



CRISIS INTERVENTION AND PREVENTION SERVICES

2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

Part 1 – Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 2025

Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Crisis Intervention and Prevention (CIP) Service Area in the Community Resources Unit. There are two priority areas in the CIP RFP: *Crisis Intervention Support Services & Prevention Services and Activities*, each of which has two program types. Program types include 24/7 Helpline, Shelter Services, Community-based Individual/Family Support, and Building Community & Stabilization. Organizations can apply for each program type. Please refer to the guidelines for full program type descriptions 1.1.

Priority Areas	Crisis Intervention Support Services	Prevention Services and Activities
Program Types	<u>24/7 Helpline</u> – Organizations who provide gender-based violence crisis assistance via phone, text, online, in person, etc. Programs need to focus on youth and adults experiencing domestic violence, sexual assault, intimate partner violence, and/or human trafficking. Organizations are expected to have established policies and protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.	<u>Community-Based Individual & Family Support</u> - Organizations who provide trauma-informed, coordinated support that assists individuals and families in meeting short-term basic needs and access services as they recover and work to improve overall personal and family well-being. These services aim to educate, inform, connect, and assist in system navigation.
	<u>Shelter Services</u> - Organizations must operate an existing shelter that serves individuals or households experiencing domestic violence or, in the case of youth, those without safe housing alternatives. Organizations are expected to have established policies and protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.	<u>Building Community & Stabilization</u> – Organizations who 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. These services aim to create spaces, educate, inform, and connect individuals to their neighbors and the district they live in.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative**, **Part 2 - Program Narrative(s)**, and **Part 3 - Budget Workbook** will **not** be considered in the evaluation of this proposal.

Do not attempt to unlock/alter this form. The font should be no less than 11 pt.

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Nancy Saíz, Community Development Specialist nsaiz@cityofmadison.com or Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com. We are committed to assisting interested organizations in understanding and working through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Nancy Saíz, nsaiz@cityofmadison.com.

APPLICANT TYPES

Every organization applying for funding must submit an organizational history narrative per program detailing their organization's background, mission, and vision (Questions 1-4 below).

Single Applicants

If your organization is applying for multiple programs, each program application must be submitted separately with all the required submission documents (See RFP Guidelines 1.1 Required Information and Content of Proposals).

Joint/Multi-agency Applicants

For those choosing to submit a joint/multi-agency proposal, **only** the designated '**LEAD Agency**' is required to:

- 1) Complete and submit responses to questions 5-9 below pertaining to organizational history and mission statement, partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships.
- 2) Submit the organizations' history partnership narrative per priority area or program type.

Part 1 - Organization Narrative Form

***Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	JustDane, Inc.	Total Amount Requested:	\$ 450,000
All program(s) connected to your organization:	Program Name: Community Based Intervention Services for Legal System Impacted Individuals and Families. Amount Requested: \$ 450,000 Applicant Type: Joint Application - LEAD Program Type: Community-Based Individual and Family Support Services List Program Partner(s) (if applicable): JustDane, Centro, Vision Beyond Bars		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		

	Program Name: Amount Requested: \$ Applicant Type: Choose an item.		
	Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Nancy Saíz nsaiz@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):	Linda Ketcham	Email: linda@justdane.org	
Organization Address:	128 E. Olin Ave., Suite 202, Madison, WI 53713	Telephone:	608-256-0906
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if no)	

Single and Lead Agency Qualifications: Complete this section if you are applying as a SINGLE AGENCY or serving as the LEAD AGENCY in a joint/multi-agency application.

- Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to crisis intervention, prevention, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

JustDane, formerly Madison-area Urban Ministry, was founded in 1971 and incorporated as a private, 501 c 3 in 1973. Our mission is to help transform individual lives and social systems to create a just and equitable community. Guided by our core values of: Inclusion, Compassion, Forgiveness, and Courage, we envision a community in which everyone has the opportunity to thrive. To that end, we have served as a fiscal agent and incubator for over 45 grassroots projects and initiatives, many of which have spun off to become their own non-profit, including: Project Home, Centro, The Allied Wellness Center, Madison Community Health Center, Interfaith Coalition for Worker Justice – now Worker Justice WI. We engage in advocacy related to racial and economic justice, housing justice and ending homelessness, criminal legal system reform and state and local budgets that support the safety net and an end to the criminalization of poverty. We also provide an array of community based, direct services that support adults returning from incarceration, people in recovery, youth

who are legal system impacted and employment training for individuals with significant barriers to training and employment.

Building on our successful reentry programs for people returning to the community after incarceration, in 2017 JustDane submitted a proposal to the City of Madison for the provision of Crisis Stabilization and Violence Prevention services within the City of Madison. We were awarded a contract with the City of Madison to provide peer support and service coordination and linkage to individuals impacted by incarceration and being released to Madison from either prison or the Dane County Jail. That proposal was a collaboration with Vision Beyond Bars, FAIR, and Access to Independence. In 2021, that contract was up for rebid and we submitted a collaborative proposal with Centro, Vision Beyond Bars and several other partners, including Access to Independence. We were awarded the contract to not only continue the provision of peer support and service coordination, but also, through the collaboration, expand community based supportive services. Services for individuals and families impacted by the criminal legal system in the Latinx community, and the number of bilingual and bicultural peer support specialists increased. This proposal is a continuation of our collaboration with Centro and Vision Beyond Bars, as we look to expand programming to include a focus on health equity, and continue and deepen support of children, partners and family of people impacted by the legal system.

- 2. Describe your organization's experience implementing programming aligned with the Crisis Intervention and Prevention RFP Guidelines.** Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Crisis Intervention and Prevention programs your organization operates, along with their inception dates.

Over the past 26 years JustDane has developed and implemented programming that aligns with the Crisis Intervention and Prevention RFP Guidelines, offering trauma informed, person centered, strengths-based intervention and prevention services and activities for individuals and families impacted by the legal system, including individuals returning home after incarceration, and children impacted by parental incarceration. Our services promote individual and community safety; increased wellbeing, helping stabilize individuals and families experiencing crisis and who are impacted by the legal system, helping individuals develop skills that increase their protective factors and building even greater strength and resiliency. In response to community need and input, we have developed an array of services that address the safety, well being and stability of individuals, families and youth in our community. These services have an emphasis on assisting individuals build and strengthen their internal resilience, self-efficacy and protective factors. Working with community partners and stakeholders, we have built programs and collaborations that provide holistic, wrap-around supports for individuals, children and families. Our agency programs and initiatives include:

1. Reentry Simulations – inspired by community input from individuals impacted by the criminal legal system, in 1999 JustDane launched our Reentry Simulations. The service learning activity provides community members the opportunity to walk in the shoes of someone newly released from prison. This grows their understanding of the barriers and challenges people face as they rebuild their lives. Part of the Simulation includes participants hearing from a panel of people with lived experience with incarceration. The activity builds awareness, and compassion and challenges the community as a whole to do better in terms of opening doors to opportunity. Over the past 26 years we have conducted the simulations across the country.
2. Family Connections – Created in 1999 through an anonymous donation and after listening to the voices of incarcerated parents, Family Connections began taking children up to age 17 to visit their moms who

were incarcerated in Taycheedah Correctional Institution in Fond du lac. This program has been on hold since March, 2020 due to the lingering impact of COVID on prison staffing levels.

3. Reading Connections was added to our array of services supporting children impacted by parental incarceration in 2002. JustDane Volunteers went to Waupun Correctional Institution and Taycheedah to record moms and dads, who were imprisoned, reading to their children. The DVD, book and a letter from mom or dad was then sent to the child(ren). That program has also been on hold since March of 2020.

4. Circles of Support was launched in 2002, Circles of Support is a community-based reentry support initiative for individuals being released from prison or jail and coming home to Dane County. The program recruits, screens and trains community volunteers to serve as Circle volunteers. Each Circle of Support is comprised of 4-6 volunteers who agree to meet weekly with someone newly released from incarceration. The Circle serves as a new community support, provides socialization, a safe place to discuss the frustrations of reentry and to problem solve ways to address those challenges, while building social capital and helping to alleviate isolation.

5. Mentoring Connections was created in 2004 and is a one-to-one, community-based volunteer mentoring program for children impacted by parental incarceration. Youth are age 4-17 and have been impacted by the incarceration of a parent. Mentors are recruited, screened and trained by our Mentoring Connections Coordinator, who also works with the family of the child being mentored. The Coordinator makes the matches and maintains regular contact with the mentor, youth and family. The Coordinator also assists the child's caregiver with service facilitation and linkage and referral supports.

6. The Journey Home is a signature initiative of the United Way of Dane County. Launched in 2005, The Journey Home focuses on Residency, Employment, Support, Education, Treatment and Transportation (RESETT). An array of services and activities are offered to individuals and focus on reducing the return to prison rate among participants. Program staff, called Resource Specialists, assist individuals with connecting to housing supports, employment training, placement and retention support, connecting to support services and therapy, educational programs. Individuals work one-to-one with their Resource Specialist to find housing, employment and to access other supportive services, whether through JustDane or other community partners and organizations. In addition to preventing or reducing recidivism, the program works to increase self-efficacy, economic and personal stability, and to reduce reincarceration/recidivism for participants. The Journey Home also offers employment soft-skills training, Parenting Inside Out classes, a weekly, peer-led support group "The Phoenix Initiative," weekly computer lab for individuals with barriers to internet access, and assistance with transportation. Our monthly Service Fair is a one stop shop for people to easily access resources through the area non-profits that attend. We also have a micro-loan program for our participants who are unable to access credit to meet emergency needs.

7. Just Bakery was inspired by the employment challenges faced by one of our Circle of Support members as he sought employment in the food industry. Just Bakery was launched in 2013. The program is focused on individuals who have significant barriers to employment training and employment, including: conviction history, homelessness, substance abuse and/or mental health challenges. The program takes a holistic approach to training. Program components include curriculum that earns students nationally recognized, industry specific training in food service, hands on training in commercial baking, as well as peer support groups, tutoring supports, service coordination and referral and linkage. Through an articulation agreement with Madison College, participants earn college credit toward a culinary degree for each of the nationally recognized credentials they obtain. Graduates earn automatic acceptance into the Madison College

Culinary program if they are interested in attending. It also includes job placement and retention supports. Just Bakery produces a line of baked goods which is for sale within the community with the proceeds reinvested into the program.

9. Reentry Peer Support and Case Management – while JustDane has, for many years provided peer support and mentoring for individuals returning home from prison, our formal peer support program was created in 2017 when we contracted with the City of Madison to provide support for individuals who are impacted by the criminal legal system AND have a history of mental illness and/or substance use disorder. Peer Specialists are State Certified and have their own lived experience with mental illness and/or substance use disorder. In JustDane’s program, our Peer Support Specialists also have lived experience with the criminal legal system. In 2021 we expanded the program through our collaboration with Centro to provide greater access to these services in the Latinx community. Peer Specialists support individuals in their recovery, and assist with crisis intervention supports and prevention, by walking side by side their peer as they chart their individual recovery pathway.

10. Healing House – in response to the health system and housing inequities in Dane County, JustDane opened Healing House in July of 2019. Healing House is the only 24/7 medical recuperative shelter for families who are unhoused and have a member (parent or child) in need of recuperative medical care post-hospitalization. Healing House provides health navigation supports, 24/7 shelter, Housing Case Management is provided through The Road Home, health education, wound care and health monitoring are provided by the program nurse. Assistance with appointments, referral and linkage to other community supports and assistance are provided by our Resident Care Specialists. Many of the families come to the program in crisis; they have legal system involvement due to unpaid fines or tickets related to having been living in their car, trespassing, etc. They have a member experiencing a health crisis, sometimes the result of a crime, including battery, domestic violence, and gun violence.

11. Drive to Succeed is a collaboration with Operation Fresh Start. Drive to Succeed was launched in January of 2020. The program offers mentoring for youth ages 16-21 who are criminal legal system involved and need their Driver’s License and high school diploma or equivalency. JustDane recruits, trains and supervises program mentors. Mentoring is offered in a group setting every other week and mentors check-in on the alternating weeks individually with the youth. Operation Fresh Start provides the educational components of the program (Driver’s Ed and diploma or HSED) and offers case management as well.

12. From 2020 through 2023 JustDane offered a Rapid Rehousing program for individuals involved in the criminal legal system who had criminal conviction histories. Our Rapid Rehousing staff worked with landlords to develop housing opportunities, assisted individuals with budgeting, repairing credit and provided ongoing supportive services along with rental assistance. The program was funded through ARPA funds. Although the contract ended, the majority of the individuals who found housing through the program are still housed.

13. COVID 19 Reentry Health Navigator. In early 2021 JustDane entered into a contract with the WI Council of Churches to provide Health Navigator services for individuals who were incarcerated in the Dane County Jail or being released from prison to Dane County. The Health Navigator assisted individuals in accessing accurate and timely information related to the virus as well as factual information about vaccines, and helping individuals access health care to obtain vaccines, or treatment for COVID as protocols developed. The Health Navigator produced materials, including an information video for the Dane County Jail, as well as materials targeted toward individuals who were being released from incarceration. That contract was funded through State Covid Relief funds and ended in 2024.

14. In response to changes in the Dane County Sheriff's policy related to Huber work release programming, JustDane began offering ServSafe training classes in the Dane County Jail. We were hearing from individuals in the jail that they were being denied Huber privileges (electronic monitoring in the community) because they were unhoused or determined to have a substance use disorder and/or other mental health challenge. This left them unable to access employment training that would enhance their employment skills and offer industry specific training and credentials. The ServSafe classes through JustDane offers them the opportunity to earn a nationally recognized, industry specific credential while incarcerated, a credential which increases their earning potential by \$1.00 to \$2.00 per hour in the hospitality industry.

These trauma informed, coordinated supports work to help individuals and families not only meet their basic needs, but to help reduce their vulnerability during a crisis situation. All of these JustDane initiatives work with individuals and families experiencing trauma and who are struggling with safety, health and well being and stability within their lives. The initiatives work to coordinate community-based supports to address both short-term and long-term needs. Short-term assistance includes help with basic needs, connecting to services so they can recover from a crisis situation. Staff work to assist with housing stability, increased access to health care and health supports, access to legal supports, connect with employment opportunities that include training programs, skill development, employment placement and retention support, and to increase the overall well being of the individual and family.

- 3. Describe any significant changes or shifts at your agency in the past two years:** This may include changes in leadership, turnover of management positions, strategic planning efforts, or expansion/loss of funding and/or staff. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

In January of 2025 our Associate Director accepted a position with the Dane County Office of Justice Reform. Our Board and Executive Director agreed to keep that position vacant as we continue to assess the potential impacts of federal funding cuts and work to ensure that our staffing priority is the retention of direct service staff. The Associate Director duties were reassigned to the Executive Director. This change does not impact our agency's ability to provide the proposed services.

- 4. Describe any anticipated changes or shifts at your agency in the next two years.** Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

We plan to fill the Associate Director position in late 2026 or early 2027.

In collaboration with Eminent Design and Lutheran Social Services, JustDane will provide the supportive services for young people aging out of the foster care system who will reside at Park Lofts, Eminent's most recent housing project. Park Lofts are scheduled to open in 2026. In addition to supportive services for the young adults aging out of foster care, JustDane will offer programming for all building residents and members of the surrounding the neighborhood as a way of building community for the young people. We anticipate that this program may enhance the program proposal by providing an additional office presence on S. Park St. that can be used to meet with participants from this program.

- 5. Describe your organization's required qualifications, education, and training for program staff.**

Include how your organization supports staff in meeting these requirements and any ongoing professional

development opportunities offered (e.g., trauma-informed care, Adverse Childhood Experiences [ACEs], culturally responsive services, etc.).

