 million in 23 community-based organizations delivering 33 programs. These included 24/7 helplines, shelter services, case management, youth restorative justice, and prevention-focused initiatives. Programs served as essential connectors to housing, food access, legal advocacy, and emotional support, particularly for historically underserved populations.

**1.1** The table below outlines the City of Madison's current funding allocations for the CIP service areas.

| PRIORITY AREA                            | AGENCY PROVIDERS BY PROGRAMS                                                  | TOTAL FUNDS ALLOCATED |
|------------------------------------------|-------------------------------------------------------------------------------|-----------------------|
| CRISIS INTERVENTION AND SUPPORT SERVICES |                                                                               |                       |
| A. 24-Hour Crisis Response Agencies      | UNIDOS Against Domestic Violence<br>Rape Crisis Center<br>The Rainbow Project | \$268,567             |

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| PRIORITY AREA                                         | AGENCY PROVIDERS BY PROGRAMS                                                                                                                                                                                                                                                                             | TOTAL FUNDS ALLOCATED |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
|                                                       | Briarpatch Youth Services                                                                                                                                                                                                                                                                                |                       |
| B. Shelter Services                                   | Domestic Abuse Intervention Services<br>Briarpatch Youth Services                                                                                                                                                                                                                                        | \$414,354             |
| <b>RECOVERY AND STABILIZATION SERVICES</b>            |                                                                                                                                                                                                                                                                                                          |                       |
| A. Resource Service Facilitation & Case Management    | Allied Wellness Center<br>Bayview Community Center<br>Bridge-Lake Point-Waunona Neighborhood Center<br>Centro Hispano<br>RISE Law Center<br>Freedom Inc<br>Just Dane<br>Kennedy Heights Neighborhood Center<br>Progress Center for Black Women<br>Project Respect<br>The Rainbow Project<br>YWCA Madison | \$873,125             |
| B. Youth Restorative Justice                          | Bayview Community Center<br>Briarpatch Youth Services<br>EOTO<br>YWCA Madison                                                                                                                                                                                                                            | \$180,000             |
| C. Community Court – Homelessness Restorative Project | KABBA Recovery                                                                                                                                                                                                                                                                                           | \$30,000              |
| <b>PREVENTION SERVICES AND ACTIVITIES</b>             |                                                                                                                                                                                                                                                                                                          |                       |
| A. Outreach and Information                           | Rape Crisis Center<br>Goodman Community Center<br>Madison Northside Planning Council                                                                                                                                                                                                                     | \$115,100             |
| B. Specialized Program Support                        | Literacy Network<br>Urban Triage<br>YWCA Madison<br>Worker Justice WI                                                                                                                                                                                                                                    | \$198,858             |
| <b>TOTAL</b>                                          |                                                                                                                                                                                                                                                                                                          | <b>\$2,080,004</b>    |

Recognizing the importance of collaboration, CDD established a **Resource Service Facilitation Cohort**, bringing together funded agencies to build trust, share knowledge, and problem-solve across organizational lines. Feedback from this cohort highlights the value of interconnected services, and the need for continued investment in coordinated, community-driven responses.

Additional feedback was gathered through:

- Program reports and site visits
- A 2025 community voice survey
- Input from the Madison Metropolitan School District, Public Health Madison & Dane County, Madison Police Department, and Dane County Human Services

This community-informed approach revealed that no single agency can meet all the complex needs of youth, individuals, and families in crisis. Instead, it emphasized the need for strong partnerships, cultural responsiveness, and prevention strategies rooted in lived experience.

The 2025 CIP RFP builds on these lessons, reinforcing the City's commitment to:

- Addressing gender-based violence and youth crisis through trauma-informed services
- Preventing future crises by strengthening protective factors and community cohesion
- Supporting organizations led by and accountable to the communities they serve

A new cohort model will launch with this funding cycle, continuing the City's investment in shared learning, mutual support, and collective impact.

## SECTION 1: SCOPE OF WORK

### 1.1 Program Scope and Priority Areas

#### I. CRISIS INTERVENTION SUPPORT SERVICES

Programs in this area provide direct, time-sensitive crisis response to individuals and families experiencing immediate threats to safety or stability.

