

City of Madison

Community Development Division

Prevention, Crisis, and Intervention

2021 Policy Paper

I. Introduction

The City of Madison's Community Development Division (CDD) seeks to create the necessary conditions for Madison residents to realize their full potential by ensuring residents and neighborhoods have access to needed services. CDD's mission is to collaborate with residents, neighborhoods, community stakeholders, and Community-Based Organizations (CBOs) in efforts to overcome and remove barriers to opportunities that support vibrant communities and promote resident well-being. CDD is looking to partner with CBO's to provide programs, activities, and services that inform and create opportunities for the most marginalized communities. CBO's and grassroots organizations who focus on specific geographic areas and/or communities living in lower-income households, who are Black Indigenous People of Color (BIPOC), and/or identify as Lesbian Gay Bisexual Trans Queer + (LGBTQ+) are highly encouraged to apply.

This document introduces the proposed conceptual framework that will guide the allocation of City funding, beginning in 2022, under a new service area to be titled: Prevention, Crisis, and Intervention. This service area will bring together funding currently allocated across the following four existing program areas:

- Access to Resources
- Crisis Support Services
- Peer Support
- Restorative Justice

The goal is to use these funds to support efforts that connect individuals and families to services and resources that ease poverty, meet basic needs, and improve the well-being of individuals and families based upon their identified needs by providing accessible and quality support in areas of prevention, crisis, and intervention.

II. Background

The total annual funding allocated across the four existing program areas approaches \$2 million. Some of the areas have not been subject to a funding process for a considerable period of time, ranging from 3-9 years as follows:

- Access to Resources - 2012 (for 2013 allocations)
- Crisis Support Services - 2015 (for 2016 allocations)

- Peer Support - 2017 (for 2018 allocations)
- Restorative Justice – 2018 (for 2019 allocations)

Individual allocations to community-based organizations have remained largely unchanged.

In reviewing our current funding framework and contemplating potential modifications, CDD staff have consulted many sources. They include the Forward Community Investment (FCI) Funding Process Study Report, Imagine Madison and the work underway within Public Health Madison and Dane County around the newly-released Violence Prevention Plan. We also gathered input through a survey and conversations with residents, community-based organizations, and other community stakeholders.

CDD seeks to support community-based programs addressing the family, community, and social conditions that affect an individual or family’s access to crisis-prevention programs and other poverty-related issues, and provide a holistic approach that supports coordinated service delivery and response for individuals, families, and communities. The City is seeking proposals from organizations to support the following services:

- Crisis Intervention Support Services
- Prevention Services
- Youth Restorative Justice

III. Program Areas

A. Crisis Intervention Support Services

Crisis Intervention Support Services will support individuals and families who face an immediate or ongoing risk to their safety or well-being caused by the infliction or threat of physical harm, their connection to an episode of violent or criminal behavior, or in the case of youth, the absence of safe housing alternatives. Service structures should include 24-hour crisis lines. They should offer trauma-informed responses and be language accessible and culturally responsive to persons of various races, ethnicities, sexual orientations, and gender identities. While services should place a priority on actions needed to address immediate threats to physical safety, de-escalate situations in the aftermath of violent or criminal events that could lead to further violence, secure safe, short-term housing for youth, they should also offer or provide connections to appropriate, longer-term supportive services.

Programmatic Requirements

Shelter Services

- The Agency will have a physical place to provide safe shelter for an individual or family experiencing domestic violence, or in the case of youth, the absence of safe housing alternatives.

- The Agency will provide ongoing training for staff to provide the best services to their clients, and also promote self-care for staff.
- The Agency will have established policies and protocols in place for shelter staff.

24-hour Crisis Response Systems

- The Agency will provide immediate support services to individuals and families experiencing crisis, including persons who have been touched by violence and are deemed at-risk of engaging in future violent or criminal behavior, victims of intimate partner violence, and displaced youth.¹
- The Agency will have established crisis response policies and protocols that reflect collaboration with community partners.
- The Agency will demonstrate effective working relationships with other community service providers that can offer enhanced programming and resource options to individuals and families.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and families experiencing crisis.
- The Agency will have a demonstrated ability to manage all fiscal and reporting requirements required to maintain contract compliance.
- Community partners named in the collaboration will have to provide a letter of support.