Staff working in the “Community Based Supports for Legal System Impacted Individuals and Families” are required to meet the following qualifications: 1) State Certified Peer Support certification for staff providing peer support. 2) At least two years of experience (professional, volunteer or lived experience) working with individuals and families impacted by or at risk of involvement with the legal system. 3). A Clear understanding of the challenges and barriers facing individuals and families impacted by the legal system. 4. At least two years of experience (professional, volunteer or lived experience) working with people experiencing a substance use and/or other mental health challenge/need. 5. Knowledge of community resources within Madison and Dane County. 6. Knowledge of the principles of trauma informed care and practice, motivational interviewing, and culturally and gender responsive services.

As an employer, JustDane highly values the lived experience of individuals working in this field and recognize that education and training happens through many different avenues, including lived experience. As one staff member described it “JustDane is the only place I’ve ever worked where my lived experience with incarceration was seen as a plus in doing this work.” We are committed to the professional development of our entire staff. To that end, training opportunities are identified and shared with staff, staff share training opportunities they find with their colleagues. The agency has a training budget to support staff in attending conferences and trainings as a way of nurturing their continued professional development. We pay for the requisite training, certification and recertification for our Peer Specialist and Recovery Coaching staff.

In 2020, our Board of Directors created a Statement of Commitment to our staff that codified our commitment to staff development and training. Included in that commitment was the recognition that professional development takes many forms, including the ability to serve on Boards and Committees in other organizations, collaborations and consortia. Under that statement JustDane staff are encouraged to serve in various capacities on Boards and Committees, with other related organizations and efforts. Currently JustDane staff serve on the Board of the Dane County Homeless Services Consortium, the Dane County Employment and Training Network, City/County Homeless Issues Committee, United Way Board of Directors, LaSup, and more. Since 2018 JustDane has sent over 20 staff, as well as dozens of community members through the WI Peer Support Specialist Certification Training. We have also had three staff obtain their Peer Support Specialist Trainer certification. We have had two staff complete their State Parent Peer Specialist training and certification. In 2019 we sent a team of five peer support staff to San Francisco to consult with Delancey Street on their peer program and model. We take a broad view of professional development and have supported staff in taking refresher courses in Spanish. Staff have attended the YWCA’s Racial Justice Summit, Anesis Conference, Mental Health First Aid training through NAMI, training related to mental health in the Latinx, Black and LGBTQ+ community, suicide prevention, motivational interviewing, cultural competency and humility training. Staff also regularly attend the WI Peer Specialist Conference. To stretch our training budget, we also look for scholarship opportunities for staff to attend trainings and to provide in-service trainings. Most recently we hosted staff from DAIS who provided an in-service on recognizing domestic violence and supporting healing in survivors. Staff have also received training on trauma informed care, mindfulness, and Adverse Childhood Experiences Scale. We have also conducted self-care workshops for staff focused on mindfulness and relaxation.

JustDane offers a flexible work schedule for staff who wish to further their formal education and professional development. That has included pursuing degrees through Madison College, UW, Edgewood and other certification training programs. We have had multiple staff complete their degrees while employed with JustDane, including a Human Services degree, Law degree, Bachelor's and Masters degrees. Over the past 20, years 15 of our staff were promoted to leadership positions within JustDane, including as Program Managers, Coordinators and Associate Director. Eight of those individuals were not only JustDane staff, prior to joining our staff, they had been participants in JustDane's reentry and training programs.

In 2020, as part of our organization's Diversity, Equity and Inclusion policy, our Board adopted the following: "It is important to us that we commit to anti-racist work both internally as an organization and externally within our community. With that in mind, as an employer, JustDane pledges the following: 1. We will be an organization that validates the experiences of our staff of color, holding space and place for our staff of color to grieve, express their anger, their frustration, and to ask how we, as an organization and as an employer can be helpful. 2. We will continue to put in place organizational policies focused on equity that recognize the impact of systemic racism and racial disparities at every policy level. We recognize that employment practices are racial justice issues and we commit to employment policies and practices that are anti-racist. 3. We will value the work of every employee and have adopted a policy that caps the wage gap between the highest and lowest wage so that our entire staff moves forward together. 4. We will continue our policy of providing paid vacation and sick time for all employees, full and part-time. 5. We will continue our policy of working with employees who wish to further their education, offering flexible scheduling and accommodations. 6. We will commit to ongoing, required training for both Staff and Board members in the areas of white privilege, systemic racism, implicit bias, trauma, focusing on how to become allies and co-conspirators in the movement for racial justice. We will recognize that for many of us this work is a lifelong journey.

As a collaboration currently funded under the City for these services, JustDane and Centro staff both participate in the City facilitated community-cohorts designed to help improve service coordination, training, resource sharing and collaboration among funded agencies. Staff also actively engage with the Dane County Violence Prevention cohort which also provides opportunities for collaboration and staff training.

Joint/Multi-Agency Qualifications: *Fill out if you are **THE LEAD AGENCY** in the Joint/Multi-Agency Application **ONLY***

Program name: Community-Based Intervention Services for Legal System Impacted Individuals and Families.

Program type: Community-based Individual and Family Support Services

List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements) This proposal has two formal partners:

Centro: <https://www.micentro.org/>

Vision Beyond Bars: Vision Beyond Bars is a small non-profit and does not have a website but is on social media: https://l.facebook.com/l.php?u=https%3A%2F%2Fyoutube.com%2F%2540Visionbeyondbars%3Ffbclid%3DIwZXh0bgNhZW0CMTAAYnJpZBExNTNPT29xckRCQIB3OGFVWgEe_XL5FX8AYm-jKPpFu5HWulynxnu_Mx-1ZsW2kewreNshjTuCDcgOnkdWgzk_aem_cUzeyHG007ntAK9NyZ18YA&h=AT3ry9HMK-

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6. Provide an overview of your organization's partnership history with the collaborating agency or agencies.

When and how did the partnership(s) begin, and what collaborative initiatives or projects have you worked on together in the past?

JustDane and Centro first collaborated in the mid-1980's when JustDane served as the fiscal agent for Centro as they organized and pursued their 501 c 3. Since 2014, we have been partners in the United Way of Dane County's HIRE employment training initiative. As part of the HIRE Initiative, the partners share best practices in employment training with people who have significant barriers to employment. We have formal MOUs to refer individuals amongst the partners for employment training based on assessment and interest of applicants. We network regularly to discuss general best practices related to supporting our students.

Based on our shared values around inclusion and community, courage, compassion, integrity, respect and dignity, as well as our commitment to the provision of trauma informed care and practices, community empowerment and culturally and linguistically relevant services, in 2020 Centro and JustDane began conversations about the growing need within the Latinx community for community-based services for individuals impacted by the criminal legal system, specifically peer support. The conversation also included the challenges of providing peer support within the Latinx community. Those challenges included a significant lack of bilingual, bicultural State certified Peer Support Specialists. At JustDane, we knew that the contract we had at that time for reentry peer support services with the City would be coming up for rebid. Centro and JustDane began meeting regularly to discuss how we could effectively collaborate to expand access to bilingual and bicultural peer support services, assist Centro in building their peer support program and model, get more bilingual and bicultural individuals trained and certified as Peer Support Specialists, and continue the services JustDane had been providing for people involved in the criminal legal system. From those conversations, program planning and development meetings we developed the program model that incorporated the unique needs and challenges faced by our organization's participants, as well as expanding access to services. We submitted a collaborative funding proposal to the City of Madison for the provision of culturally and linguistically relevant community-based supports for individuals involved in the criminal legal system. A portion of that partnership included JustDane consulting with Centro on the development of their peer support program, and supporting Centro's work to increase access to peer support services by working with the State of WI to expand peer support training that was bicultural and bilingual. At the time of that proposal, there was only one bilingual Peer Support Trainer for the entire State and none of the training materials were in Spanish. This greatly limited the training and certification opportunities for individuals for whom English was not their first language and/or who had limited English proficiency. Centro provided additional training for JustDane staff on culturally relevant healing and practices. The proposal was funded. Over the past four years, in addition to providing peer support and service coordination and linkage for hundreds of individuals, over 40 bilingual, bicultural individuals have been trained as Peer Support Specialists. There are now five bilingual bicultural Peer Support Trainers, and the training materials have been translated into Spanish, while also incorporating important elements of healing ethno-racial trauma, necessary when working with the Latinx community. As we have continued our collaboration, our partnership over the past four years has become stronger, services have expanded and our staff have a synergistic, trusting-relationship as we learn from and support one another in our work, understanding that we can together transform the community.

JustDane and Vision Beyond Bars Director Richard Harris, first partnered in 2012 as part of a City of Madison initiative to provide community based supportive services for individuals who had been convicted of committing a significant number of violent offenses in Dane County. Both agencies were among the organizations that accepted referrals to provide those supports. Through that process we began to interact more frequently and recognized that both organizations had a deep commitment to person centered reentry support and had consistent views and values related to the provision of trauma informed, person centered, strengths based supports for people returning from incarceration. Acknowledging our shared values of forgiveness, compassion and a commitment to creating a community in which everyone has the opportunity to succeed, we developed a more formal collaboration in 2017, as part of the grant proposal we were submitting to the City of Madison for Crisis Stabilization and Violence Prevention programs. Richard was part of the team working on the model and provided input on program design, specifically related to working with the Veteran population. Richard, a Marine Corp. Veteran who served 8 years in prison in WI, is a Peer Support Specialist and holds an MSSW. Richard worked at the VA and is well versed in that system, and is able to assist individuals with legal-system-involvement in navigating their benefits and resources through the VA. With his formal training through the School of Social Work, he effectively works with Veterans in the program who have significant PTSD. Richard works with a small caseload of legal system impacted individuals who are Veterans and/or individuals with more acute mental health needs.

Reviewers may note that in the Part 2 Narrative more than one voice is reflected in that narrative. As a true partnership there are sections of the Part 2 Narrative written in the shared voice of the three partners, and there are sections written in the voice of one partner. This is intentional. As collaborators and partners, based in our deep mutual respect for one another's work, we believe it is important for our partner voices to be part of the narrative as we describe the need, goals and design of the program.

7. Explain the rationale for partnering with the agency or agencies identified in this application.

What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?

According to the 2020 US Census, the Latinx population in Dane County has significantly grown. With this growth, we have also seen an increase in the number of members of the Latinx community involved in the criminal legal system. Add to the challenges of criminal legal system involvement related to immigration, and limited English proficiency; it is clear that there is a need for expanded bilingual, bicultural resources in the area of community supports for individuals involved with the legal system. Centro brings their deep connection to and understanding of the Latinx community to this collaboration/partnership to ensure that individuals are receiving culturally relevant supports. It is the trust that the Latinx community has in Centro that is also critical in the determination to partner with Centro Hispano. Centro provides holistic supports for individuals, children and families. This proposal expands our existing programs to include more direct supports for the children and family members of individuals who are criminal legal system impacted, helping to strengthen the family, address crises that may arise and to help stabilize the family.

Vision Beyond Bars Director Richard Harris is a critical partner in this collaboration. As a Veteran, formerly incarcerated individual, Peer Specialist and mental health professional, Richard is uniquely positioned to provide one-to-one community supports for Veterans who are criminal legal system impacted and have more acute mental health needs. His knowledge of the VA is crucial to helping Veterans understand what benefits they are eligible for and helping coordinate those services and linking them to them. Additionally, Richard

facilitates a group in the Dane County Jail on the Veteran's pod called Barracks Behind Bars. Richard connects with individual's pre-release and works to support them as they plan for their discharge. This discharge planning is key to helping individuals feel less overwhelmed upon release and better supported in their reentry.

JustDane has significant experience working to support individuals returning from incarceration, individuals who are legal system impacted, families and minor children impacted by parental incarceration and legal system involvement. We will expand our existing peer support programs to include support for the family that will build on the mentoring support already offered to children who have an incarcerated parent under our Mentoring Connections Program by offering the family additional supportive services under this proposal. This will include the provision of services coordination, linkage and referral support the the youth's entire family, and will add Parent Peer Support services for program participants who have a child who is experiencing a mental health challenge and/or substance use disorder. This will support the parent, prevent potential legal system involvement for the child and help the family increase its sense of wellbeing. JustDane has staff who are State Certified Parent Peer Specialists and we will work with Centro to assist them in developing their model, staying true to Centro values and healing-centered engagement frameworks important to the agency's work around mental health.

Additionally, JustDane has been working with a significant number of older individuals returning home after incarceration and will expand those supports through additional staff time to support more intensive services for elderly individuals being released from incarceration. Those expanded services will include health navigation services. JustDane brings an array of additional programs that can be leveraged to support individuals being served under this program.

This partnership addresses the need for coordinated, culturally responsive and appropriate reentry support and family supports for legal system impacted individuals and families. Building on the experience of each agency and the target population, the proposal expands access to supportive services, including greater supports within the Latinx community and for family members impacted by the legal system, more support for Veterans who are impacted by the legal system and expanded supports for older individuals returning from incarceration and for families that have been legal system impacted.

Centro, Vision Beyond Bars and JustDane have entered into this collaboration out of our shared work to support individuals, families and communities who have been historically and intentionally marginalized and underrepresented in voice, power and access to services and resources. We are all committed to working collaboratively to address this marginalization through greater service access, coordination and expansion. We come together in recognition of the shared values our organizations hold which include: the provision of trauma informed care, a commitment to shared leadership, community building and empowerment, a desire to make sure that this collaboration is built together and that our services build on the unique expertise and skills of each partner.

8. Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program. How will each partner contribute to program design, implementation, and evaluation?

While this collaboration has been operating since 2021, we have had additional conversations and planning meetings to review the expansion of the focus and services we are proposing. Each partner has reviewed the

gaps they see within the existing model and is focused on designing interventions and services that are culturally relevant based on the individuals each is working with as part of the collaboration. We have all agreed that an expansion to provide a more holistic service array to support family members, parents, Veterans and elderly individuals being released from prison will further enhance individual and/or family wellbeing and stability to meet the overarching goals of this RFP. As part of the process, ongoing collaboration and planning meetings occurred to walk through the current partnership, as well as the identified gaps and potential expansion of services to meet those gaps. We then moved to a discussion of the coordination of services in terms of how referrals come in, program reporting and data tracking, ongoing communication and meetings related to team building, any programmatic concerns, ideas for improvement, and program changes. As the Lead Agency JustDane is responsible for grant reporting. Each partner agency reports their quarterly and year end data tracking, client numbers and demographics to JustDane. Centro has its own database for reporting that data. As a smaller organization, Vision Beyond Bars submits a monthly tracking sheet to JustDane outlining clients served, services provided, units of service and outcomes. That data is incorporated into JustDane's database for reporting purposes.

9. Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.

We do not anticipate any challenges or barriers related to the partnership. As we have worked together we maintain regular communication with one another in terms of services, training, participant issues. We meet regularly to facilitate communication and team building among the partners and will continue to do so. Along with regular meetings related to program services, we have participated in cross-training between agencies, developed program material jointly, including videos (in Spanish and English) for people in the Dane County Jail to learn about the services available. Collaborating on program materials helps keep program design and communications with the community are consistent and aligned with the goals of the program and outcome measures. Program supervisors meet regularly regarding program outcomes, goals, tracking and reporting.

When we applied for services in 2021, the full proposal was not fully funded which required the partners to work collaboratively to review the scope of services and budget and together, identify modifications to the scope of services and expenses that could be reduced and revised the budget. As we enter into this funding cycle we will utilize that same approach in determining any needed revisions to the program budget and any necessary modifications to the program activities and services.

10. If applicable, describe any past collaborations your organization has had with agencies providing crisis intervention or prevention services for youth, individuals, or families at risk of or experiencing crisis due to gender-based violence. What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?