The two program types of Crisis Intervention Support Services are:

- **24/7 Crisis Helplines**, which respond to gender-based violence incidents via phone, online, text, or in person.
- **Short-Term Shelter Services**, which provide safe, temporary housing for survivors of domestic violence or youth without safe housing alternatives.

These interventions play a crucial role in assisting individuals and households during times of crisis or traumatic events. This includes:

- Survivors of gender-based violence, including sexual assault, domestic violence, and human trafficking.
- Youth and young adults experiencing immediate safety threats or lacking safe housing, including runaway youth and those experiencing family rejection or conflict.

While some crises may overlap, programs funded under **24-hour Helpline** should specifically respond to incidents of gender-based violence. Programs funded under **Shelter Services** may support either:

- Individuals or families escaping domestic violence (including adults), or
- Youth experiencing homelessness or unsafe housing situations not necessarily linked to gender-based violence.

Applicants should clearly indicate which population(s) they serve and how their proposed services are tailored to the specific needs of that group.

**A. 24-HOUR HELPLINE:** Agencies funded under this program area will provide crisis response services to individuals experiencing gender-based violence, including sexual assault, domestic violence, and human trafficking. Services must be trauma-informed and staff trained to help minimize the long-term impact of these experiences. These services play a critical role in supporting individuals in immediate crisis, particularly survivors of gender-based violence, as well as runaway and homeless youth. Key performance indicators may include the number of shelter nights provided, crisis calls



answered, in-person responses conducted, and the delivery of follow-up services and child-focused interventions.

***Programmatic Requirements:***

- The organization must have 24-hour staffing and infrastructure to respond to gender-based violence crises via phone, text, online, or in person. Services must be provided quickly and effectively to individuals and families affected by acts of gender-based violence<sup>1</sup>.
- The organization will have established crisis response policies and protocols that reflect collaboration with relevant community partners.
- Services must be culturally and linguistically responsive, ADA-compliant, and use assistive technology to support communication and accessibility.
- The organization must be able to comply with all fiscal and reporting requirements.

Community partners identified in the proposal must provide a Memorandum of Understanding (MOU) outlining their role and commitment to the collaboration.

***Measurable Outcomes:***

- Individuals receiving wraparound support report improved stabilization following victimization or crisis.
- Individuals experiencing gender-based violence or crisis report timely access to crisis support.
- Individuals report that services met their cultural, linguistic, psychological, and physical needs.
- Individuals report increased self-determination, resilience, and trust in systems as a result of trauma-informed and culturally responsive care.
- Individuals report greater knowledge of available community resources following service engagement.
- Individuals report an overall improvement in quality of life due to the services received.
- Individuals report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.
- Individuals report positive interactions with staff, highlighting the importance of culturally responsive, trauma-informed, and empathetic service delivery.

***Measurable Outputs:***

- Number of individuals who accessed the 24/7 helpline via phone, text, online, or in-person response.
- Number of crisis response or safety plans developed collaboratively with individuals.
- Number of referrals made to external providers or support services.
- Percentage of individuals reporting increased confidence in accessing appropriate resources following crisis intervention.
- Sustained Safety: Percentage of individuals who remain in safe housing or report ongoing safety over a defined period.

**B. SHELTER SERVICES:** Organizations requesting funding for shelter support must operate an existing shelter that serves individuals or households experiencing domestic violence or, in the case of youth, those without safe housing alternatives. Agencies are expected to have established policies and

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<sup>1</sup> Violence is defined as “an intentional use of physical force or power so as to injure, abuse, damage, or destroy oneself or another person, group, or community.” ([Madison Dane County Violence Prevention: A Road to Reducing Violence](#))

protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.

***Programmatic Requirements:***

- Provide a safe and secure physical space for individuals or households experiencing domestic violence, or for youth without access to safe housing alternatives.
- Maintain clearly defined policies and protocols to guide shelter operations and ensure consistent, high-quality service delivery.
- Offer ongoing training for shelter staff to enhance their capacity to provide trauma-informed, culturally responsive, and client-centered support.