Coordination and Resource Linkage

The City of Madison supports efforts to build a comprehensive system of support for individuals and families experiencing crisis. Successful applicants will be those that show connections to specific communities, geographic areas, and have existing collaborations with key stakeholders such as the Community Safety Intervention Team, Public Health Madison and Dane County, Joining Forces for Families, and other relevant service providers..

Measurements of Success

The City of Madison seeks standardized outcomes and measures for similar program models. Funded programs must identify clear and measurable outcomes appropriate to crisis support services. Those outcomes should clearly demonstrate the program or service, effectiveness in supporting individuals and families experiencing crisis.

¹ 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](#))

B. Prevention Services

Prevention Services will provide access and connection to prevention strategies that focus on the individual and family emotional, physical, and social wellbeing.

Prevention service strategies may include, but are not limited to accessing and linkage to 1) programs that promote pathways out of poverty; 2) specific resource and support programs, such as direct and/or referral-based advocacy, specialized information and referrals, transportation services, literacy education, citizenship classes, legal advocacy or assistance; 3) promote participant engagement; and 4) activities that advance equity for populations historically underserved, marginalized, and adversely affected by persistent poverty and inequality. Programs and activities designed to strengthen and support individuals and families.

Agencies providing prevention services will focus on at least one of the following:

1. Information and Referral

Information and referral services maintain information about resources in the community, link individuals and families who need assistance with appropriate service providers and provide information about agencies and organizations that offer services. The information and referral process involves: being readily available for contact by the individual or family; assisting the individual or family with determining which resources are needed; providing referrals to appropriate resources; and following up to ensure the individual or family's needs have been met, where appropriate.

Programmatic Requirements

- The Agency will demonstrate experience in providing prevention services, including providing specialized information and referral and outreach to underserved populations.
- The Agency will provide services that are culturally and linguistically responsive to the needs of all the populations served.
- The Agency will demonstrate effective working relationships with other community service providers to increase programming and resource options available to neighborhood groups, households, families, and individuals.
- The Agency will have a demonstrated ability to manage all fiscal and reporting requirements required to maintain contract compliance.

2. Resource Service Facilitation

Resource Service Facilitation services will assist individuals and families who need intense follow and help with service navigation. Knowledge of Madison and Dane County services is necessary to be successful at accessing, navigating, and connecting to needed services, such as medical, social, educational, legal, and other services and supports. Effective outreach utilizes strategies aimed at engaging persons into the needed array of services, including identification of individuals in

need, developing goals, screening, development of rapport, offering support while assisting with immediate and basic needs, and referrals to appropriate resources.

Programmatic Requirements

- Agency staff will have awareness and/or experience in system navigation and connection to services with clients of various socioeconomic backgrounds, cultures, and ethnicities.
- Agency staff will develop a written individualized service plan informed by an assessment of the needs of the individual or family.
- Agency staff will refer, advocate, and coordinate with other service providers, to meet the specific needs and preferences identified in each clients' service plan.
- The Agency will demonstrate partnerships with other service providers to facilitate referrals and access to supportive services.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and families.
- The Agency will demonstrate a commitment to staff training and continuous improvement for service delivery.
- The Agency will have a demonstrated ability to manage all fiscal and reporting requirements required to maintain contract compliance.
- The Agency will serve on a workgroup of community providers, facilitated by City staff, which will serve as a collaboration hub to assist in the development of standards for case management.

Coordination and Resource Linkage

The City of Madison supports efforts to build a comprehensive system of support to facilitate referrals and access to supportive services. Successful applicants will be those that demonstrate they are connected to specific communities, geographic areas, have existing collaborations with key stakeholders, and other organizations that offer similar services.

Measurements of Success

The City of Madison seeks standardized outcomes and measures for similar program models. Funded programs must identify clear and measurable outcomes appropriate to prevention services. Those outcomes should clearly demonstrate the program's, or service's, effectiveness in supporting individuals and families accessing preventions services and support.

C. Youth Restorative Justice

Youth restorative justice programming provides an alternative to the costly and often harmful consequences of youth involvement in the criminal justice system. With the

goal of diverting eligible youth from future involvement in that system, rather than take punitive actions against young offenders, the restorative justice process invites them to enter into tailor-made agreements in which they accept responsibility for their behaviors while taking steps to repair any harm their actions may have caused. This initiative is focused on combatting the bias in our criminal justice systems that disproportionately harm black and brown youth.