Over the past four years JustDane has collaborated with Outreach LGBTQ+ Community Center to expand our reentry supports for members of the LGBTQ+ community returning home after incarceration. Working with staff at Outreach, we revised our Circle of Support training curriculum and recruitment in order to increase the number of LGBTQ+ members of the community to serve on Circles specifically designed to address the challenges faced by members of the LGBTQ+ community post incarceration. As a result of that effort we have several LGBTQ+ Circles, with some of the volunteers having been former participants. It was actually the experience of our collaboration with Centro and Vision Beyond Bars that helped inform our collaboration with Outreach. This

collaboration reinforced the importance of continued input and feedback from our program participants in the program design and implementation of services and ongoing staff training and cross training between partners.

Since 2018, our Just Bakery initiative has collaborated with Project Respect. Recognizing that many of our students are survivors of human trafficking we wanted to incorporate additional trauma supports into the program, including the ability to connect students with Peer Support Specialists through RESPECT who have that lived experience. What we learned from this collaboration was the importance of being open to modifying the program structure or routine to address the needs of students. Regular communication and information sharing about participants (only with a signed Release of Information) is critical to coordinating the services participants receive.

In both of these collaborations we recognized the importance of cross-training for program staff so that each partner understands the role of the other partners; their required outcomes and parameters as a way of reducing potential misunderstanding and participant stress. Over all of our collaborations one of the greatest lessons has been that we do not have to be everything to our participants. It's important we provide the supports we know we are good at providing. We also need to be good at knowing who, in the community, is doing what we don't do and doing it well, so that we can connect our participants with them if they need those additional supports.



CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

Part 2 - Program Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22, 2025

Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.

Program Narrative Form **MUST be completed for EACH PROGRAM** for which you are asking for funds.

JOINT/MULTI-AGENCY APPLICANTS

Only the designated 'LEAD AGENCY' is required to submit the Program Narrative form on behalf of each of the identified partners listed in the application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

Do not attempt to unlock/alter this form. The front should be no less than 11 pt.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Nancy Saíz, Community Development Specialist nsaiz@cityofmadison.com, or Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com.

We are committed to assisting interested organizations understand and work through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Nancy Saíz – nsaiz@cityofmadison.com

Part 2 - Program Narrative Form

Program Name:	Community Based Intervention Services for Legal System Impacted Individuals and Families	Total Amount Requested for this Program:			\$ 450,000.
Legal Name of Organization:	JustDane, Inc.	Total amount Requested for Lead/Single Applicant			\$ 450,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):	Centro Hispano	Total Amount Requested for Partner 1:			\$ 185,979
	Vision Beyond Bars	Total Amount Requested for Partner 2:			\$ 24,000
		Total Amount Requested for Partner 3*:			\$
Program Contact: Lead Organization Contact	Linda Ketcham	Email:	linda@justdane.org	Phone:	608-256-0906
Program Type: Select ONE Program Type for this form.					
<input type="checkbox"/> Crisis Intervention Support Services: 24/7 Helpline <input type="checkbox"/> Crisis Intervention Support Services: Shelter Services <input checked="" type="checkbox"/> Prevention Services and Activities: Community-Based Individual/Family Support <input type="checkbox"/> Prevention Services and Activities: Building Community and Stabilization <div style="margin-left: 20px;"> <input type="checkbox"/> Adults and Families <input type="checkbox"/> Youth ages 12-18 years old </div>					
<p>PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.</p>					

1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

Since 2021, JustDane, Centro and Vision Beyond Bars have been providing community-based crisis intervention and prevention services for individuals who are legal system impacted, specifically individuals being released from incarceration. There continues to be a great need for those services, and, over the past four years of collaboration we have been able to identify additional opportunities to support individuals who may not have been incarcerated but are socially isolated, legal system impacted, and face barriers and challenges as the result of their system involvement. Thinking holistically, we are also interested in secondary trauma for family members (including children) and even expanding our support across generations (including older adults being released from prison) while also taking into consideration deeper support for legal system impacted parents. We have seen these needs through our work, have received participant input, as well as reviewed data on the needs of legal system impacted individuals and their families.

There are significant disparities in our criminal legal system in Madison and Dane County. Due to racial disparities in our legal system at every level from arrest, charging, conviction and sentencing, people of color comprise a significant percentage of people impacted by the legal system. This is important since the 2020 Census reports that 7% of Madison's residents identify as Hispanic or Latino and 5.4% of the population identifies as Black. Over the past 15 years Madison has been the fastest growing City in the State with a 16% growth rate. Historically support services for individuals and families in the Latinx community who are impacted by the legal system have lagged.

It was that recognition by the partners under this proposal that led us in 2021 to build a broad community-based support model for individuals impacted by that system that was 1. Culturally congruent with program participants; 2. Provides services intentionally focusing on the intersection of race, ethnicity, nationality, gender identity, sexual orientation, religion, language and other factors that collectively shape the service needs of individuals in their reentry experience; and 3) that recognize and affirms participants' cultural and social identities as necessary for improved engagement and disrupting systemic inequities while offering increased opportunities for healing, prevention of further crisis and trauma, resulting in a more just community for everyone. Over the past four years, through our existing collaboration we have increased access to culturally and linguistically responsive services for individuals directly involved in the criminal legal system but the demand for services is growing, especially in diverse communities.

For example, Madison's Latinx community continues to face significant barriers in accessing timely, culturally and linguistically appropriate mental health and substance use services. City trends reflect national data. Demands for Spanish-speaking psychologists have increased over the last two decades, recognizing the need to meet a rapidly growing Spanish-speaking Latinx population in the U.S. (Guilman, 2015; Smith, 2018; Stringer, 2015). Alarming, there has been a documented downward trend nationally in mental health treatment offered in Spanish (Pro et al., 2022). Across the country, there is a decline in availability of mental health services in Spanish, even in states with the fastest growing Latinx populations (Pro et al., 2022).

The growing Spanish-speaking Latinx population in the United States urgently demands culturally and linguistically affirming mental health services. Latinx communities continue to experience targeted, cruel, and abusive state-sponsored terror through public policy and law enforcement, such as threats to turn immigrants over to ICE (Garsd & Peñaloza, 2025; Liu et al., 2020). Spanish-speaking and bilingual (SsB) members of the Latinx community have been affected by hate incidents that lead to both physical and psychological trauma (Chavez-Dueñas et al., 2019; Rojas-Flores et al., 2017).

Latinx who have been most directly exposed to anti-immigrant violence often have the least access to psychological services, a service gap that has been widening in the last decade. In a 2015 American Psychological Association survey, there were only 5,500 Spanish-speaking psychologists in the U.S., while the Spanish-speaking population exceeded 57 million (Hamp et al., 2016). Language access, systemic inequities, and the lack of bilingual providers limit families' ability to receive the support Latinx families need, increasing the likelihood of crisis. Community input gathered through Centro's initiatives and listening sessions confirms that families want care that honors their lived experience, reduces stigma, and provides consistent guidance in their own language. Peers that have also received therapy in addition to peer support have shared that they preferred continuing support through the peer support model rather than the clinical therapy.

We also must acknowledge that in the United States, the fastest growing age demographic in prisons are individuals age 55 and older. While there is generally widespread recognition of the challenges facing older people in the U.S., the unique needs and challenges of elderly people being released from prison are widely overlooked but will become an increasing challenge as more elderly individuals are released. It is predicted that, by 2030, 33% percent of the prison population will be at or above the age of 55 as opposed to only 4.3% in 2003. (Espinosa, 2024, Widra, 2024). We have seen this trend in JustDane's reentry programs. Currently there are 127 individuals age 60 or older, with 29 of those individuals in their 70's and 8 are in their 80's. Most of these individuals were released within the last four years and nearly all the individuals in their 70's and 80's served more than 40 years in prison.

Older adults being released from prison experience a myriad of additional challenges in their reentry. Prison accelerates the aging process. Elderly individuals being released from prison are frailer and have a higher rate of health decline, the result of environmental factors of incarceration, this is compounded with racial disparities in healthcare access and treatment, and predisposing characteristics. In an age-adjusted analysis, incarcerated individuals were found to have the same rate of geriatric morbidity at age 59 as community dwelling individuals at age 75, including functional mobility, and hearing impairment, as well as higher medical comorbidity, urinary incontinence and falls (Kaiksow, et. Al. 2023, Scaggs, et al. 2023). Additionally, the rate of older adults is growing rapidly and older adults in prison have a disproportionately high disability rate, 15% of incarcerated adults age 55 or older are experiencing cognitive impairment compared to non-incarcerated individuals age 55 or older who are at 7% (Wilson Center, 2024). Older adults released from prison also experience higher anxiety rates upon release, leaving them at risk of post-release suicide (Miller, 2025). According to the Alzheimer's Association, between 12% and 18% of adults who live in the community age 60 + are experiencing cognitive impairment. The number of incarcerated individuals with dementia is predicted to triple between 2010 and 2050 from approximately 125,000 to 380,000. Incarcerated adults aged 50 and older have more than twice the rate of mental health conditions than does the non-incarcerated population. Older adults in prison also often struggle with basic life skills depending on their age at the time of their incarceration and the length of their sentence. This includes finances, the result of a combination of having minimal financial resources prior to incarceration, a weakened family and community connection and physical or cognitive challenges to employment, leaves them with no assets after their release. Access to insurance, including Medicare, as well as Social Security, can also create financial strains as individuals have paid little into those systems. Social isolation among legal system impacted individuals is significant. For older individuals, by the time they are released from incarceration family

and friends have died or they have lost contact with them. They may not be familiar with transit, technology, and many are missing critical life skills such as cooking, shopping, banking (Burke, et. al. 2022, Culli, 2025).

In our missions at JustDane and Centro we understand that individual trauma is in fact familial and community trauma. It is said that no parent serves their sentence alone. Children who have an incarcerated parent love their parent, they grieve when their parents are gone and worry about their safety. Legal system involvement impacts the entire family (Martin, 2017, Hayes, 2024, Wang, 2022). Fifty-eight percent of women in prison and 80% of women in jail are mothers. The national estimate is that 50% of individuals incarcerated in the U.S. have a minor child (Partners for Justice, 2023). It is estimated that 7% of children in the U.S. have had a parent go to prison (Martin, 2017, Wang 2022). Children of incarcerated parents are disproportionately children of color, most are under the age of 10 when their parent is incarcerated. In fact, the phenomenon has become so common that it is listed on the Adverse Childhood Experiences (ACE) Scale measuring childhood trauma.

Legal system involvement often significantly disrupts family stability and stresses family relationships, which exposes children in the family to trauma and other adversities. Among the challenges faced by children and families impacted by the legal system are: loss of family income, increased housing instability, and risk of homelessness. Children impacted by parental incarceration are more likely to experience behavioral challenges at home and school, negative stigma, higher anxiety and mental health challenges, and greater risk of legal system involvement (Wang, 2022, Hayes, 2024).

Under this proposal JustDane, Centro and Vision Beyond Bars are ready to continue to serve our community. We will continue to provide holistic, culturally and linguistically congruent crisis intervention and prevention services for individuals, and expand those current services to meet the very necessary needs of individuals and families impacted by the legal system at various stages of life. This proposal will add additional support for impacted families, in a co-created fashion, responsive to the suggestions from the community we serve. We will add additional supports for elderly individuals returning after incarceration, impacted parents, as well as offer supportive services for the family members designed to increase overall housing and economic stability, access to health and legal services, improve overall wellbeing and reduce or prevent additional trauma and crisis.

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- Hayes, Ti'Anyana (2024) "Incarceration and its Impact of Family and Communities." *Honors College, Thesis*, Indiana State University, Bloomington, Ind.

- B. **Goal Statement:** What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

The goal of the program is to increase individual, family and community safety and stability through the provision of community- based support services for individuals and families who are impacted by the legal system. This includes people returning home from incarceration, people under supervision, and those at risk of legal system involvement, including immigration issues. Through this proposal the current reentry services provided by this collaboration, in part funded by the City of Madison, will continue and will be expanded based on the gaps in services identified by program staff, program participants and in response to growing community needs and national trends in needs of diverse individuals and families impacted by the legal system. The expansion includes expanded support for the Latinx community that includes expanded peer support, legal assistance and support for parents and families impacted by the legal system. This includes asylum-seeking Latinx immigrant families in Madison, on their terms, through bilingual, trauma-informed, and culturally grounded peer support that prioritizes healing as a model for thriving communities. It also includes the provision of support services for older adults being released from incarceration, including expanded service coordination and health navigation, as well as supports designed to reduce isolation. The expansion of peer support for legal system impacted families will include a deeper focus on Parent Peer Support and greater supports for youth impacted by parental incarceration.

Through this program, individuals and families will access supportive services focused on mitigating crisis; reducing trauma and stress for individuals and families as they increase their self-efficacy and confidence in navigating complex systems of support and services; assisting families in achieving their identified goals aimed at improving their overall health, wellbeing and stability. These objectives are met through the provision of culturally and linguistically relevant services that center the individual, recognize their strengths and resiliency in an environment that is welcoming, inclusive and safe, supported by individuals with lived experience and walking side by side with participants.

- C. Program Summary Briefly summarize your proposed program, including the population served, core services or activities, where and how services will be delivered, and key expected outcomes. This should provide a high-level snapshot of the program.

The proposed program will provide holistic, trauma informed wraparound services for individuals and families residing in Madison who are legal system impacted. Through this collaboration the partners will provide: 1. Individual and peer led support groups; 2. Mentoring groups through JustDane and access to brave and safe youth spaces for kids and adolescents at Centro; 3. Expanded service coordination, facilitation and referral and linkage support; 4. Health Navigation for elderly individuals being released from incarceration; 5. Specialized service coordination and facilitation specifically for elderly individuals returning from prison; 5. Community classes and workshops at Centro and JustDane to build social capital, connection, and strengthening wellbeing.

Selected key outcomes include 1. Participants will improve functioning in at least one life domain; 2. Participants will increase self-confidence and self-efficacy through increased confidence in their ability to navigate various systems to meet their goals and needs; 3. Participants will experience services and programming that is accessible, inclusive, and responsive to their individual identities and lived experiences. In addition to these key identified outcomes, participants will gain a greater understanding of trauma, prevention, stress management and coping strategies and increased confidence in their ability to identify and manage their own health and overall wellbeing.

At high level, our goal will be to achieve increased sustained substance use and/or mental health recovery among program participants; with increased self-sufficiency among participants who will gain confidence in their skills and strengths. We anticipate increased housing stability, improved employment skills and retention of employment; better access to appropriate health care services, and increased knowledge of community resources. This will lead to a reduction of stress and promotion of healing from trauma and crisis that is grounded on resilience and self-assurance. Familial relationships and protective factors will be stronger and there will be a decrease in isolation among legal system impacted individuals experiencing trauma and crisis.

Following individuals and families long-term we will see a reduction in return to prison rates among participants, and reduction in risk factors associated with deeper legal system involvement.

Launched in 2023 in partnership with JustDane, WIPSEI, and partners at the WI Department of Health and Human Services, Centro's Peer Support Program provides bilingual (Spanish/English), mental and emotional support to underserved Latinx individuals and families with limited access to care. Certified Peer Specialists(CPS) at Centro will continue to draw on their lived experience as immigrants to now prioritize walking alongside asylum-seeking community members navigating justice involvement, mental health challenges, trauma healing, and in need of parenting support. We will prioritize community members currently receiving coordinated services in Centro's immigration program throughout the City of Madison, particularly those in removal proceedings. Relationships will continue to be designed to be stabilizing and goal-oriented, lasting up to six months, with specialists meeting intensively with 15+ peers per month to build trust, reduce isolation, and foster resilience.

Services will be delivered at Centro's South Madison hub, at JustDane and in the community where the participant prefers to meet. Some services may also be provided in the Dane County Jail with individuals who will be released to the community. By offering culturally grounded care in the language of choice, we will ensure community is connected to the right resources and systems of support, most importantly, while also providing culturally congruent peer support.