***Measurable Outcomes:***

- Sustained Safety: Percentage of individuals who remain in safe housing or report ongoing safety over a specified period following shelter stay.
- Percentage of individuals who report increased knowledge and confidence in planning for and maintaining personal safety after leaving the shelter.
- Individuals report feeling emotionally and physically safe while residing in shelter.
- Individuals report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.
- Individuals report positive experiences with staff, citing culturally responsive, trauma-informed, and empathetic service delivery.
- Percentage of individuals who report that the services received met their cultural, linguistic, psychological, and physical needs.
- Number of individuals who successfully connected with and accessed referred services

***Measurable Outputs:***

- Number of individuals served in shelter
- Number of Connections made to external services (e.g., housing, mental health, legal aid)
- Number of shelter staff who completed training in trauma-informed or culturally responsive care

***Coordination and Resource Linkage:***

The City of Madison is committed to building a comprehensive system of support for individuals and families. To advance this goal, successful applicants will be those who demonstrate strong connections to specific communities and/or geographic areas, as well as established collaborations with key stakeholders such as:

- [Dane County Human Services](#)
- [Public Health Madison & Dane County](#)
- [City of Madison Neighborhood Resource Teams](#)
- Other relevant service providers

## **II. PREVENTION SERVICES & ACTIVITIES**

The Prevention Services & Activities area focuses on upstream, community-rooted solutions that promote long-term safety, equity, and well-being for individuals, families, and communities. This funding area builds upon the former **Recovery & Stabilization** category, excluding resource service facilitation and case management, and reflects a shift toward proactive, holistic approaches.

Programs in this area should:

- Support the development of protective factors,
- Foster community connection and resilience,
- Promote long-term stability and safety, and
- Be culturally responsive and grounded in community needs.

Prevention services may include one-on-one support, community-building activities, and healing-centered practices that address the root causes of crisis and enhance overall well-being.

**B. COMMUNITY-BASED INDIVIDUAL/FAMILY SUPPORT:** These programs provide trauma-informed, coordinated support that helps individuals and families meet short-term basic needs and access services as they recover from a vulnerable or crisis situation. Services aim to help persons improve housing stability, gain access to health and legal services, enhance educational and employment outcomes, and improve overall personal and family well-being.

### ***Programmatic Requirements:***

- Demonstrated awareness of available community services and experience helping people navigate complex systems.
- Staff must develop individualized service plans informed by comprehensive client assessments.
- Ability to provide services that are culturally and linguistically responsive to the needs of diverse populations.
- Effective partnerships with other service providers to ensure coordinated and holistic care.
- Commitment to ongoing staff training, professional development, and continuous quality improvement.
- Capacity to manage fiscal responsibilities and meet all reporting requirements in accordance with City contract standards.
- Active participation in a City-facilitated community provider workgroup to support collaboration and shared learning.

### ***Measurable Outcomes:***

- Individuals report increased confidence in navigating systems to meet health, legal, educational, or other personal needs.
- Individuals report increased ability to manage stress, trauma, or crisis situations.
- Percentage of individuals who report improved functioning in one or more life domains (e.g., housing stability, access to health and legal services, education, employment, or family well-being).
- Individuals report greater understanding of trauma, prevention, stress management, and coping strategies.
- Individuals report increased confidence in managing their own health and overall well-being.
- Percentage of individuals who report that the services received met their cultural, linguistic, psychological, and physical needs.
- Individuals report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.

- 
- Individuals report positive experiences with staff, citing culturally responsive, trauma-informed, and empathetic service delivery.

**Measurable Outputs:**

- Number of client intakes completed.
- Number of individualized service plans developed.
- Number of cross-system referrals made to external providers or resources.
- Percentage of individuals demonstrating progress on two or more goals in their service plan.
- Number of individuals reporting the use of at least two new resources aligned with their individual needs.

**Coordination & Resource Linkage:**

The City of Madison is committed to building a comprehensive system of support for individuals and families. To advance this goal, successful applicants will be those who demonstrate strong connections to specific communities and/or geographic areas, as well as established collaborations with key stakeholders such as:

- [Dane County Human Services](#)
- [Public Health Madison & Dane County](#)
- [City of Madison Neighborhood Resource Teams](#)
- Other relevant service providers

- C. **BUILDING COMMUNITY AND STABILIZATION:** These programs provide community-wide or group-based activities that increase protective factors and reduce the likelihood of crisis, especially for communities disproportionately impacted by poverty and systemic inequity. Programs serving youth should prioritize youth with proven risk-factors for involvement in the youth justice system and/or youth who are disproportionately over-represented in the youth justice system.

