

# City of Madison

## Community Development Division

### Crisis Intervention and Prevention

#### 2021 Policy Paper

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## 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 and resources. CDD's mission is to collaborate with residents, neighborhoods, community stakeholders, Community-Based Organizations (CBOs), and other government entities to overcome and remove barriers to opportunities, celebrate and honor vibrant communities and support resident well-being.

CDD is looking to partner with a network of service providers, grassroots organizations, and CBOs that can (1) provide quick response and assistance to persons or households that experience, or are affected by, situations or events marked by crisis or trauma; (2) offer follow-up support, in the aftermath of such events, that serves to enhance safety and stability, including by helping persons navigate relevant service systems, and; (3) provide information about, or access to, programs, activities, and resources that give persons who might be at greater risk of instability the means to improve their prospects for success and stability. In particular, CDD seeks to focus these resources, and create opportunities, for populations that have been historically marginalized or that face inequities. Therefore, this RFP encourages responses from organizations that are connected to, or have a record of working with, communities that include lower-income households and those that are Black Indigenous People of Color (BIPOC), and/or that identify as Lesbian Gay Bisexual Trans Queer + (LGBTQ+).

This document introduces the proposed 2021 conceptual framework that will guide the use of City of Madison funding beginning in 2022 for a new, combined service area titled: Crisis Intervention and Prevention. The services to be supported with these funds will encompass these four current program areas: Access to Resources, Crisis Support Services, Peer Support and Restorative Justice. The goal is to support a more collaborative, coordinated funding structure for services, agencies, and providers.

## II. Background

Thus far, decisions affecting the allocation of City funds under the program areas listed below have been made through separate funding processes conducted at various points in time:

- Access to Resources – Last funding process conducted in 2012, allocated funds beginning in 2013

- Crisis Support Services – Last funding process conducted in 2015, allocated funds beginning in 2016
- Peer Support – Last funding process conducted in 2017, allocated funds beginning in 2018
- Restorative Justice – Last funding process conducted in 2018, allocated funds beginning in 2019

Allocations to individual organizations in each program area have remained largely unchanged since each funding process was completed.

In preparing this paper, CDD staff have consulted a variety of sources including 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, the Roadmap.

CDD seeks to support community-based programs that can respond quickly to particular events or incidents that create crisis or trauma for persons, households and neighborhoods in Madison. The initial goal is to address immediate safety needs, if they exist, of persons affected by such events and to restore some degree of short-term stability. The longer-term goal is to support persons in our community who are at greater risk of experiencing disruption in their lives, or less prepared to deal with the impacts of economic disadvantage, violence or limited access to needed resources and opportunities. With these funds, CDD hopes to support a system of 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
- Recovery and Stabilization Services
- Prevention Services and Activities

### III. Program Areas

#### A. Crisis Intervention Support Services

Crisis Intervention Support Services respond to and assist persons or households that experience situations or events that cause crisis or trauma. The services will support individuals and households who face an immediate or imminent threat to their safety or well-being caused by the infliction or threat of physical harm; their connection to a specific episode of violent or criminal behavior; or, in the case of youth and young adults, the absence of safe housing alternatives. Service structures must include 24-hour crisis lines. They must 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 that could lead to further violence or harm;

secure safe, short-term housing or shelter, they should also offer or provide connections to appropriate, follow-up supportive services.

## **Programmatic Requirements**

### Program Design

- The Agency will provide crisis support services to individuals and households that experience crisis or trauma, including persons who have been victimized by, or perpetrated, acts of violence and who are deemed at-risk of engaging in future violent or criminal behavior as well as victims of intimate partner violence, and displaced youth and young adults.
- The Agency will have established Crisis Response policies and protocols that demonstrate collaboration with community partners.
- The Agency will demonstrate effective working relationships with other relevant service providers to ensure that programming and resource options are available.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and households in times of crisis.
- The Agency will demonstrate the ability to manage all fiscal and reporting requirements associated with the contract.

### 24-hour Crisis Response

- The Agency must have 24-hour response capabilities and be able to quickly provide or arrange for support services and resources to individuals and families in times of crisis, including situations in which persons have been involved in or affected by acts of violence and are deemed at-risk of engaging in future violent or criminal behavior, victims of intimate partner violence, and displaced youth and young adults.<sup>1</sup>
- 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 able to offer appropriate programming and resource options.
- 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

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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](#))

### Shelter Services

Agencies requesting funding to support a shelter must have a physical space at which to provide safe shelter for an individual or household experiencing domestic violence, or in the case of youth, without safe housing alternatives. The Agency will also be expected to have established policies and protocols in place for shelter staff, provide ongoing training for staff to provide the best services to their clients, and promote self-care for staff.

### 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 demonstrate connections to specific communities and/or geographic areas, and that 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 will work with providers to develop 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.

## **B. Recovery and Stabilization**

Recovery and Stabilization services help stabilize individuals and households and assist them in navigating systems and services in the aftermath of incidences of trauma or crisis. This may include case management or service navigation following such incidents, support groups, or youth restorative justice.

### **1. Resource Service Facilitation**

Resource Service Facilitation and Case Management services will assist individuals and households with service navigation following a crisis or trauma. Knowledge of Madison and Dane County services is necessary to be successful to help individuals and households access, navigate, and connect 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 and households in need, screening, development of rapport, developing goals, 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 as well as demonstrated partnerships with other service providers to facilitate referrals and access to supportive services.
- Agency staff will develop a written, individualized service plan informed by an assessment of the needs of the individual or household.
- Agency staff will refer, advocate, and coordinate with other service providers to meet the specific needs and preferences identified in each client's service plan.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels.
- 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.

## **2. 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 will 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 youth 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. Programs 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

### **C. Prevention Services and Activities**

Prevention Services will provide access to a range of preventative programs, activities, and information that enhance stability and build protective factors reducing the likelihood for crisis.

Prevention service strategies may include, but are not limited to 1) programs that promote pathways out of poverty; 2) information and referral, (3) specific resource and support programs such as transportation services, literacy education, citizenship classes, legal advocacy or assistance; 4) support groups; and 5) activities that advance equity for populations historically underserved, marginalized, and adversely affected by persistent poverty and inequality.

#### **1. Information and Referral Navigation**

Information and referral navigation services provide culturally competent and linguistically accessible information and assistance, referral, and system navigation services to individuals and households 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 Consideration**

- 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 individuals and households of various races, ethnicities, cultures, and socioeconomic levels.

- 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. Specialized program support**

This includes specific resource and support programs such as transportation services, literacy education, citizenship classes, legal advocacy or assistance provided with the goal of assisting individuals and households to address challenges faced, build protective factors, and pursue their own goals and objectives.

### **Programmatic Requirements**

- The Agency should be skilled in providing information, education, or training on the specialized topic.
- The Agency should be able to readily recruit or identify participants for the program, class, or training offered.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels.
- The Agency will demonstrate effective working relationships with other community service providers to increase programming and resource options available to households and individuals.
- 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.

## **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
- Recovery and Stabilization Services
- Prevention Services and Activities

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, those who identify as Black, Indigenous, or 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.