2. POPULATION SERVED

- A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how has your org/agency engaged members of this population in designing, informing, developing, implementing the proposed program?

The intended service population under this proposal includes individuals and families who are impacted by the legal system. This includes individuals being released from incarceration who are under the supervision with the WI Department of Corrections, family members of individuals impacted by the legal system and other individuals and families who are legal system impacted.

Currently, and under this proposal we anticipate that participants in services through JustDane and Vision Beyond Bars will reside throughout the City of Madison with the majority of participants residing in area codes 53711, 53713, 53704, 53714 and 53716. A high percentage (90%) of individuals will have experienced significant trauma, with 90% reporting a substance use disorder and/or other mental health challenges. The majority (75%) will not have stable housing, being either literally homeless or doubled up with relatives or friends. Ninety percent of participants will be living at or below the poverty level, with 60% being under-employed or unemployed. Seventy percent of participants will identify as Black, 10% will identify as more than one race, 15% will identify as white, and 5% will identify as other. Approximately fifty percent of participants will identify as Latinx who have language access barriers to service. With the expansion of services to include supports for family members we anticipate that 35% of participants will identify as women, 60% will identify as men, and 5% will identify as non-binary or Other. Ten percent of participants will be Veterans. Eighteen percent of participants will be aged 55 or older. Eight percent will identify as LGBTQ+. The current program has served primarily adults. The program expansion will broaden the age across the life span. With the trend in older adults being released from prison and the expansion of services for families and children under this proposal we anticipate the age demographics to be 20% ages birth to 17, 30% of individuals will be ages 18-35, 30% will be individuals ages 36-54 and 20% will be ages 55 and older.

Centro supports more than 7,500 individuals, 3,500 families, and 300 youth annually. Most participants live in South Madison (53713) and surrounding neighborhoods disproportionately impacted by poverty, systemic inequities, and limited access to care. Those served include youth, working-age adults, and families, many of whom are immigrants, low-income, and first- or second-generation residents navigating English as a second language. All of Centro's Certified Peer Specialists work is from lived experience, strengthening their ability to connect authentically with clients navigating recovery, reentry, trauma, and family challenges.

As the largest minoritized group in Dane County, the Latinx community represents more than 70% of the population in Madison and Fitchburg (Latino Health Council) and over 300,000 residents statewide, a 46.8% increase since 2000 (2022 Census), with about a quarter of this population being undocumented (75,000). Despite this growth, systemic barriers and limited bilingual services continue to restrict access to equitable care, making Centro's peer support services essential. Program design is continuously shaped by the voices of those most impacted through ongoing feedback from youth and families and peer-to-peer interactions that inform service delivery.

Centro is a woman-and Latinx-led organization with 95% of the 40+ staff identifying as Latinx. Staff include immigrants, asylum-seekers and DACAmented individuals who carry the lived experience that deeply informs our work. More than half of Centro's staff first came to Centro as clients, a reflection of our commitment to promoting equity and building leadership from within. At Centro, equity and inclusion are at the core of how we operate. The organization invests in the community, so they can thrive and be successful alongside the community they serve as Centro.

Over the last decade, Centro tripled staff size, budget and overall capacity. In 2024, Centro built a sustainable state-of-the-art facility on Madison's south side. This growth reflects both the scale of community need and Centro's commitment to co-creating pathways to community recovery and stability.

Vision Beyond Bars is a BIPOC led non-profit focused on reentry work and supporting legal system impacted veterans. Richard Harris, the CEO of Vision Beyond Bars has served as Peer Support Specialist as a partner with JustDane in our City and County funded programs since 2017. Richard brings his own lived experience with incarceration and recovery to this work. Richard is a Certified Peer Specialist, he also holds a Master's Degree in Social Work and is a U.S. Marine Corp. Veteran. Richard works with individuals in this program who have significant mental health challenges and who are at medium to high risk of reoffending. He also works with veterans through his peer work. Richard brings his lived experience to help inform the program design and services under this proposal. As a licensed Advance Practice Social Worker and a Certified WI Batterers Treatment Provider, Richard brings additional expertise to the provision of services for a targeted caseload.

At JustDane, the voices of legal system impacted individuals are woven throughout our program design and implementation in a number of ways. Program participants are asked to complete surveys asking for their feedback on program services and recommendations. Participants are asked to complete the survey at regular intervals and there is an anonymous drop box located outside the door to our reentry program office so people can drop the surveys there. Sixty-five percent of our agency staff across all programs are individuals who have lived experience with the criminal legal system, including incarceration. Of those individuals, 25% were once program participants. Having staff who were once program participants provides unique insights and input on program development, implementation and modifications. Thirty-six percent of our Board members are individuals who have been legal system impacted. JustDane conducts focus groups with program participants. During our 2022 strategic planning process program participants served strategic planning workgroups to provide ideas and input on our long-term vision, mission, guiding values and services. As part of that strategic planning process participants were also asked to help identify what was working well, what could work better and where there were gaps in services and supports.

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

Race	# of Participants	% of Total Participants
White/Caucasian	19	12
Black/African American	63	38
Asian	2	1
American Indian/Alaskan Native	3	2
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	28	17
Balance/Other	49	30
Total:	164	

Ethnicity		
Hispanic or Latino	51	31
Not Hispanic or Latino	113	69
Total:	164	
Gender		
Man	131	80
Woman	30	18
Non-binary/GenderQueer	3	2
Prefer Not to Say	0	0
Total:	164	

Comments (optional): The demographics reported in the chart above reflect the program participant demographics for the current City funded program for all three partners. The program is supported through both City and County funds.

As required by our other program funders, including the United Way of Dane County and Dane County Department of Human Services, JustDane tracks the demographics of our other services . In 2024 JustDane’s Mentoring Connections, Drive to Succeed, Journey Home, Circles of Support and Just Bakery initiatives served 600 individuals impacted by the legal system. Within these programs, 33% of participants identified as white, 61% identified as Black, 3% Asian, 1% Native American and 2% more than one race. Ten-percent identified as Latinx. Eighty-two percent identified as male, 17% as female and 1% as nonbinary. Ninety percent of participants reported living at or below the poverty level at the time of enrollment, 65% were under or unemployed at the time of enrollment and 80% were without permanent housing at the time of enrollment.

Approximately 95% of families and individuals served at Centro identify as Latinx/Hispanic and/or immigrant, whether it is newly arrived, first, second and other generations of immigrants from Latin America, Mexico, Middle East and Africa. Approximately 55% identify as female, 40% as male and 5% as other or preferred not to share.

- C. Language Access, Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth, individuals, and families. Describe how the proposed program builds and sustains adequate access and cultural relevance needs.

JustDane, Centro and Vision Beyond Bars are committed to providing linguistically and culturally relevant programming for our program participants. It is that commitment that led us to our initial collaboration in 2021 and leads us to submit this joint proposal. Strategies we use toward those goals include: 1. Staff and Board diversity that reflects the diversity and lived experiences of our program participants, including racial and ethnic diversity, individuals who are legal system impacted, individuals with lived experience with addiction and/or mental health challenges. 2. We provide ongoing staff training opportunities for staff to enhance their knowledge and skills in the understanding of and provision of culturally relevant programming. 3. We adhere to a broad view of equity that includes race, ethnicity, sexual orientation, gender identity, religious affiliation or no affiliation, economic status, housing status, and disability, and that diversity is also reflected in our staff with in the diversity of their lived experiences. 4. We are committed to ensuring that our Board is reflective of the diversity of the community we serve as they set the policy and direction of the organization. 5. We have bilingual and bicultural staff who are part of this program. 6. We commit ourselves to engage in the community in advocacy to not only address the symptoms of systemic racism, inequity and injustice, but to work to dismantle the systems responsible for those injustices.

JustDane is committed to providing linguistically-accessible, culturally relevant and competent programming for our program participants. JustDane does have bilingual (Spanish/English) reentry staff members. Additionally, we work with the Interpreter’s Co-op to translate program materials into other languages. Should a program participant require services in a language other than English or Spanish we will utilize up to \$10,000 in program funds to secure interpreter services or will contract with other providers for those services.

Vision Beyond Bars is a BIPOC led reentry agency supporting legal system impacted individuals in the institutions and in the community. CEO Richard Harris has expertise working with system impacted veterans, individuals with severe mental health challenges and individuals convicted of domestic violence. As someone with lived experience with incarceration and recovery, Richard is able to build rapport with and instill hope in participants who have intensive needs.

Centro is one of the only full-service agencies in the region where every client-facing staff member is fully bilingual in Spanish and English. Programming is both culturally relevant and grounded in trust. This ensures that non-English speaking youth, individuals, and families feel seen, supported, and meet with the tools needed to navigate challenges without the barriers of translation or cultural disconnect.

The Peer Support Program at Centro builds on this foundation by combining lived experience with trauma-informed/healing-informed practices rooted in the HEART framework (healing through sanctuary, spaces of reprocessing, connection with our history and heritage, and acting to create change). As one of Centro's CPS said, "You do not feel judged, discriminated against or stigmatized...we do care about you, and you are very important to us as a community". Through this lens, Centro ensures that families impacted by systemic inequities receive thoughtful, caring, consistent, and culturally grounded support as they recover, stabilize, act, and in turn thrive. This approach sustains access and strengthens protective factors across the community.

By centering lived experience and the Healing Ethno- and Racial Trauma (HEART) framework (<https://psycnet.apa.org/fulltext/2019-01033-005.pdf>), certified peer specialists at Centro co-create activities that restore dignity, strengthen self-assurance, and foster esperanza (hope), encouraging action in our community is foundational to strong outcomes. In partnership with JustDane this program addresses pressing needs through coordinated, community-based solutions. Our joint program already strengthens neighborhood networks, increases access to timely support, and builds bridges between families and critical systems of care across JustDane and Centro as well as program and system partners throughout Madison. During such a critical time in our country's history, over the next grant cycle, we seek to deepen the supports we provide at Centro to asylum-seeking families as they risk deportation, letting them know they are not alone and are connected to a trusted, well-aligned community resource at Centro that will also remind them of their power to thrive, be courageous and right to live with dignity and respect.

D. Recruitment and Engagement Strategy:

a. Recruitment & Outreach:

How does your program plan to recruit and reach members of the identified service population?

Please describe any community outreach strategies, partnerships, or referral pathways you will use.

Program participants will be recruited in a number of ways. Over the past 52 years JustDane has built authentic relationships within the community among individuals and households served. Sometimes this work has been City-wide, sometimes it has been more focused on specific neighborhoods, as with our work with Allied Partners, the Allied-Dunn's Marsh Neighborhood Association and The Allied Wellness Center. Our staff members are part of the community, volunteering with other groups and organizations. We have a presence at many community events, tabling and talking with community members. Our Circle of Support Coordinator co-facilitates the Black Men's Group through and Allied Wellness Center. We conduct regular presentations with individuals in halfway houses through ATTIC Correctional Services and ARC Community Services. We conduct outreach to the transitional living programs throughout Madison and Dane County, meeting with the residents there. Staff from both Centro and JustDane help staff the Dane County Jail Resource Desk so that people being released from jail can get information about available services and talk with us about enrolling in our programs. Our reentry staff conduct regular presentations at the various WI Department of Corrections Unit meetings for probation and parole agents. Participant recruitment includes regular in-reach to Oakhill, Oregon and Thompson Correctional

Institutions in Dane County, and we participate in Resource Fairs at Taycheedah Correctional Institution and Robert Ellsworth Correctional Institution. Word of mouth and referral by family members or friends also represents a significant portion of program referrals. JustDane and Centro have developed program materials that reach individuals in the jail and explain the process for them to begin peer support services. The video and other materials are available in both English and Spanish and were co-created by the partners in this program. Referrals will also come from Centro's immigration program, screening 1,550 participants for services annually, and with referrals from the Office of Immigration Affairs, Voces de la Frontera, the Community Immigration Law Center (CILC), Journey Mental Health and more. As the go-to agency for Dane County's Latinx community, Centro will also receive referrals that come directly from word-of-mouth, family networks, and community trust. Centro staff actively participate in community events and neighborhood-based activities, which serve as organic entry points for new participants. Through these combined strategies, Centro ensures that non-English speaking individuals and families disproportionately impacted by systemic inequities are reached. As part of outreach and recruitment, JustDane and Centro staff are engaged throughout our community as members of City, County and State Committees, Commissions and organizing groups including the Dane County Homeless Services Consortium, LaSup, Dane County Employment and Training network, Recovery Coalition of Dane County, Madison-Dane Violence Prevention Coalition and the City of Madison Crisis Intervention and Stabilization cohorts convened by the City. These outreach efforts serve to let other agencies in Dane County know about the program and how to make referrals.

b. Addressing Barriers to Participation:

What specific barriers to participation (e.g., transportation, scheduling, language, trust) might the population face, and how does your program plan to address them?

Transportation - This includes getting to and from necessary appointments and meetings during regular business hours, unfamiliarity with public transportation (especially for individuals newly released from incarceration who rely on public transportation); and accessibility, as not all neighborhoods are served equally. To address these barriers the program provides not only direct assistance for bus tickets and gas cards, but program staff will also help orient individuals to the public transportation system, helping them figure out the routes, even spending time riding the bus with them to help them get comfortable. Staff also frequently provide transportation for participants, driving them to and from various appointments, especially when someone is feeling overwhelmed and anxious about the appointment or just getting around town. Program staff also meet with participants in the community to minimize the need for the individual to travel, especially when doing so can prove a barrier to services.

Technology – Many individuals in the program do not have easy access to technology or they are unsure how to use it. This impedes their ability to participate in services, enroll in services, make appointments, and communicate with other resource providers in the community. Program staff assist people with obtaining free trac phones and minutes for communication. Staff help participants learn how to use technology. We host a twice-weekly computer lab for people without internet access or who must be supervised on a computer to come into the office and fill out housing and job applications, work on resumes, etc. We work to connect people with additional training in technology and on occasion our staff provide tutorials on basic functions like email and creating word documents. We work with several large corporations in Madison and Dane County to also secure good condition, used laptops and tablets that we can give to participants.

Language - One of the purposes of this joint proposal and partnership is to reduce language barriers that are addressed through the collaboration with Centro. All of Centro's direct service staff are bilingual (Spanish/English). JustDane has bilingual staff (Spanish/English) as well. To address language barriers for individuals referred requiring services in a language other than Spanish or English, the program has budgeted \$10,000 for interpreter services to support access to program services.

Trust – Trust can be a concern for many individuals. Program partner staff build trust with participants in a variety of ways. Through a trauma informed, person centered approach to services and programming individuals have the space and place to share what they need and want from services. We meet them where they are and walk beside them offering support and assistance as requested and appropriate. This is an important standard for peer support. Having staff who are part of the community, who participants have seen out and about, and staff who have lived experience all help to build trust and to reassure participants that we

understand some of the challenges they are facing, the crises that they and their families are experiencing and that we are available to assist them in navigating those crises and challenges. We build trust by not promising more than we can always provide through collaboration and communication with our partners and other agencies so that it is the program participant who centered in the program.

Healthcare access and needs – The racial disparities that plague our criminal legal system also exist in terms of access to healthcare and appropriate care, including securing a primary care physician, access to a mental health provider for treatment and prescription renewals for psychotropic medication, health care access and advocacy. We often see individuals of color and people released from incarceration have their health concerns dismissed by healthcare providers. In the case of older individuals in the program ensuring that they are screened for dementia. The program addresses these concerns in two ways: 1) In August of this year JustDane added a .5FTE Resource Specialist specifically designated to work with older individuals returning from incarceration, including individuals in this program; 2) Under this proposal we are proposing to add a .5 FTE Health Navigator who will work with individuals to assist them in accessing health services and who will advocate with them and on their behalf within the healthcare system.