Programs can target:

- Adults and families (e.g., literacy, legal aid, transportation)
- Youth ages 12–18 (e.g., non-violence training, conflict resolution)

**Please note:** Previously, youth-focused funding was used to support Youth Restorative Justice programming. In this funding cycle, the emphasis is shifting toward a broader emphasis on community-based prevention, healing, and engagement strategies for youth, ages 12–18, who are outside the scope of formal diversion or justice system involvement.

**Examples of Eligible Program Types:**

**For Adults and Families:**

- Programs that seek to create pathways out of poverty by addressing the root causes of crisis and strengthening individual, family, and community stability.
- Legal advocacy services or citizenship classes that help individuals navigate complex systems and strengthen personal or family stability.
- Community-based programs that foster trust-building, resource sharing, and a stronger sense of belonging, particularly in neighborhoods disproportionately impacted by systemic barriers.

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**For Youth (Ages 12–18):**

- Conflict resolution, de-escalation, and non-violent communication skill-building to help youth navigate interpersonal challenges and reduce the risk of violence or involvement in the youth justice system.
- Development of pro-social attitudes, behaviors, and relationships that promote empathy, accountability, and healthy decision-making.
- Activities that foster community connection and trust among youth, increase their sense of belonging, and contribute to neighborhood stabilization by promoting consistent youth presence, reducing isolation, and strengthening relationships between youth, adults, and neighborhood resources.

**Consideration of Place-Based Strategies for Youth:**

Applicants are encouraged to consider place-based strategies that center programming in areas where youth are at increased risk of system involvement, community violence, or other harmful outcomes. Agencies are invited to draw upon their knowledge of community conditions, patterns of youth engagement, and collaboration with local partners (e.g., schools, neighborhood organizations, or law enforcement) to inform their understanding of areas of higher need.

Programs should articulate how their proposed service locations are responsive to community context and align with the goals of prevention, stabilization, and early intervention.

*Please note: City funds made available in this RFP are intended to complement, not duplicate, services already funded by Dane County. While Dane County supports formal restorative justice programming, such as municipal diversion services for youth ages 12–16, City funding will prioritize community-based, culturally responsive prevention and early intervention efforts that fall outside the scope of formal system diversion.*

**Programmatic Requirements:**

- Provide specialized information, training, or group-based activities tailored to target populations.
- Demonstrate the ability to recruit and retain youth, particularly from historically underserved populations.
- Deliver culturally and linguistically responsive, trauma-informed programming.
- Maintain partnerships with other service providers to expand reach and coordination.
- Collect and maintain detailed demographic, participation, and outcome data.
- Participation in the Madison Out-of-School Time MIS system (youth programs only)

**Measurable Outcomes:**

**All Ages:**

- Individuals report an increased sense of trust, connection, and belonging within their communities.
- Individuals report improved social relationships, communication skills, and confidence participating in community activities and events.
- Individuals report overall improvement in well-being and life stability following program participation.
- Percentage of individuals who report that the services received met their cultural, linguistic, psychological, and physical needs.
- Individuals report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.
- Individuals report positive experiences with staff, citing culturally responsive, trauma-

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informed, and empathetic service delivery.

**Youth-Specific Outcomes:**

All programs are required to measure and report on the first 3 indicators below:

- Decrease in incidents of violence or conflict involving participating youth
- Increased community stabilization as reported by youth and families (e.g., neighborhood cohesion, connectedness, and mutual support).
- Improved school attendance, engagement and/or academic performance as measured by data available through the Madison Out-of-School Time MIS system
- Improved positive communication skills and pro-social behaviors and attitudes among youth participants. (optional)
- Increased awareness of how conflict amongst youth affects families and communities. (optional)

***Measurable Outputs:***

**All Ages:**

- Total attendance at community events, sessions, groups, and/or meetings with individuals.
- Number of events, sessions, groups, and/or meetings with individuals.
- Number of certifications earned per training cohort.

**Youth-Specific Outputs:**

- Number of community-based youth program staff trained to support conflict resolution, de-escalation and positive communication skills.
- Number of youth trained to support conflict resolution, de-escalation and positive communication skills.
- Number of trauma-informed and culturally responsive individual, group, or family sessions delivered.
- Number of youth receiving trauma-informed and culturally responsive individual, group, or family sessions.