Youth Restorative Justice services should support youth ages 12-16 and include youth courts, victim and crime restoration and/or circle sentencing concepts, or other innovative concepts. The services provided need to be consistent with a balanced approach to juvenile justice.

Programmatic Requirements

- The Agency will establish, maintain, and coordinate a comprehensive Restorative Justice program for the effective delivery of services including information and referral, intake, evaluation, case management, and consumer satisfaction
- The Agency will demonstrate how they will provide innovative opportunities for youth to participate in service-learning restorative justice programming.
- The Agency will demonstrate effective working relationships with other community service providers to increase programming and resource options available to youth.
- The Agency will provide services that are culturally and linguistically responsive to the needs of the youth who are subject to involvement in the justice system
- The Agency will utilize evidence-based curriculums that provide youth with the basic knowledge of restorative principles.
- The Agency will have a demonstrated ability to manage all fiscal and reporting requirements required to maintain contract compliance.

Coordination and Resource Linkage

Youth Restorative Justice programming provides an alternative to costly and often harmful consequences of youth involvement in the criminal justice system. funded by the City of Madison must develop and maintain strong collaborative relationships with schools, law enforcement, municipal court, juvenile justice, and human services systems. Successful applicants will be those that demonstrate they are connected to specific communities, and geographic areas, and have active collaborations with key stakeholders.

Measurements of Success

The City of Madison seeks standardized outcomes for similar program models, using standardized measures. Funded programs will establish clear and measurable

outcomes that demonstrate the effectiveness of the program providing restorative services to youth.

The goals of a high-quality Restorative Justice Programming model will include the following:

- a. Increase community support for at-risk youth.
- b. Increase youth's awareness of the emotional, and psychological impact of crime on those victimized by it.
- c. Assist youth in service-learning restorative justice options.
- d. Increase pro-social attitudes and behaviors through positive adult contact, support, and guidance.
- e. Improve community safety and image.
- f. Reduce youth violence in the City of Madison

IV. Eligibility

1. 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. Please see the Fiscal Agent packet available on the Funding Process website for more information. 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. Applicants may apply for funding to perform work within one or more of the following services:
 - Crisis Intervention Support Services
 - Prevention Services
 - Youth Restorative Justice

Each service type has separate criteria for implementation and reporting. Applicants may apply for funding to perform work within one or more program type. Applicants should be aware of and incorporate best-practice standards outlined in this document in the planning, description and implementation of their proposals.

3. Eligible expenses include personnel, program/project supplies, space and special costs. No more than 20% 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. Funds not expended by the contract end date will not be reimbursed.

Collaborative Proposals

Joint proposals that request funding for multiple agencies participating in a collaborative effort are encouraged. Joint proposals are appropriate when:

- Joint funding would increase program capacity or enable the existence of a program that would not otherwise be possible due to cost burden, staffing capacity, access to participants, or another similar reason.
- Joint funding will reduce administrative burdens for involved agencies.
- Joint funding strengthens the collaboration of agencies involved, the neighborhood, community, or connections between partners.

Note: Potential applicants are required to attend a 2021 PCI RFP Workshop, or schedule a conversation with City staff ([Yolanda Shelton-Morris](#) or [Nancy Saiz](#)) about their proposal by September 9, 2021, at 4:30 pm to be eligible to apply. Applications will not be accepted from entities that have not attended a workshop or consulted with staff on their proposals.

Target Population

All programs and services focus on lower-income individuals, black, indigenous, people of color (BIPOC), people who identify as LGBTQ+, and immigrants. CDD places a high priority on ensuring that activities and programs are culturally and linguistically responsive to all residents.

Funds Available

The CDD anticipates allocating up to \$1.9 million through this request for proposal process, however, the availability of funding is dependent upon Common Council decisions, which will be made later this year, regarding the City's 2022 Operating Budget.

2021 Application Process for 2022 Contracts

Contracts awarded through this RFP process may extend up to four years pending the availability of funding in future City operating budgets and satisfactory completion of contract goals.