Centro recognizes that Latinx families in Madison face multiple barriers to participation, including language, transportation, scheduling conflicts, and a lack of trust in mainstream systems. Many participants juggle multiple jobs, childcare responsibilities, or reentry challenges, which makes consistent engagement difficult. In addition, stigma around mental health and substance use, coupled with limited bilingual providers, can prevent families from seeking help until a crisis occurs.

At Centro, all services are provided in Spanish and English by bilingual staff with lived experience, eliminating language gaps and building immediate trust. Centro Peer Specialists (CPS) meet clients in flexible settings, at Centro's South Madison hub (Calli – a place of sanctuary for the Latinx community), in the community, or virtually, based on participant preference, reducing transportation and scheduling challenges. Because CPS at Centro come from the local Latinx community, they normalize conversations around healing and recovery, grounding conversations in Centro values and frameworks, reducing stigma and creating pathways to support that feel accessible, relevant and judgment-free.

c. Enrollment & Engagement Approach:

Describe how participants will be enrolled and engaged in the program. Include any tools, processes, or approaches you will use that are responsive to the needs and preferences of the population served (e.g., Individual Service Plan (ISP), intake forms, assessment tools, culturally responsive practices).

Enrollment in the program is designed to meet the individual or family where they are at in terms of setting their own goals, and quite literally can mean meeting them where they are at within the community, especially in recognition of transportation barriers. Engagement starts with the initial contact the prospective participant has with partner staff who have walked that same journey. It is enhanced through spaces that feel welcoming, inclusive and reflective of the individuals we serve.

Upon receipt of a program referral, the Program Manager reaches out to the referral source to confirm receipt to begin the enrollment and engagement process immediately.

If the referral is for someone scheduled to be released from incarceration, program staff schedule a time to meet with the individual preferably, if time permits, prior to their release to begin engaging with the individual and start the intake/enrollment process. Staff from all three partner agencies have clearance to meet with individuals in the Dane County Jail and within WI DOC facilities.

Individuals or families referred who are in the community are contacted by the Program Manager from either Centro or JustDane depending on which agency will provide services, to schedule a time to meet and begin the intake/enrollment process. This meeting may take place within the JustDane or Centro offices or may take place in the community. The formal intake process is conversational. The intake forms are completed by staff utilizing the information from the initial intake conversation. We are very cognizant that some of our participants may struggle with reading and comprehension, so it is critical that the intake process is conversational and engaging.

The intake includes a self-inventory of the participants strengths, skills, educational needs, employment and career experience and training needs (if any), family and interpersonal relationships, health and wellness, mental health and/or drug and alcohol treatment needs, basic needs such as housing, food, transportation and connecting to social supports, including peer support, volunteering, community support groups, classes, and other ways of building natural supports that will remain in place beyond program participation.

During the initial intake meeting staff facilitating the intake/enrollment also works with the participant to develop a very brief Individual/Family Goal Plan that outlines one or two things the person would like to work on or achieve during the next two weeks. This brief plan helps engage the individual in the services process without overwhelming them. As goals are achieved or new ones considered the plan is revised and updated to reflect new goals and completion of goals. During the intake process any relevant Releases of Information are obtained (as the participant is comfortable at this point in rapport building), and will talk with the participant about available services, the role of a peer support specialist and resource specialist and to ascertain their interest in working with a peer specialist or resource specialist. We have found that some participants are more interested in the service coordination and linkage services, others are interested primarily in peer support, and some choose to engage in both – this is something that is driven by the participant and their wishes and identified needs. Before the end of the intake the Program Manager will complete an interim service/goal plan designed to map out the next steps in participation and any immediate goals or needs that should be addressed as quickly as possible. This includes making referrals/connections with other agencies and resources during this initial appointment. It may include the provision of bus tickets or a gas card to assist with transportation and it may include assisting the participant in enrolling in benefits during that appointment to minimize technology barriers. Upon completion of the intake process, the Program Manager meets with the program team to go over the intake information, interim service/goal plan and to match the participant with a peer specialist and/or resource specialist. Once matched, the Program Manager reaches out to the participant to schedule a time to meet with the participant to facilitate an introductory meeting with the staff they will be working with. Individuals who have limited English Proficiency are connected with Centro to complete the enrollment and engagement process including intake/assessment and Service

Consistent with trauma informed practices, program staff walk side-by-side with individuals, centering the participant and their goals and needs. Building rapport and trust takes time for all of us and, when appropriate, Peer Specialists may share part of their personal stories with participants to assist them in feeling more comfortable in sharing and to build a more reciprocal dynamic between Peer Specialist and the program participant.

It's the role of the Peer Specialist to cultivate an empowering and supportive relationship with participants, to use self-disclosure to deepen the connection with the participant and to help inspire hope that change is possible. Working to connect people with long-term natural supports within their community, including self-help/recovery groups, recreational activities within the community to help motivate individuals to continue to engage in programs and to seek ongoing support within the community as a way of reducing the potential of reoffending, reincarceration or deeper legal system involvement. And/or, to help build long-term stability for themselves and their family.

3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE

- A. Activities: Describe your proposed program activities. Please be sure to specify your program type, i.e. shelter services, workshops, helplines, classes, etc.,).

The Community Based Intervention Services for Legal System Impacted Individuals and Families will provide community-based individual/family support services and activities that are trauma informed, designed to provide coordinated supports that assist individuals and families as they seek to meet their short-term basic

needs and to access services to recover and heal from a crisis situation, thereby improving their overall personal and family wellbeing.

Program Activities:

Intake & Assessment: All program referrals come through the Program Coordinator. The intake process includes either JustDane's Program Manager or Centro's Program Manager assigning a Resource Specialist to meet with the prospective participant for the intake and assessment process. The Intake/assessment is described in-depth under the Enrollment and Engagement Process in the previous question.

Individual/Family Goal Plan: The Individual/Family Goal Plan is person centered, and assesses strengths, resources, challenges and identifies the participant's goals. The plan is a living document. As rapport is built between program staff and the participant(s) the plan is expanded to include additional goals and activities, to identify additional needs, document and celebrate goal achievements, and to review barriers to goal achievement. The plan is reviewed monthly by the participant and the Resource Specialist (JustDane) or Resource Navigator Specialist (Centro) to review progress toward goals and to address any emerging needs or challenges. As a living document, the sets both short term achievable goals and longer term (6, 9, 12 month) goals and sets benchmarks toward each goal. The initial Service/Goal Plan is based on the information gathered at the intake and is built upon as services continue, updated regularly as participants meet their goals and identify new goals and challenges.

Service Coordination and linkage - The Resource Specialist (JustDane) or Resource Navigator Specialist (Centro) provide resource coordination and service facilitation, working to assist the individual in accessing needed community resources and services (as identified by the participant and including housing, employment, education, crisis intervention, health needs and recovery supports) to alleviate stress, address crisis situation and assisting in resolving those crises. The role of the Resource Specialist/Resource Navigator is to help arrange, coordinate, monitor, and advocate on behalf of the participant within various organizations and systems of care. Resource Specialist/Resource Navigator Specialist (RS/RNS) also assist in facilitating support groups through JustDane and Centro.

Peer support: The Peer Support Specialist provides critical support for the individual, meeting them where they are at in their journey, building a rapport, creating a safe and trusting relationship and environment for participants to share their stories, their challenges and their successes. We are relational beings and individuals who are justice involved, especially if they have been incarcerated, can feel cut off from healthy, supportive relationships, the Peer Support Specialist works with the individual to build a relationship with the participant and in doing so helps to connect them to the larger community. Peer Support Specialists build a supportive relationship that fosters and nurtures recovery; providing information about services and resources in the community, assisting individuals in accessing those services and resources (which may include accompanying a peer to a recovery meeting to support them, riding the bus system with a peer as they learn the bus routes they need to get to a new job on time, etc.); providing crisis support as events and situations may arise; helping connect the peer to community activities, groups and recreational activities. Peer Support may also include assisting the participant in navigating referrals and resources in the community, attending meetings or appointments with the peer and supporting them when they encounter a barrier to a goal. Consistent with best practices in the field of peer support, we anticipate the average Peer Specialist caseload to be between 10 & 15 individuals with some flexibility based on the individual needs and intensity of support that some participants may need, especially early in their participation in the program. We have found through our work at JustDane that individuals from the Latinx community who are participating in peer support can have some unique challenges related to language barriers and immigration status which can require more time to help navigate resources and build support broader support networks. Peer Support under this program will be provided by JustDane, Centro and Vision Beyond Bars.

Parent Peer Support: Given the impact of the parental legal system involvement on children, the program will offer Parent Peer Support to assist parents enrolled in the program who are parenting a child who has a mental health and/or substance use disorder. Parenting in the best of times can be challenging. The additional stress of legal system involvement, parent-child separation caused by incarceration, and the treatment needs of a child can be overwhelming. Parent Peer Specialists are specifically trained and State Certified as Parent Peer Specialists. They have lived experience raising children who have mental health and/or substance use challenges or have been legal system involved themselves. The additional support for parents will provide greater family stabilization, crisis intervention and prevention and help to improve the health and wellbeing of both parent and child.

JustDane will now, under this proposal, support Centro in building the internal capacity and structure of the current peer support program to develop a strand of parent peer support. The CPS team will continue to work in collaboration with the Workforce, Youth Programs and Family support Team Managers/Leads. Originally, JustDane's Peer Support Program Manager provided direct supervision for up to three bilingual Certified Peer Specialists under Centro. As Centro has phased in peer support work, JustDane will continue to consult with Centro on the development of policies and practices that are consistent with the WI Peer Specialist Employment Initiative and the WI Peer Specialists Employer Toolkit: How to Successfully Hire, Integrate and Support Certified Peer Specialists. The goal of this partnership will be to continue to deepen the activities happening at Centro as the organization builds the internal capacity to provide parent peer support services within the Latinx community in the context of Centro values.

Emotional and Mental Health Supports: Research related to the impact of legal system involvement suggests that the majority of individuals involved in the legal system have experienced significant trauma in their lives which can include poverty, racism, violence, immigration status, lack of access to housing or good paying employment. Add to that the trauma of legal system involvement, including incarceration, and the magnitude of the need for both trauma informed services and specific trauma services becomes clear. Centro will leverage their existing partnership with Clinica Latina/Journey Mental Health AODA groups to provide additional mental health supports for program participants as appropriate. JustDane will leverage its existing agreement with Edgewood College's Marriage and Family Therapy program to connect families with family therapy through their graduate program at no cost to the families.

Traditionally, Centro has been a gateway for support of individuals as they navigate the legal system, a well-known community referral/avenue for jail diversion for the Dane County Jail. At Centro the Family Services team currently provides a "home" for coordination of internal resources at Centro (immigration, basic needs, employment, housing, youth programs, etc. and external resources, including from the 15 organizations that form part of the Latinx Consortium for Action, with the goal of mitigating short-term and long-term trauma. Now through the AODA Group Dynamics Spanish Support Group being offered at Centro in partnership with Clinica Latina/Journey Mental Health, Centro will also be able to provide deeper healing support for individuals in need of AODA mental health supports.

Parenting Inside Out classes: Many individuals returning from incarceration are parents of minor children. During incarceration the parent/child bond can be frayed. Parenting Inside Out classes will be offered to legal system impacted parents to help strengthen their parenting skills and relationship with their children and the other parent/caregiver of the children. Parenting Inside Out engages the parents/caregivers and the children to strengthen family bonds, to assist parents and caregivers in parenting cooperatively. Families strengthen their communication and parenting skills, participate in activities as a family and focus on centering the needs of their children. The classes include a meal that is served at the beginning of the class for the families, and childcare assistance is provided. Currently JustDane only offers this program to parents in our Journey Home program. Through this proposal we will offer the program to parents being released from incarceration in the Dane County Jail, adding an additional 1-2 cohorts annually. JustDane will facilitate these groups but participation will be open to individuals working with our partners Centro and Vision Beyond Bars.

Centro Youth Programs: A high-intensity partner with the Madison Metropolitan School District (MMSD), we will ensure referrals from the district feed into this partnership, strengthening the well-being for Latinx immigrant families and youth in Madison. Centro believes in creating spaces where all families, regardless of background or immigration status, feel welcomed, valued and supported to reach their fullest potential. Through this collaboration peer staff and resource navigators will have accessible safe spaces for children and adolescents at Centro that promote healing-centered engagement, joy, dreams, and aspirations for immigrant families.

Health Navigation: JustDane will provide health navigation support to older individuals being released from incarceration to assist them in accessing primary care providers, screening for cognitive impairments (including dementia), advocacy, linkage and referral to ancillary support health services and providing information on nutrition, medication management, navigating healthcare systems, and self-care.

Legal Services: Since the election of 2024 and increased attacks on immigrants, Centro has turned inward, recognizing our assets, strengths as a community, and committing to programs and services that create solutions from within for all program participants. At Centro we are fortunate to have a DOJ accredited representative and two immigration attorneys. Centro now also houses the Immigrant Assistance Fund, a financial resource supporting immigrant families in Madison with wrap-around legal support and financial assistance with basic needs including housing, food access, etc. Through our immigration work, Centro partners with the Dane County Immigration Affairs Office, and partner organizations such as Voces de la Frontera, and the Community Immigration Law Center (CILC). We also now support coordinated access to a network of low-bono and pro-bono attorneys statewide available to support families throughout Wisconsin.

JustDane has entered into a collaboration with the Family Legal Advocacy and Supports Clinic (FLASC) through the University of WI Law School. Working with FLASC we will be able to refer our legal system impacted participants to the clinic for support with civil law issues that can include child support modification, divorce, custody and placement modification, and some assistance with eviction work, especially eviction redaction. Accessing civil legal services for most of our participants is cost prohibitive. With this new collaboration we will be able to leverage those resources to connect participants with civil legal services that can assist in reducing debt, strengthening parent and child connections and assist with making housing easier to access.

Educational Classes: Classes focused on self-care, mindfulness, nutrition, cooking, budgeting, and leisure time activities will be offered to program participants. The goal is to build on their skills and interests while providing opportunities to expand their skills, reduce isolation and improve overall health and wellbeing. Classes will be held monthly at Centro and will be open to participants working with any of the three partner agencies. Both JustDane and Centro will hold classes for participants and to the extent possible the curriculum will be developed jointly and co-led as both agencies have bilingual staff.

Employment Supports: Employment training supports will be leveraged by both Centro and JustDane as part of the United Way of Dane County's HIRE Initiative. HIRE partners provide employment training programs in skilled trades, healthcare, computer and web design, commercial driver's license, and commercial baking. JustDane's Just Bakery training program is part of HIRE and designed specifically to support people facing significant barriers to employment training and employment. Centro's Caminos training assists bilingual/bicultural individuals an array of employment training and supports, including individuals interested in a career in peer support. JustDane will also leverage its Food Share Employment Training services funded through the Dane County Department of Human Services to provide employment soft skills training, job search, placement and retention supports for individuals in the program who are FSET eligible.

Community Support Groups and Classes: A number of support groups will be leveraged and available to program participants through the partner agencies. This includes JustDane's Phoenix Initiative, a peer led support group that meets weekly. Vision Beyond Bars offers the "Barrack's Behind Bars" peer led support

group for Veterans housed on the Veteran's pod of the Dane County Jail . The group assists Veterans in their recovery and reentry planning and through this proposal offers continued community-based peer support, especially for Veterans who may not be eligible for VA services do to their discharge status.

Under this proposal we will add an additional support group for older individuals returning from incarceration that will focus on issues related to aging and provide a safe environment for older returnees to meet. JustDane will also add a community based mentoring support group for children impacted by parental incarceration to build protective factors, to help them heal from trauma, and reduce the legal system involvement. Centro also offers Escucha tus Emociones workshops and HEART Sanctuario Sapces. Esucha tus Emociones is a community-based mental health initiative by and for the Spanish speaking Latinx community in WI, (<https://www.escuchatusemociones.com>). HEART Sanctuario includes monthly meetings for those across Wisconsin and beyond who work side-by-side with Latinx communities to promote healing from ethno-racial trauma.