**Coordination & Resource Linkage:**

The City of Madison is committed to building a comprehensive system of support for individuals and families. To advance this goal, successful applicants will be those who demonstrate strong connections to specific communities and/or geographic areas, as well as established collaborations with key stakeholders such as:

- [Dane County Human Services](#)
- [Public Health Madison & Dane County](#)
- [City of Madison Neighborhood Resource Teams](#)
- [City of Madison Police Department](#)
- Other relevant service providers

**Agency Participation Requirement:** *Crisis Intervention and Prevention Workgroup Cohort*

Participation in the CIP workgroup cohort is required for all agencies receiving City funding. The cohort provides a space for collaborative learning, peer support, and alignment with City-wide goals and initiatives related to Crisis Intervention and Prevention services.

### 1.3 Applicant Type

Eligible applicants may submit proposals under one or both program types:

**Crisis Intervention Support Services and Prevention Services and Activities.**

Applicants must apply as one of the following:

## Crisis Intervention and Prevention Services

**1) Single Agency:**

An individual organization applying independently for funding under the CIP service area. This includes agencies that may collaborate programmatically with others but are not submitting a joint proposal.

OR

**2) Joint/Multi-Agency:**

- Two or more eligible organizations applying together as a collaborative. For the purposes of this RFP: The **lead agency** will serve as the fiscal and administrative coordinator,
- **Joint/partner agencies** will participate in implementation as subcontractors.

The lead agency is responsible for submitting all application materials on behalf of the collaborative and will be the primary awardee of the contract.

Each program type has distinct implementation and reporting requirements. Applicants may apply for one or both types, and proposals should reflect best practices as outlined in this RFP, including clear roles, coordination strategies, and shared accountability where applicable.

## 1.4 Funds Available

**Anticipated Funds**

It is expected that at least \$2,080,000 will be available for allocation to the crisis intervention and prevention programs beginning in 2026. Final funding authorization will be determined in the City of Madison budget process to be completed in November 2025. **Prior city funding of programs should not be considered a guarantee of future funding.**

Please note: **On average, City funding for programs accounts for 20% of total program costs. Strong proposals will leverage other funding sources.**

## 1.5 Allocation Recommendations

**An Equitable Holistic Approach to Funding Recommendations**

The Community Development Divisions RFP process is a competitive process in which community based organizations vie for limited funds within specific service area funding cycles. This request for proposals seeks to provide access to any agency interested in providing services. Moreover, the RFP process supports CDDs mission to provide high quality services through its partnerships with community-based organizations (CBOs), to administer equitable accountability measures, and to ensure transparency within funding processes.

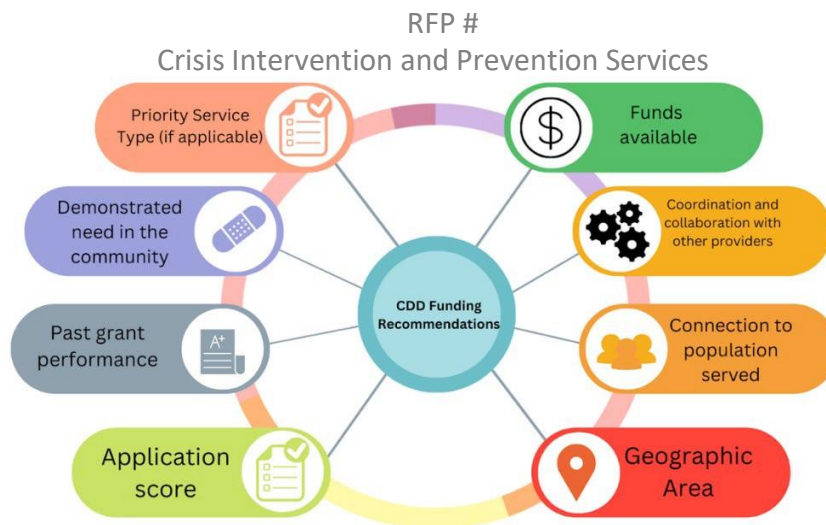
In particular, CDD seeks to create opportunities for people in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

## 1.6 Funding Recommendation Factors

**Guiding Principles for Funding Decisions**

To ensure the best possible use of limited funds, CDD utilizes a holistic approach with a focus on equity that takes several interrelated factors into consideration when developing funding recommendations.





| Examples:                      |                                                                                                                                                                                                |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Factor: Geography/Neighborhood | A program might be recommended for funding because it focuses on a neighborhood with fewer program opportunities.                                                                              |
| Factor: Population Served      | A program serving a specific population, not served or underserved in the current array of City-funded CIP service area. Programs, may be selected over another program serving the same area. |

The underpinnings of this equitable holistic approach are driven by the following assumptions:

- **There exists no “one-size-fits-all” formula or equation when developing funding recommendations.** Contrary to a more regimented and formulaic scoring approach, where decisions are made solely using an application score, CDD’s approach includes a more holistic view of needs across the community. In other words, the application is used to provide a better perspective to application reviewers of the services an agency delivers, while also taking into consideration how these services fit into the larger system of service provision in the City of Madison. This ensures that a wide range of factors beyond an agency’s application are considered in order to place community need and equity at the forefront of decision making.
- **CBOs do not work in isolation, but in concert with other CBOs and within larger systems.** The City of Madison has a vested interest in providing services for all residents. Therefore, recommendations consider not only the specialized services provided by a CBO, but also how these services are inherently interrelated with those of other agencies. This creates an environment where the varying needs and priorities of all agencies, and the residents they serve, are considered.

To achieve this goal, reviewers are encouraged to take a synergistic view of applications, where preference is placed on the creation of a portfolio of applicants who work together to better serve all residents of Madison. This stands in stark contrast to a more traditional comparative view within funding recommendation processes, in which applications are assessed solely by their adherence to an established benchmark or checklist within an application process.

- **No single or collection of variables listed above are inherently more important than others.** Assessment and recommendations are dependent upon the needs in the community, applicant pool and quality of application. A single variable may play a pivotal role within deliberations for one agency to receive funding recommendations. That same variable may be of lesser importance within another application. This may be due to a myriad of reasons such as the geographic location of services, the population they serve, etc. (see image above).

Therefore, CDD staff will use a holistic approach informed by the review workgroup, quality of



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proposals and a range of quantitative and qualitative factors beyond an agency's application score creates an array of potential allocations. This approach emphasizes the interconnectedness of community organizations and their services and prioritizes agency sustainability and equitable service provision to Madison residents.

Please note: **Funding recommendations will be based on more than just proposal quality or application review scores.**

The City will also consider how proposed programs contribute to:

- A balanced mix of services across the full CIP service continuum,
- Equitable representation of specific demographic groups, and
- Geographic distribution across underserved neighborhoods in Madison.

This holistic approach ensures that funding decisions reflect both the strength of individual proposals and the overall goal of equitable, inclusive service delivery across the city.

## 1.7 Proposal Quality Review Criteria Summary

See **Appendix A** for detailed descriptions of each Proposal Quality Review Item

The scoring rubric for this RFP has been designed to ensure equity between single and joint applications. Joint (multi-agency) applications will be evaluated on additional partnership-related criteria and can earn up to 130 total points. Single agency applications will be scored on a 100-point scale but will have their responses weighted (approximately 1.2x) to allow for a comparable maximum score of 130 points.

| PLEASE NOTE: Funding recommendations will be based on both the quality of proposals and distribution of programs across the desired service continuum, demographic groups and geographically across the city (see factors above) | Relevant Question/<br>Document     | Point Value |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------|
| Proposal Quality Review Item                                                                                                                                                                                                     | Part 1<br>Organizational Narrative |             |
| Organization History                                                                                                                                                                                                             | 1                                  | 10          |
| Organization Experience with Type of Program                                                                                                                                                                                     | 2                                  |             |
| Significant Changes in Organization                                                                                                                                                                                              | 3                                  |             |
| Staff Experience, Education, Training and Support for Professional Development                                                                                                                                                   | 4                                  | 15          |
| Board and Staff Demographics                                                                                                                                                                                                     | Budget                             |             |
| JOINT/MULTI AGENCY APPLICATIONS ONLY                                                                                                                                                                                             |                                    |             |
| Partnership History & Background                                                                                                                                                                                                 | 5                                  | 5           |
| Rationale for Selected Partners                                                                                                                                                                                                  | 6                                  | 5           |
| Division of Roles and Responsibilities                                                                                                                                                                                           | 7                                  | 5           |
| Anticipated Challenges & Mitigation Strategies                                                                                                                                                                                   | 8                                  | 5           |
| Past Experience with Collaborative Partnerships                                                                                                                                                                                  | 9                                  | 5           |
| Budget Narrative & Alignment with Program Goals                                                                                                                                                                                  | Budget                             | 5           |
| Proposal Quality Review Item                                                                                                                                                                                                     | Part 2 Program Narrative(s)        | Point Value |
| Need for Program                                                                                                                                                                                                                 | 1A                                 | 5           |
| Program Goal Statement                                                                                                                                                                                                           | 1B                                 |             |