Direct Assistance: \$11,500 has been included in this budget to provide direct assistance to program participants. Funds will assist with eviction prevention, rent and utility assistance, co-pays for healthcare costs, assistance with medications for individuals who do not yet have insurance and legal assistance. An additional \$18,500 in direct service support is leveraged through other funding streams for a program total of \$30,000 in direct assistance supports.

These collective efforts will reduce isolation, while weaving traditional and ancestral community support practices to strengthen collectivism, as a coping skill, support networks as circles of resilience, and ensure all families have the tools and connections needed to navigate challenges before they result in irreparable trauma for generations to come.

B. Use of Evidence-Based or Promising Practices:

Please identify any evidence-based or evidence-informed models, practices, or curricula used, including sources or documentation of their effectiveness. If your program does not use a formal evidence-based model, describe the rationale for your approach and how it aligns with the goals of crisis intervention and prevention.

To expand access statewide, Centro partnered with the Wisconsin Department of Health Services and the Wisconsin Peer Specialist Employment Initiative to translate the CPS curriculum into Spanish and Hmong, completed in 2024. In addition to language, the statewide Spanish curriculum prioritizes the HEART framework. This was no easy task, a milestone representing a critical step toward inclusivity in Wisconsin's behavioral health system, creating a pipeline of bilingual CPS's equipped to meet Latinx community needs.

Services focused on reentry are built on the 8 Principles of Effective Intervention, developed by the National Institute of Corrections (<https://nicic.gov/>). Interventions are designed to guide the delivery of supportive services for individuals involved in the criminal legal system, including those returning from incarceration and reflect the accepted research on principles of evidence – based practices in reentry. Those principles include:

1. Assess risk of reoffending;
2. Enhance intrinsic motivation – meet participants where they are at, utilizing motivational interviewing techniques and building trusting relationships.
3. Target principle – targeting interventions to be successful require that we target:
 - a. Risk principle – focus on the individual's risk of reoffending
 - b. Need principle – focus interventions on the specific needs that may increase likelihood of reoffending.
 - c. Responsivity principle – one size does not fit all – interventions must incorporate different learning styles, language and culture, gender identity, sexual orientation, etc.
 - d. Dosage – interventions should be designed to provide services at a level that structures 40-70% of the participants time over a period of 3-9 months depending on their risk level, toward the lower end for medium risk, higher end for high risk.
4. Skill training – utilizing cognitive behavioral interventions to focus on skill building with opportunities to practice the skills.

5. Increase positive reinforcement – research demonstrates that a ratio of 4:1 positive vs. negative reinforcements help increase successful reentry.
6. Engage ongoing support in natural communities – focus on assisting participants in connecting and engaging with natural supports that may include community groups, support groups, engagement with interest groups, clubs, faith communities, etc.
7. Measure relevant process and practices – ensure that those providing services are providing services in a way that is true to the model.
8. Measurement and feedback- use data to guide actions by evaluation programs and adjusting if and when needed.

Consistent with these evidence-based practices in reentry planning, services are strengths-based, offering opportunities for community engagement and advocacy as healing activities. The services provided under this program include peer support, service coordination and linkage, educational groups and workshops, employment and housing supports, health navigation, and a myriad of other services, all designed to help strengthen and stabilize the individual and when appropriate, their family and keep them in the community, assist them through any current crisis and help prevent situations related to their legal system involvement from escalating to a crisis. All services are provided utilizing trauma informed practices and policies, as well as utilizing an equity lens designed to promote and advance equity for populations historically, intentionally, and currently underserved, marginalized and adversely impacted by persistent poverty and inequity.

A growing body of research is focusing on the reentry needs of elderly individuals and beginning to lay out best practices within the reentry field related to this incredibly vulnerable and overlooked population. Among best practice recommendations, services must be individualized and focus on an individualized plan that considers benefits enrollment, reduction in isolation, screening for cognitive impairment, including dementia, housing supports, including medical, social, financial, mental health and employment supports; and, given how many elderly returnees were sentenced to prisons in their teens, training in basic life skills like cooking and shopping.

Parenting Inside Out (PIO) is an evidence-based parenting curriculum designed to empower justice involved parents with skills for effective parenting. The curriculum can be tailored to meet the diverse needs of the participants and requires that the Facilitator be Certified through The Pathfinder Network, which holds the rights to the program. The PIO participants include the justice impacted parent, the children's other parent/caregiver, and the children, all with the goal of strengthening parenting skills and family relationships.

Peer Support services under this program are provided by State of WI Certified Peer Support Specialists and Parent Peer Specialists. That training adheres to an approved, evidence-based curriculum and requires completion of the curriculum, passing the Certification exam and ongoing training for biannual recertification.

- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- a. If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
 - b. If your program operates at **multiple locations** with **different schedules**, use **TABLE 2** in addition to table 1 to detail each location's unique schedule
 - c. If you are submitting a JOINT/MULTI-AGENCY application:
 - i. Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - ii. Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	9:00 AM	6:30 PM
	Services at E. Olin Ave. and in the Community.	Later hours available by request of participant.
Tuesday	9:00 AM	5:00 PM
	Services provided at E. Olin Ave. and in the Community. Earlier hours available by request of participant	Later hours available by request of participant
Wednesday	9:00 AM	5:00 PM
	Services provided at E. Olin Ave. and in the community. Earlier hours available by request of participant.	Later hours available at request of participant.
Thursday	9:00 AM	5:00 PM
	Services Provided at E. Olin Ave. and in the community. Earlier hours available by request of participant	Later hours available at the request of the participant.
Friday	9:00 AM	5:00 PM
	Services provided at E. Olin Ave. and in the community. Earlier hours available by request of the participant.	Later hours available at the request of the participant.
Saturday	Choose an item.	Choose an item.
	Hours available at the request of the participant.	
Sunday	Choose an item.	Choose an item.
	Hours available at the request of the participant.	

**If hours are different than those listed, please use rows below drop-down list*

Table 2: (Optional/if needed)

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	9:00 AM	5:00 PM

	Services provided at Centro and in the community. Earlier hours available at the request of the participant.	Later hours available at the request of the participant.
Tuesday	9:00 AM	5:00 PM
	Services provided at Centro and in the community. Earlier hours available at the request of the participant.	Later hours available at the request of the participant.
Wednesday	9:00 AM	5:00 PM
	Services provided at Centro and in the community. Earlier hours available by request of the participant.	Later hours available at the request of the participant.
Thursday	9:00 AM	5:00 PM
	Services provided at Centro and in the community. Earlier hours available at the request of the participant.	Later hours available at the request of the participant.
Friday	9:00 AM	5:00 PM
	Services provided at Centro and in the community. Earlier hours available at the request of the participant.	Later hours available at the request of the participant.
Saturday	Choose an item.	Choose an item.
	Hours available at the request of the participant.	
Sunday	Choose an item.	Choose an item.
	Hours available at the request of the participant.	

****If hours are different than those listed, please use rows below drop-down list***

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

As noted above, it is the nature of peer work to be in the community and so often times Peer Support Specialists meet with individuals and families in the community, at parks, restaurants. JustDane, Vision Beyond Bars and Centro provide peer support services largely in the community at a place and time that meets the needs of the participant. That means the time and location of some services can vary from week to week based. The Barracks Behind Bars groups take place in the Dane County Jail and is offered in cohorts.

The day of the week and timing of the cohorts can change from cohort to cohort in collaboration with the Reentry Coordinator with the Dane County Sheriff's Department. Community workshops and classes will vary based on the topic and participant availability but will be offered at a day, time and location accessible to participants, including at Centro, JustDane.

4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. Family Engagement: Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Youth, families and individuals are engaged in the development of this proposal and implementation in a variety of ways, including participant satisfaction surveys, focus groups, and ongoing feedback from participants about service gaps. Because the majority of staff across all three partner agencies have lived experience, they also provide input on program design, development and implementation. Under this expanded proposal we will form a Program Advisory Committee comprised of current and past participants, as well as community members to provide input on the design, implementation and assessment of the program. The Advisory Committee will meet twice annually and participants will be paid for their participation.

Families remain engaged in implementation through ongoing dialogue with peer specialists, who check in regularly to ensure services reflect their goals and realities. Program activities are family-friendly and flexible, meeting participants where they are, in homes, schools, jails, and community spaces. Assessment also prioritizes individual and family voice, using surveys, focus groups, and informal feedback loops to evaluate impact and identify areas for growth. By embedding individual and family engagement in both design and delivery, the program ensures that services are responsive and co-created with those most impacted, provide resilience across generations and make pathways to stability.

- B. Neighborhood/Community Engagement: Describe how your program engaged neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

This proposal is based on the deep engagement each partner has within our community. JustDane recognizes that, to be effective in engaging the community in the development process it requires that we have built authentic, trusting relationships within the community, including with grassroots organizations and larger community stakeholders such as the United Way of Dane County and Dane County Human Services. Trust is built through listening, through engagement and through sharing power or even giving power away. Building relationships and engaging community members, participants and neighbors requires that we are on the ground, whether at a meeting, a community meal, a resource fair, in a neighborhood, or attending a community forum. That is why our staff have a regular presence at other area agencies and locations. Being on the ground is important but alone is not enough to engage the community. We must also listen. Listening requires self-awareness, it means that we recognize and honor the community's wisdom, that we understand and know the history and context, that we be prepared to be uncomfortable, transparent, and that we incorporate the input we received from community members, neighborhood groups and other key stakeholders into our program design and outcomes. Listening also means that we seek to identify, define, and talk about cultural differences, it means centering the community's voice, leadership and experience, which includes building collaborations and partnerships within the community. We are responsive to requests from community and neighborhood groups who wish to work with us, most recently our collaboration with The Allied Wellness Center to have one of our reentry team members co-facilitate the Allied Black Men's group as a way of increasing engagement in both programs and providing resources to individuals in the neighborhood.

Centro, JustDane and Vision Beyond Bars have built strong relationships with key community stakeholders, including: City of Madison, Dane County Human Services, United Way of Dane County, Dane County Sheriff's Department, WI Department of Corrections, Madison Police Department and dozens of community non-profits

in the community. That said, it is the voices of our participants and community members who provide the greatest insights into the day-to-day needs of the individuals and families with whom we work.

Centro's Peer Support Program is built on the principle that the best solutions come from the community itself. Program design and growth have been shaped directly by input from neighborhood residents, youth, and families. Centro hears directly from those most impacted about what they need to feel safe, supported, and connected, and to adapt services in real time.

Implementation of the program is equally collaborative. CPS, who are themselves neighborhood residents with lived experience, serve as trusted bridges between community members and the systems of support they need. Centro engages its partners and neighborhood-based organizations to ensure outreach is authentic and coordinated. The organization is a trusted hub in the community with the Thursday community market attracting 400-500 patrons weekly. Program assessment will continue to be guided by community voices, through participant surveys, focus groups, and evaluation check-ins that measure outcomes, sense of trust, and belonging created. This ensures the Peer Support Program remains responsive to the community it serves.

C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

Note:

- Single applicants **MUST** list all partners/collaborators below and include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Joint Lead applicants **MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Centro Hispano	Conduct intake , assessment and individual service plan with program participants. Provide bilingual, bicultural Peer Support, service coordination 1:1 and in small groups, linkage and referral to community based services, assist with legal system navigation. With JustDane convene and participate in regularly scheduled partner meetings, participate in regularly scheduled City Coordinated Cohort meetings. Track all required program data and and provide to JustDane for grant reporting purposes, provide fiscal management of contract funds received by Centro.	Karen Menendez Collier	Yes
Vision Beyond Bars	Provision of Peer Support services for a case load of up to 6 legal system impacted individuals. Conduct intake for Veterans at Dane County Jail. Assist with initial service plan development, facilitate	Richard Harris	Yes

	Veteran's Behind Bars Peer Support groups. Participate in regularly scheduled partner meetings. Track program data and expenditures to to JustDane on a monthly basis.		

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):

While both Centro and JustDane work with many other partners in the delivery of services within the community, those partnerships are not a formal part of this joint application. That said, we work collaboratively with Project Respect, ARC Community Services, Allied Wellness Center, DAIS, Employment and Training Association (through FSET), United Way of Dane County HIRE Initiative partners, Latinx Consortium for Action (LCA) and many others. JustDane has 16 MOUs with other community organizations with whom we formally collaborate and we work with dozens in collaboration with dozens of other community organizations and non-profits to center the needs of our participants and ensure they receive the support the need. Under the RFP guidelines additional letters of support were not requested. MOUs between Centro and JustDane and Vision Beyond Bars and JustDane are included in this proposal.

How do these partnerships enhance this proposal?

The partnership between JustDane, Centro and Vision Beyond Bars expands the array of linguistically and culturally responsive supports available to legal system impacted individuals and families. It allows us to learn from one another and expand our own skill sets and knowledge related to our work. This collaboration, as well as each partners additional partnerships and collaborations within the community, centers program participants and their needs to ensure that they are connected with community resources that will best meet their needs. It expands the depth and breadth of services available to our participants and allows us to leverage other services and supports to provide holistic, trauma informed wrap-around support for participants.

What are the decision-making agreements with each partner?

JustDane, Centro and Vision Beyond Bars make decisions jointly related to the program and services offered. MOUs indicate that partners meet regularly for program evaluation. Partners agree to engage in decision making related to program modifications, scheduling and service delivery. Our partnership has existed for a number of years as outlined in Part-1 Narrative. We have built mutual trust, respect and strong relationships to work together to build the program while recognizing that each partner brings its own strengths to the collaboration and has autonomy in the delivery of services through their agency. This autonomy is crucial to ensure that services are appropriate and relevant to the individuals being served by each partner.

- D. Resource Linkage and Coordination: What resources are provided to youth, individuals, and families participants by your proposed program/service? How does the program coordinate and link participants to these resources?

There is a wide array of resources provided to youth, individuals and families under this program. In addition to the activities and resources listed in the Activities section of this proposal, each partner provides other services within the community through other funders that can be leveraged to provide additional resources for participants. For example, JustDane administers three eviction prevention funds that can be leveraged to assist participants of this program who are eligible for those services. JustDane's monthly Service Fair, Phoenix Initiative support group, are additional examples of resources available through JustDane. Centro also has a wide array of other resources and programs that can be leveraged to support participants in other areas, including specialized career tracks in technology, health and finance that complement employment support. In addition to these internal resources that

partners can leverage, our partners have strong relationships with other agencies and service providers within Dane County and we are used to connecting individuals with those resources. For example, at the monthly JustDane Service Fair there are typically 15-20 other non-profits from Dane County who are there and available to meet with individuals and share information. Centro's Thursday market ("Merkadito") offers individuals the opportunity to gather for food and to access information from a variety of other non-profit organizations tabling at the event.

Resource linkage and coordination is facilitated by program staff and is based on the participant's service plan. Formal referrals for services to other agencies are made by program staff using formal referral process that includes a referral form. Sometimes the linkage and coordination is less formal and includes a Peer Support Specialist attending a self-help group or community activities with the participant to help them feel more comfortable in connecting with those resources. Whenever possible, referrals are made while the participant is meeting with the RS/RSN to reduce anxiety or discomfort the participant may feel making that first contact. Staff may also provide transportation to the first appointment or meeting with the new resource to help the participant feel more comfortable.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

A. Program Outputs – Please tell us how you are measuring your output data such as: Unduplicated Youth, Individuals, Families, Community Events, Program Hours, etc. Please see Guidelines 1.1

The Community Based Services for Legal System Impacted Individuals and Families will serve up to 160 unduplicated individuals annually. An unduplicated individual is identified as any individual, including family members who engage directly in services provided under this proposal. Our current contract with the City has a current target goal of 60 participants annually.