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|                                                       |               |            |
|-------------------------------------------------------|---------------|------------|
| Program Summary                                       | 1C            |            |
| Proposed Participant Population                       | 2A            | 10         |
| 2024 Participant Demographics                         | 2B            |            |
| Language Access and Cultural Relevance                | 2C            |            |
| Recruitment, Engagement, Intake and Assessment        | 2D            |            |
| Activities                                            | 3A            | 15         |
| Program Schedule                                      | 3B            |            |
| Family Engagement                                     | 4A            | 10         |
| Neighborhood/Community Engagement                     | 4B            |            |
| Collaboration and Coordination                        | 4C            | 10         |
| Resource Linkage                                      | 4D            |            |
| Outputs – unduplicated participants and program hours | 5A            | 10         |
| Program Outcomes                                      | 5B            |            |
| Data Tracking                                         | 5C            |            |
| Program Staffing Qualifications                       | 6A            | 15         |
| Volunteers                                            | 6B            |            |
| Other Program Resources                               | 6C            |            |
| Budget – Excel Workbook                               | <b>Budget</b> |            |
| <b>TOTAL (Joint/Multi-Agency Applications)</b>        |               | <b>130</b> |
| <b>TOTAL (Single Applications) *</b>                  |               | <b>100</b> |

## SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

### 2.1 Response Format

Applicant agencies will utilize the application documents provided. The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted. Proposals must be submitted by e-mail.

### 2.2 Letter of Intent and Application Workshop:

Applicants wishing to be considered for funding through the RFP process **must submit a Letter of Intent form** by **Monday, August 25, 2025, 4:30PM CST**, to [CDDapplications@cityofmadison.com](mailto:CDDapplications@cityofmadison.com)

All agencies that wish to submit proposals **must** attend an RFP Workshop, or schedule a conversation with City staff ([Yolanda Shelton-Morris](#) or [Nancy Saiz](#)) about their proposals by **8/25/25**.

**Applications will NOT be accepted from entities that have not:**

- 1) Submitted a Letter of Intent; and**
- 2) Attended a workshop or consulted with staff about their proposals.**

Contracts awarded through this RFP process will take effect beginning January 1, 2026, and may be extended annually through December 31, ~~2029~~, pending the continued authorization of funding in future City operating budgets and agencies' satisfactory completion of contract goals.

### 2.3 Required Information and Content of Proposals

Please include only the required submittals specified below. Additional materials will not be accepted.

- Part 1 - Organization Narrative Form

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- Part 2 - Program Narrative Form
- Part 3 - Budget workbook
  - Budget Narrative Form – Joint/Multi-Agency applications only
- Letters of Commitment
  - Agencies listing a primary partner/collaborator in addition to any joint/partner applicant (See Program Narrative – Question 4c) for their program should include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Fiscal Agent Form - Complete the form (if applicable).

All RFP application forms are available on the [Community Development Division's website](#).

## 2.4 Application:

All documents-related information including the required application forms, additional information on contracting requirements, and updated timelines are available on the [City of Madison Community Development Division Funding Opportunities website](#). If an applicant is not a 501(c)(3) organization it must identify a fiscal agent with which it will partner and complete and submit the [Fiscal Agent form](#) with their applications materials by the application due date. Fiscal agents will be required to meet with City staff. Please note, any written materials, including letters of support, brochures, pictures, or other materials not specifically requested in the application form will not be included in the information given to reviewers or committee members, or considered in the evaluation of proposals.

Proposals must be **received by 4:30 p.m. on Monday, September 22nd, 2025**. *Please note, proposals are time stamped electronically as they are received, not when they are sent. Proposals received after the deadline will not be considered. Each year, applicants are disqualified because proposals are not received on time, sometimes because of technical issues. Please don't wait until the last minute to submit your proposal.*

## 2.5 Eligibility and Collaborative Proposals:

### 1. Applicant

Eligibility is open to non-profit organizations and agencies that have obtained tax-exempt status under 26 USC 501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Fiscal Agent information is available on the [City of Madison Community Development Division Funding Opportunities website](#). Organizations that are identified to serve

as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf.

### 2. Eligible Expenses

Eligible expenses include personnel, program/project supplies, space and special costs. No more than 20% of grant funds may be applied to overhead or administrative costs. In awarding grants, the City may identify specific uses for allocations. Capital expenses related to the purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in resultant contracts. Expenses not incurred by the contract end date will not be reimbursed. Funds are available to only support programs, projects, or activities that will entirely, or primarily, benefit residents in the City of Madison.

### 3. Collaborative Proposals

The City of Madison strongly encourages collaborative proposals that demonstrate meaningful, sustained partnerships between organizations. Collaborations should not only improve service coordination but also work intentionally to **reduce disparities in access, engagement, and outcomes**, particularly for historically underserved communities.

All applicants submitting collaborative proposals must include a **Memorandum of Understanding (MOU)** for each partnering organization. These MOUs will be reviewed as part of

the application scoring process and should:

- Clearly define the role and responsibilities of each partner
- Demonstrate how the partnership enhances service delivery and client outcomes
- Reflect a history or plan for regular communication and shared decision-making
- Articulate how the collaboration supports culturally responsive, equitable service access

**Strong collaborations** will show evidence of:

- Shared values around equity, trauma-informed care, and community empowerment
- Joint planning or service delivery (not just referral-based relationships)
- Efforts to increase service access in marginalized neighborhoods or for underrepresented groups

## 2.6 Contract and Reporting:

All allocated funds will be administered through the City of Madison, Community Development Division. Funded agencies will be required to submit a final program and expense report. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. City purchases of service contracts include requirements regarding nondiscrimination, consideration of vulnerable populations, Affirmative Action, and mandatory insurance coverage. If you have any questions about these requirements, please contact the Community Development Division at 266-6520.

## SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

### 3.1 Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

Yolanda Shelton-Morris, Community Resources Manager

Email: [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

Nancy Saiz, Community Development Specialist

Email: [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com)

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

### 3.2 Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department's website, [CDD Funding Opportunities](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements

of the contract.

### **3.3 Addenda / Official Communication**

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [Community Development Division Funding Opportunities website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

### **3.4 Oral Presentations / Site Visits / Pre-Bid Meetings**

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

### **3.5 Acceptance/Rejection of Proposals**

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).
2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

### **3.6 Incurring Costs**

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

### **3.7 Proposer Qualifications**

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

### **3.8 Proposal Content**

The required proposal documents are outlined in section 2.2 of this document. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, and letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

### **3.9 Withdrawal or Revision of Proposals**

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

### 3.10 Sample Contract Documents

A sample CDD Purchase of service Contract is available on the [CDD Funding Opportunities website](#).

### 3.11 Designation of Proprietary Information

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.
2. Requests shall use the following process:
  - Email or phone the RFP contact to discuss your concern.
  - Any information to be considered confidential or proprietary must clearly be stated.
  - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
  - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.
3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.
4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However, the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.
5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorney's fees, awarded to the requestor and ordered to paid by the City, in any such legal action.
6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

### 3.12 Contract for Purchase of Services

Proposers are responsible for reviewing contract for purchase of services prior to submission of



their bid. A sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP and is available on our [Contract Requirements](#) web page. The terms of described on this website shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

### **3.13 City of Madison Additional Standard Terms and Conditions**

Proposers are responsible for requesting and any potential Additional Standard Terms and Conditions prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

### **3.14 Proposal Evaluation and Award**

#### **1. PRELIMINARY EVALUATION**

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined nonresponsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

#### **2. PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS**

City staff and the designated RFP review group will make recommendations to the Common Council following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the RFP review group may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews.

#### **3. BEST AND FINAL OFFER**

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

#### **4. CLARIFICATION OF PROPOSALS**

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

#### **5. PRICE AND/OR COST ANALYSIS**

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.



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6. NEGOTIATION

~~The City reserves the right to negotiate final fees and scope of services with the selected Contractor.~~

7. PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

8. COMMUNICATION WITH SELECTION COMMITTEE

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

9. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.

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