Each hour of service provided directly with, or on behalf of a participant is counted as an hour of service. We anticipate a minimum of 6,000 hours of direct service support will be provided to program participants through this proposal. A direct service hour includes time spent 1:1 with program participants in the delivery of services identified in the Program Activities and funded through this proposal. This includes participant intakes, development of individualized service plans, peer support, parent peer support, service coordination, internal and cross-system referrals made to providers or other resources, participant time spent in support groups, classes and workshops, staff time spent on behalf of a participant facilitating referrals, linkages and coordination.

Through our participant tracking, data collection process and database we will track: 1. number of client intakes completed, 2. number of individualized goal plans developed, 3. number of identified service goals achieved by participants; 4. number of cross-system referrals made for participants to outside agencies or resources; 5. the percentage of participants who report using at least two new resources related to their individual needs and goals; 6. the number of support groups provided, educational classes provided, community workshops provided and referrals for youth mentorship groups.

Each hour of service provided directly with, or on behalf of a participant (i.e. making referrals, phone calls with other providers) is counted as a program hour/unit of service. Program staff enter their participant contacts in the database preferably within 24 hours of the provided service. As a way of assisting staff in tracking contacts on busy days we have developed a tracking form they can carry with them as they travel in the community to meet with participants. It is a simple form that includes participant initials, the date, time and length of the contact, location and uses a number scale to code the general topic area(s) of the contact. This serves to prompt staff later when they enter their data. JustDane's database does allow staff to use their agency cell phones to enter case notes into the database through a voiceover function.

JustDane is responsible for reporting on these outputs. Each partner will track these participant outputs and report their data to JustDane for reporting. Centro has its own database and will pull reporting information from their database to provide to JustDane. Vision Beyond Bars reports their outputs monthly to JustDane on a program reporting form developed in 2017 with the beginning of our collaboration. Data from Vision Beyond Bars is added to JustDane's database to include in reporting to the City.

B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives:

The outcome objectives for this program are based on participant feedback, staff feedback, as well as local and state data related to return to prison rates, barriers to access to linguistically and culturally relevant services within the community, County census data and national trends in prison demographics that include racial disparities in conviction, incarceration, reentry rates, and the impact of legal system involvement (as cited earlier in this proposal) on children and families.

This data led us to select outcomes that specifically address barriers to service access, increased self-efficacy and confidence in self-advocacy, navigating systems and accessing services, to increase their family stability and overall wellbeing. We also selected to focus on improved functioning in one or more life domain which is tracked through increased engagement in services, greater family stability, improved health, employment or housing outcomes.

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Youth-specific programs are **required** to report on the youth outcomes identified in the RFP. In addition to these required outcomes, applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

Outcome EXAMPLE Objective: 75% of clients report services were accessible, inclusive, and responsive to their individual identities and experiences (this is an EXAMPLE ONLY and is NOT REQUIRED).				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey and open-ended feedback forms				
Methodology: The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

Outcome Objective #1: 80% of program participants will 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).				
Performance Standard	Targeted Percent	80%	Targeted Number	128
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Participant Service Plan, participant self-report and surveys related to satisfaction and progress toward goals.				
Methodology: Program staff will utilize the program database systems to track progress on participant goals as outlined in the individualized plan. Quarterly reviews of participant progress will be completed by program staff via updating the individual service plan and entering progress (achieved goals and new goals) into the database.Participant self-report via survey and in sessions with program staff.				

Outcome Objective #2: 90% of participants will report increased confidence in navigating systems to meet health, legal, educational or other personal needs.				
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Performance Standard	Targeted Percent	90%	Targeted Number	144
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Regular individual service plan reviews and updates will be documented in the database. Tracking of participant follow-up on referrals and engagement with other community services. Participants will complete a self-assessment surveys to report on this objective.				
Methodology: Participant will receive self-assessment surveys related to increased feelings of self-efficacy and confidence. The surveys will include participant self-report of efforts to navigate various systems and verification of participant success in accessing services. Program staff will also track successful or completed referrals by participant as well as engagement in program services.				

Outcome Objective #3: 90% of participants report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.				
Performance Standard	Targeted Percent	90%	Targeted Number	144
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Program evaluation surveys and participant engagement. Semi-annual participant focus groups to request feedback and input. Creation of a program Advisory Committee that meets twice annually to offer input and guidance on program design, gaps and strengths. The Advisory Committee will be convened by JustDane and Centro and be comprised of 7 current and/or former program participants. Finally, program engagement will be tracked as an indicator of this objective.				
Methodology: Participants will receive program feedback/evaluation surveys on a quarterly basis to provide program feedback related to this objective, as well as to provide additional input on service gaps or emerging challenges. Focus groups will also be held twice annually with current and previous participants to collect feedback on this objective. Participant engagement and length of service will be tracked as an indicator of participants feeling that services are inclusive, and responsive to their identities and needs.				

To add additional outcome objectives, please copy and paste the table below as needed.

- C. **Data Tracking:** What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?
- JustDane has a process in place for gathering and tracking data for participants and outcomes. JustDane utilizes PlanStreet database for program and participant tracking. The database tracks client demographics, services and activities provided, hours of service, and outcome measures specific to the programs, including housing, employment, connection to treatment, support, participation in educational programs, etc. Intake and assessment data are entered into the database to open the participant as a client. Participant intakes, releases of information, individual service plans and other pertinent documents can also be uploaded as part of the participant's file in the database. Program staff enter their contacts with participants, including date, service provided, type of contact (in-person, phone, email), time and duration of contact, and focus of the contact. The database also tracks referrals made and goal outcomes (e.g. housing obtained, employment obtained, connected to community resources). Program staff are able enter their narrative case notes into the database via computer or voiceover dictation to allow for timely entry. Recognizing that timely data entry is crucial to accurate reporting, our Administrative Assistant conducts monthly random database audits to ensure that information is being entered and tracked. Appropriate program staff and Program Managers are notified when there are gaps or lags in data entry. The Executive Director receives a general report on scope of any entry audit findings. All new program staff receive training on the database as part of their orientation and onboarding. Vision Beyond Bars is a small non-profit and does not have its own database. Over the years of collaboration, we have developed a system through which Vision Beyond Bars reports their service provision, participant progress and participation to JustDane on a monthly basis.

PlanStreet is a highly secure, cloud-based platform that complies with HIPPA requirements for protection and safety of participant data. It is specifically designed to support behavioral health, healthcare and reentry programs.

Contract reporting data for this program will be collected and tracked by the JustDane Program Manager for the purpose of reporting to the City. Centro and Vision Beyond Bars provide their service data to JustDane for contract reporting.

The continual review and updating of the Service Plan is a critical piece to tracking participant success, challenges, and that information is a valuable tool for quality improvement efforts. Additionally, the Program Manager will review data related to return to prison and recidivism on a quarterly basis using both the WI CCAP system and the WI DOC Inmate Locator site.

Program partners ensure that program staff communicate via regularly scheduled team meetings for case planning, staffing, coordination of services and program model review.

Participant satisfaction surveys are also reviewed for ongoing feedback from participants on program gaps, what's working well, what needs improvement, etc.

Centro has a database tracking family-centered outcomes for youth and families. Participant intake forms will be securely housed in the database; assessments and short and long-term goals will be tracked, documenting the impact of support on key Latinx strengths (hope, dignity, courage) as defined by the participants. Centro maintains participant data in their database and provides required demographic data, outputs and outcome data on a quarterly basis to JustDane for grant reporting.

It is the policy of all partners to adhere to all local, state and federal laws related to the confidentiality of program participants and their participant records. The sharing and disclosure of information related to program participants is addressed as part of the employee orientation and training process and is outlined in our Employee Personnel Handbooks. Information on confidentiality is also included in the participant Bill of Rights that individuals receive at intake, along with the client Grievance Procedure. JustDane has an agency Release of Information that participants are asked to sign upon intake to allow staff to appropriate referrals to the partner agencies and/or referrals to other relevant community services and agency.

Photos and stories related to the experiences of program participants are confidential unless express written permission is given by the participant. JustDane and Centro already have a Photo Release/permission form developed and used for this purpose. JustDane has developed a Speakers Bureau of program participants from our agency programs and services who are willing to publicly share their reentry stories in the community whenever JustDane is invited to speak to community groups, serve on panels or present to college classes. Speakers are paid a \$100 stipend.

Upon notification of funding under this proposal, JustDane will convene all partners providing services under this program to review data tracking related to demographics, program outcomes, outcomes measures and expenses. We will also review record storage, confidentiality policies and procedures, and participant grievance procedures to ensure compliance with all applicable local, state and federal laws related to the confidentiality of program participants.

Both Centro and JustDane work with Numbers4Nonprofits for financial tracking, accounting and billing. Centro and Vision Beyond Bars submit monthly expense invoices to JustDane for reimbursement under the contract. Income and expenses are tracked by Numbers4Nonprofits by class. JustDane and Centro both have annual GAAP audits conducted.

6. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, with direct program implementation responsibilities. **Please be sure to list all required certifications and training.** FTE = % of 40 hours per week. Use chart below and use one line per individual employee.

Position Title	FTE	Required Certifications and Training	Location(s)
Program Manager - JustDane 1.0 FTE		At least five years of experience (paid, volunteer, lived experience) working with the target population. State Certified Peer Support Specialist, Certified Parent Peer Specialist, Certified Parenting Inside Out Facilitator.	JustDane and Community
Peer Support Specialist JustDane 2.5 FTE		Certified Peer Support Specialist. At least two years of experience (paid, volunteer or lived experience) working with the target population.	JustDane and Community
Peer Support Specialist Vision Beyond Bars .5 FTE		Certified Peer Support Specialist. At least two years of experience (paid, volunteer or lived) working with the target population. Experience working with Veterans, Veteran preferred.	
Parent Peer Support Specialist - JustDane .5 FTE		Certified Parent Peer Support Specialist. At least two years of experience (paid, volunteer or lived) working with the target population.	JustDane and Community
Resource Specialist - JustDane 1.0 FTE		At least two years experience working in human services (paid, volunteer, lived experience) with target population. Peer Support certification recommended.	JustDane and Community
Health Navigator JustDane .5 FTE		At least three years experience working in human services (paid, volunteer lived experience)	JustDane and Community

		with focus on benefit enrollment. Experience working with older individuals who are legal system impacted. Community Health Worker certification preferred.	
Peer Support Specialist - Centro 3.0 FTE Resource Navigator Specialist - Centro 1.0		Certified Peer Support Specialist. Must be bilingual Spanish/English. Experience working in human services (paid, volunteer, lived experience) with target population. Peer Support certification recommended. Must be bilingual (Spanish/English)	JustDane and Community
Family Support Services Program manager - Centro 0.3 FTE		Experience with program development, management, implementation and supervision. Knowledge of Peer Support model and implementation. Must be bilingual Spanish/English	JustDane and Community
Executive Director - JustDane .4 FTE Executive Director - Centro - 0.2 FTE .		Experience with program development, management, supervision and budgeting and reporting. Knowledge of Peer Support model and implementation. At least five years of non-profit management experience. Experience with program development, management, supervision and budgeting and reporting. Knowledge of Peer Support Model and implementation. Bilingual Spanish/English.	JustDane and Community Centro and Community

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.

JustDane's Volunteer and Community Engagement Manager is responsible for the initial screening and orientation of all volunteer and intern applicants. Volunteer applications are received through the website or submitted directly via email. Internship referrals are received from the specific educational institution in which the student is enrolled. Upon receipt of the application the Volunteer and Community Engagement Manager contacts the prospective volunteer or intern and schedules an interview to go over the individual's interest and the unique volunteer needs of each program. Some programs, such as Healing House and our youth mentoring programs require criminal and caregiver background checks. Upon receipt of a signed background check consent the Volunteer and Community Engagement Manager performs the background check. As part of the general orientation for new volunteers there is an online portion of the training that introduces individuals to our programs and the concepts of cultural humility and cultural competence. Once the prospective volunteer has completed the online portion of the orientation they are connected with the specific Program Coordinator or Manager for the program they are interested in. That Coordinator or Manager then connects with the applicant to schedule an interview with the individual and begin the orientation and training. Each individual program that utilizes volunteers has developed its own specific volunteer training. Those trainings are conducted by the specific Program Coordinators or Managers. Once the volunteer has completed the training they are placed within the program. Program Coordinators regularly check-in with volunteers to problem solve, share additional resources and support the work of the volunteer. For our reentry and mentoring programs, the Program Coordinators have regular contact with volunteers and interns, and periodically sit in and observe their engagement with program participants. This is generally the same process utilized for student interns as well. At any given time, agency wide JustDane has 8-10 student interns. Many of our interns have lived experience with the criminal legal system and have experienced difficulty finding internship placements due to their conviction history, even when the conviction was not substantially related to the nature of the internship position. While not every intern who has served at JustDane has had that lived experience, being able to offer internship opportunities for individuals with criminal legal system involvement aligns with our commitment to helping build a community in which everyone has an opportunity to succeed and thrive. Currently at JustDane five of our program staff are former interns, including three who have lived experience. Student interns receive regular support and supervision as they build their skills and expand their knowledge of trauma informed care and resources in the community.

- C. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.

Other program resources/inputs include: space and utilities, internet and phones -including staff cell phones. Laptops for staff to use while in community meeting with individuals. Program equipment such as copiers, printers, and office furniture, database feeds and licensing. Other supports include the leveraged services described in this proposal. Program staff are reimbursed for mileage program related travel but use their own vehicles for transportation. Program supplies and materials related to outreach activities, food for support groups and classes are all necessary for this program. Because this is an existing collaboration, these additional resources are currently in place.

This program is funded through multiple funding streams, including foundation support, individual donations and County funds. As such those funds are leveraged to help cover the full costs of the program. Additional inputs include space, equipment, food and supplies, direct assistance to participants including eviction prevention assistance, transportation assistance. All partners have space for programming. Centro has not included any operating expenses in their budget and is

leveraging other resources to cover those costs. Administrative support is necessary for the implementation of this program related to expense reporting, clerical support and office management. JustDane's Volunteer and Community Engagement Manager recruits program interns and volunteers and assists in their screening and placement coordination. Additionally, both Centro and JustDane have Development Directors who support this program through fundraising efforts.

7. BUDGET

- A. The budget workbook should be submitted with the proposal using the template provided in an Excel document or as a PDF. There are six tabs within the Excel spreadsheet: Cover Page, Board & Staff Demographics, Revenue, Expenses, Personnel, and Program Summary. **The Cover Page, Program Summary, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

Joint/Multi-Agency Applications

- B. The Lead Applicant will be responsible for submitting the Budget Workbook and Budget Narrative(s) alongside all required materials.
- a. The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.
N/A

B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.
N/A



CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP)

Budget Narrative Form

Joint/Multi-agency Applicants ONLY

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 2025

Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.

BUDGET NARRATIVE DOCUMENT

This document is to be completed by the program partners of the Lead Agency. It is the responsibility of the Lead Agency to include partner Budget Narratives in the application materials.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Nancy Saiz, Community Development Specialist nsaiz@cityofmadison.com. We are committed to assisting interested organizations understand and work through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Nancy Saiz, nsaiz@cityofmadison.com

Example: Agency A is Identified as the "Lead Agency". Agency B and C are identified as "Joint/Partner Agencies" for their Program entitled "Age Out Loud". They requested, in total, 100,000\$ for this program.

Agency A will submit the [Budget Excel Workbook](#) requesting \$100,000. Within this document they will indicate this program is a joint/multi-agency application, along with how much money will be allocated to both Agency B & Agency C. In this example, Agency B is allocated 30,000 and Agency C is allocated 20,000.

Agency A (Lead Applicant) will fill out the Budget Excel Workbook and outline how they plan to use the requested \$100,000. Within the workbook, they will indicate that \$50,000 of the total \$100,000 requested will be allocated to other agencies.

Agency B (Joint Applicant) will fill out the narrative document below outlining how they plan to use \$30,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Agency C (Joint Applicant) will fill out the narrative document below outline how they plan to use \$20,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Program Name:	Community-Based Intervention Services for Legal System Impacted Individuals and Families				
Legal Name of Lead Applicant Organization:	JustDane	Total Amount Requested for this Program:		\$ 450,000	
Legal Name of any additional Joint Applicants (if applicable):	Centro	Total Amount Requested for your Agency*:		\$ 185,979.	
Program Contact for Budget Narrative:	Karen Menendez Coller	Email:	karen@mice ntro.org	Phone:	608-709-2201
Program Type: Select <u>ONE</u> Program Type for this form.					
<input type="checkbox"/> 24/7 Helpline Services <input type="checkbox"/> Short Term Shelter Services <input checked="" type="checkbox"/> Community Based Individual and Family Support <input type="checkbox"/> Building Community and Stabilization <div style="margin-left: 20px;"> <input type="checkbox"/> Adults and Families <input type="checkbox"/> Youth ages 12-18 years old </div>					
<p>PLEASE NOTE: Separate budget narrative forms are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.</p>					

Program Expenses	2025 Partner Request
PERSONNEL	\$185,979.
OTHER OPERATING	0
SPACE	0
SPECIAL COSTS	0
TOTAL*	0

***This number should equal the Total Amount Requested for your Agency on Page 2**

Please respond to the following questions based on the amount your agency is requesting. If a particular category does not apply to your proposal, indicate "N/A."

Personnel:

- a. How many permanent staff members will be involved in this program/project, and what are their respective roles and responsibilities?

Over the grant cycle, we expect to support at least 60 legal system impacted individuals annually with intensive peer support, strengthen protective factors that reduce the likelihood of long-term trauma, and expand community wide networks of care that promote stability and long-term well-being. Funds received through this proposal will be used to fund 1.0 FTE Resource Specialist who will prioritize resource navigation for participants and 2.0 FTE Peer Support Specialists to provide peer support for program participants.

- b. What is the total annual salary budget for permanent staff, including salary, taxes, and benefits?

\$185,979.

- c. Are there any hourly or seasonal staff members? If yes, what is the estimated cost for their wages, taxes, and benefits?

No.

Operating:

- a. If applicable, please provide a breakdown of operating expenses including insurance, professional fees, audit fees, postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone expenses, training and conference costs, food and household supplies, travel expenses, and vehicle costs.

N/A

- b. Are there any other operating-related costs not mentioned above? If so, please specify and provide estimated amounts.

N/A

Space:

- a. What are the total annual costs associated with space, including rent, utilities, and maintenance for office space?

N/A

- b. If the organization owns space, what are the annual costs for mortgage principal, interest, depreciation, and taxes?

N/A

Special Costs:

- a. How much funding is allocated for assistance to individuals, such as subsidies, allowances, vouchers, or other payments provided to clients?

N/A

b. Are there any required payments to affiliate organizations? If yes, please specify the purpose and amount.

No

c. Does the organization subcontract any services? If so, please provide examples and the estimated costs associated with these subcontracts. No

Memorandum of Understanding
Between Vision Beyond Bars and JustDane
For Community Based Intervention Services for Legal System Impacted
Individuals and Families

Summary & Purpose:

This Memorandum of Understanding (MOU) outlines the mutually agreed upon elements of the collaboration and partnership between JustDane and Vision Beyond Bars for the Community Based Intervention Services for Legal System Impacted Individuals and Families program through the City of Madison.

The purpose of the Community Based Intervention Services for Legal System Impacted Individuals and Families program is to provide community-based, supportive services, service coordination, linkage and referral and peer support for individuals and families involved with, or at risk of involvement with the criminal legal system across the life span.

Timeframe:

The term of this agreement shall be from January 1, 2026 through December 31, 2026, with up to three one-year renewals contingent on continued City of Madison funding and satisfactory progress toward program goals.

Planning, Coordination and Collaboration:

JustDane and Vision Beyond Bars enter into this collaboration and MOU based on their current and previous collaborations, mutual trust and respect, aligned values and goals, and with a deep commitment to continue to deepen this collaboration. Both parties agree to regular joint agency team meetings to review program design and model, make recommendations for any needed changes and to share information and expertise in the work. Both agencies commit to providing cross-training to enhance the professional development and skills of each organization. Both organizations agree to annual review of program outcomes and evaluation measures, as well as budgets to continue to improve the program services and to strengthen the program design, model and, to ensure that program participants are centered in the design and service model.

Who Will Be Served:

The Program will serve individuals who are legal system impacted or at risk of such involvement due to pending charges or participation in diversion programs.

Additionally, the program will serve families who have a member who is currently involved with, or at risk of involvement in the legal system.

Services/Activities Provided:

JustDane:

1. Conduct in-reach into the Dane County Jail to meet with individuals housed there and referred to the program.
2. Receive all program referrals and assign to appropriate partner agency for intake, assessment and services.
3. Conduct intake and assessment with individuals and/or families referred to the program.
4. Provide Peer Support for individuals referred who have a history of substance abuse disorder and/or other mental health challenges.
5. Provide person centered, relevant service coordination one-on-one and in small groups, offering emotional support, goal-setting, and system navigation for legal system impacted individuals navigating recovery, reentry, trauma, and family challenges.
6. Provide Parent Peer Support for parents in the program who have a child with a substance abuse disorder and/or other mental health challenge.
7. Provide mentoring support group for youth impacted by parental incarceration.
8. Provide peer led support groups in the community through JustDane's Phoenix Initiative groups.
9. Provide service coordination related to employment, housing, education programming, financial planning, and recovery supports.
10. Linkage and referral to other appropriate community-based services.
11. Health navigation supports for participants experiencing health crises or unable to access appropriate care.
12. Participate in City coordinated cohort meetings related to the provision of City funded crisis intervention and prevention services.
13. Track all required program data including participant demographic and outcome measures.
14. Fiscal management of contract funds.
15. Complete and provide all required fiscal and program reports to the City of Madison within the required timeframes.

Vision Beyond Bars:

1. Conduct intake and assessment for Veterans in the Dane County Jail who are referred to the Barracks Behind Bars peer support group and scheduled to be released to the community.
2. Assist Barracks Behind Bars participants with their individual plan and continue the provision of Peer Support post-release from the jail.
3. Provide community-based Peer Support for individuals referred who are Veterans and who have a history of substance abuse disorder and/or other mental health challenges and have been released from prison.
4. With JustDane convene bi-monthly partner meetings for the purpose of team and relationship building, program planning, implementation and program evaluation.
5. Track all required program data including participant demographic and outcome measures for participants served by Vision Beyond Bars and report to JustDane for contract reporting.
6. Fiscal management of contract funds received by Vision Beyond Bars.

Expense Reimbursement:

Vision Beyond Bars will submit a monthly invoice to JustDane for payment for program activities and services provided under this MOU.

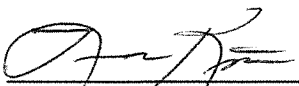
Changes & Termination of Agreement:

Any changes to the terms of this agreement must be mutually agreed to in writing. Either party has the right to terminate this agreement through a 90-day written notification.

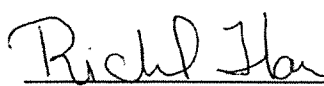
Authorization:

By signing below, each person hereby confirms that they have the authority to sign this MOU and bind the agency they represent to its terms.

Signed:

 9/15/25
Linda Ketcham, Director Date
JustDane

Signed:

 9-15-25
Richard Harris, Director Date
Vision Beyond Bars

APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	JustDane, Inc.
Mailing Address	128 E. Olin Ave. Suite 202, Madison, WI 53713
Telephone	608-256-0906
FAX	
Director	Linda Ketcham
Email Address	linda@justdane.org
Additional Contact	Shanita Lawrence
Email Address	shanita@justdane.org
Legal Status	Private: Non-Profit
Federal EIN:	23-7298482

2. PROPOSED PROGRAMS

Program Name:	2026		If currently City funded	
	Letter	Amount Requested	2025 Allocation	Joint/Multi Application - SELECT Y/N
Community-Based Interventions for	A	\$450,000	\$301,000	Yes-Partner Budget
Contact:				
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$450,000		

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency

3. SIGNATURE PAGE**AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

f costs.

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s.

ng
ies.

****Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells.**
Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Please fill out all expected revenues for the programs you are requesting funding for in this application.
 All programs not requesting funding in this application, should be combined and entered under NON APP PGMS
 (last column)

REVENUE SOURCE	AGENCY 2026	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	414,962	152,462					262,500
UNITED WAY DANE CO	362,282						362,282
CITY CDD (This Application)	450,000	450,000					
City CDD (Not this Application)	115,000						115,000
OTHER GOVT*	75,000						75,000
FUNDRAISING DONATIONS**	1,515,283	282,522					1,232,761
USER FEES	237,850						237,850
TOTAL REVENUE	3,170,377	884,984	0	0	0	0	2,285,393

*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

**FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

5. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
TOTAL	14	100%	34	100%			
GENDER							
MAN	7	50%	9	26%			
WOMAN	7	50%	24	71%			
NON-BINARY/GENDERQUEER	0	0%	1	3%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	14	100%	34	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	13	93%	29	85%			
60 AND OLDER	1	7%	5	15%			
TOTAL AGE	14	100%	34	100%			
RACE							
WHITE/CAUCASIAN	8	57%	19	56%	80%	67%	16%
BLACK/AFRICAN AMERICAN	5	36%	9	26%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	1	7%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	6	18%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	14	100%	34	100%			
ETHNICITY							
HISPANIC OR LATINO	1	7%	3	9%	7%	9%	26%
NOT HISPANIC OR LATINO	13	93%	31	91%	93%	81%	74%
TOTAL ETHNICITY	14	100%	34	100%			
PERSONS WITH DISABILITIES	3	21%	10	29%			

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

JustDane's Board of Directors reflects the racial and cultural diversity of the residents we serve. This also includes individuals who have been legal system impacted. Our Board recruitment process includes a Nominating Committee that works throughout the year to identify and reach out to prospective Board Members for conversation and engagement. Individuals who are interested in, and feel they have the time to engage on the Board then complete a brief application form for presentation to the full-board. The Board has developed operating policies that reduce barriers to participation - including requesting a recognizable donation to the organization with no dollar amount required to remove any financial barrier from service. Board meetings are all hybrid to address any potential barriers related to childcare or transportation costs. Our organizational By-Laws require that the Board have individuals with lived experience in the areas in which we work.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2024

9

How many Board meetings has your governing body or Board of Directors scheduled for 2024?

9

How many Board seats are indicated in your agency by-laws?

15

List your current Board of Directors or your agency's governing body.

Name	Ryan Estrella				
Home Address	5183 Ninebark Dr. Fitchburg, WI 53711				
Occupation	Social Worker				
Representing	Community				
Term of Office	2nd	From:	06/2020	To:	06/2026
Name	Devonte Windham				
Home Address	P.O. Box 1354, Madison, WI 53701				
Occupation	Public Defender				
Representing	Community				
Term of Office	2nd	From:	06/2022	To:	06/2028
Name	Ashley Utz				
Home Address	W7631 Koshkonong Lake Rd. Fort Atkinson, WI 53538				
Occupation	Human Resources				
Representing	Family member system impacted				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Julie Horst				
Home Address	509 S. Owen Dr. Madisn, WI 53711				
Occupation	Project Manager, UW Madison				
Representing	Community				
Term of Office	2nd	From:	06/2020	To:	06/2026
Name	Timeka Rumpf				
Home Address	1008 N. Sunnyvale Land D, Madison, WI 53713				
Occupation	School of Education - UW Madison				
Representing	Community				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Stephanie Hilton				
Home Address	c/o JustDane, 128 E. Olin Ave. Suite 202, Madison, WI 53713				
Occupation	Circuit Court Judge				
Representing	Community				
Term of Office	1st	From:	01/1900	2023	06/2026
Name	Mark Koch				
Home Address	949 S. Park St., Oregon, WI 53575				
Occupation	Comptroller				
Representing	Community				
Term of Office	2nd	From:	06/2020	To:	06/2026
Name	Brian Britt				
Home Address	508 Oak St., Madison, WI 53704				
Occupation	Barber/business owner				
Representing	System impacted				
Term of Office	1st	From:	06/2024	To:	06/2027

AGENCY GOVERNING BODY cont.

Name	Qiana Holmes				
Home Address	1416 Williamson St., Madison, WI 53703				
Occupation	Social Worker, business owner				
Representing	Family member system impacted				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Aida LeFlore				
Home Address	739 N. Thompson Dr., Madison, WI 53704				
Occupation	Accountant & Business Owner				
Representing	Community				
Term of Office	1st	From:	06/2025	To:	06/2028
Name	Craig Sussek				
Home Address	1005 N. Water St., Watertown, WI 53098				
Occupation	Construction				
Representing	System Impacted				
Term of Office	2nd	From:	06/2022	To:	06/2028
Name	Natalie Crain				
Home Address	10311 Shady Birch Trail, Madison, WI 53593				
Occupation	Home Care/Business Owner				
Representing	Family member system impacted				
Term of Office	1st	From:	06/2025	To:	06/2028
Name	Jack Idias				
Home Address	1802 Jefferson St., Madison, WI 53711				
Occupation	Public Defender				
Representing	Community				
Term of Office	1st	From:	06/2025	To:	06/2028
Name	Daniel Barnett				
Home Address	2842 Bluestream Parkway, Fitchburg, WI 53711				
Occupation	Human Resources				
Representing	Community				
Term of Office	1st	From:	06/2023	To:	06/2026
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy

****Use whole numbers only, please.**

[illegible]

****List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2026 Program A FTE**	2026 Program B FTE**	2026 Program C FTE**	2026 Program D FTE**	2026 Program E FTE**	2026 Total FTE	2026 Annualized Salary	2026 Payroll Taxes and Fringe Benefits	2026 Total Amount	2026 Hourly Wage***	2026 Amount Requested from the City of Madison
Program Manager	1.00					1.00	60,000	13,200	73,200	0.00	20,348
Peer Specialist	1.00					1.00	52,000	13,000	65,000	25.00	30,160
Peer Specialist	1.00					1.00	52,000	13,000	65,000	25.00	30,160
Peer Specialist	0.50					0.50	24,960	3,993	28,953	24.00	14,476
Parent Peer Specialist	0.50					0.50	24,960	3,993	28,953	24.00	28,953
Resource Specialist	1.00					1.00	52,000	13,000	65,000	25.00	31,720
Health Navigator	0.50					0.50	24,960	3,993	28,953	24.00	28,953
Clerical Support	0.30					0.30	21,403	2,621	24,024	21.00	3,603
Office Manager	0.20					0.20	54,620	13,655	68,275	0.00	4,000
Executive Director	0.40					0.40	102,000	18,360	120,360	0.00	3,723
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
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						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	6.40	0.00	0.00	0.00	0.00	6.40	468903.00	98815.00	567718.00	168.00	196096.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

**Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

****List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

	2025	2025	2025	2025	2025	2025	2025	2025 Payroll Taxes and Fringe Benefits	2025	2025	2025 Amount Requested from the City of Madison
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary		Total Amount	Hourly Wage***	
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
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						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	6.40	0.00	0.00	0.00	0.00	6.40	468903.00	98815.00	567718.00	168.00	196096.00

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

****Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE**

Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Community-Based Interventions for Legal System Impacted Individuals and Families	PERSONNEL	196,096
		OTHER OPERATING	21,400
		SPACE	11,025
		SPECIAL COSTS	221,479
		TOTAL	450,000
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			450,000