



# CRISIS INTERVENTION AND PREVENTION SERVICES

## 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

### Part 1 – Organization Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30pm September 22<sup>nd</sup>, 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 &amp; 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 &amp; 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](mailto:nsaiz@cityofmadison.com) or Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto: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](mailto: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:	YWCA Madison, Inc.	Total Amount Requested:	\$ 195,000
All program(s) connected to your organization:	Program Name: Restorative Justice Circle Keepers Amount Requested: \$ 50,000 Applicant Type: Single Agency Application Program Type: Building Community & Stabilization: YOUTH List Program Partner(s) (if applicable):		
	Program Name: YW Transit Amount Requested: \$ 95,000 Applicant Type: Single Agency Application Program Type: Building Community & Stabilization: ADULT & FAMILY List Program Partner(s) (if applicable):		
	Program Name: Third Street Amount Requested: \$ 50,000 Applicant Type: Single Agency Application		

	Program Type: Community-Based Individual and Family Support Services		
	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):		
	<b><i>If you are applying for more than four programs, please contact Nancy Saiz nsaiz@cityofmadison.com</i></b>		
Contact Person for application (Joint Applications - <b>Lead Org</b> ):	Andrea Zea, Grants & Compliance Director		Email: azea@ywcamadison.org
Organization Address:	101 E. Mifflin St, Suite 100 Madison, WI 53703		Telephone: (608) 257-1436
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		Fiscal Agent <i>(if no)</i> n/a

**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).

YWCA Madison's mission is to eliminate racism, empower women, and promote peace, justice, freedom, and dignity for all. Our foundational values of Humanity, Community, Growth, and Restoration guide our actions and relationships, propelling the work we do in the Madison and greater Dane County community. To fulfill our mission, we provide innovative and responsive programming across four core areas of work: Employment & Training, Housing & Shelter, Restorative Justice, and Learning & Movement Building. The work we do helps people find and maintain employment by delivering job training and transportation; provides housing and shelter at our residential building and in the community to ensure that families have a safe space to live and grow; supports schools and communities to develop restorative cultures; and gathers people and organizations in communities of practice to learn and unlearn, and for intergenerational movement building for justice. Our staff is racially and culturally diverse, representative of the community we serve, highly trained, and participates in on-going development education. Our board of directors are recognized leaders from the community and provide leadership and oversight for YWCA Madison.

- 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.

YWCA Madison has been in continuous operation since 1909 and is Dane County's largest provider of affordable housing for women as well as one of the oldest providers of emergency shelter. We have a long history of responding to the challenges and needs faced by our community's most marginalized individuals and families through innovative programs that provide connection to the resources, opportunities, and support systems needed to achieve greater stability and long-term well-being.

What differentiates YWCA Madison from other organizations is our personalized and culturally relevant services, a philosophy of "empowerment" that undergirds our service delivery model, and trust from the communities that are currently experiencing the greatest marginalization. Staff members provide individualized, wrap-around services through a family-focused, trauma-informed lens, and much of our programming is cohort-based and facilitates a learning environment where participants support, teach, and guide each other. Our employees are representative of the communities we serve and include bicultural and bilingual staff.

The current Crisis Intervention and Prevention programs operated by YWCA Madison include:

Third Street - program inception: 1991 - By providing housing first, supportive, voluntary case management, and other services to meet the unique needs of Third Street families, we provide the conditions for mothers to build a stable foundation for their future self sufficiency, dreams, and goals as well as supporting the early development needs for their children with support of our Family Resource Coordinator. Aligned with the CIP RFP Guidelines, Third Street provides trauma-informed, coordinated services that lead to families' improved housing stability and overall well-being.

YW Transit - program inception: 2007 - YW Transit provides equitable access to jobs, health care, and community life by offering a variety of subsidized and free transportation services to low income community members. Aligned with the CIP RFP Guidelines, the program seeks to create pathways out of poverty by addressing the root causes of crisis and strengthening individual, family, and community stability through reliable transportation access.

Restorative Justice - program inception: 2010 - YWCA Madison's Restorative Justice Circle Keepers program is designed to support middle-school aged youth to learn, practice and lead Restorative Justice Circle Processes, with the goal of building skills in conflict resolution and critical thinking, deepening relationships among youth and families, and facilitating activities that are healing, expressive and restorative. Aligned with the CIP RFP Guidelines, our activities are intended to prevent crises by equipping young people and their broader communities with the skills and resources to disrupt cycles of harm without relying on punitive systems and responses.

- 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 July 2024, after serving as Interim CEO for 4 months following Vanessa McDowell-Atlas' departure from the organization, Geraldine ("Gery") Paredes Vásquez was named YWCA Madison's CEO. She came to the role after six years experience directing the organization's Race and Gender department. Gery's connection to YWCA Madison goes back to 2012 when she first volunteered as a facilitator for the Racial Justice series. She later joined the organization as a Race and Gender Equity Coordinator and Manager before becoming the Director of this same department. Under her leadership, this department continued to grow a community of artists, advocates, organizers, educators, and practitioners as collaborators in co-creating offerings such as YWCA Madison's annual Racial Justice Summit. Under Gery's guidance, the organization collaboratively co-created a 2024-2026 strategic plan grounded by 7 strategic priority areas that will guide decision-making and resource allocation to sustainably meet organizational needs in alignment with our mission and values, paving the way for a revitalization of each department.

In January 2025, YWCA Madison began contracting with Step Up: Equity Matters for the financial function of the organization, including provision of personnel in the following roles: Outsourced Chief Financial Officer (CFO), Outsourced Accounting Director, Staff Accountants and Bookkeepers. The Outsourced CFO, Tania Ibarra has primary responsibility for fiscal oversight of grant awards and contracts and also oversees all aspects of the grant accounting and expense reporting handled by YWCA Madison's outsourced contractor, Step Up: Equity Matters.

Given the amount of time that has passed since these changes in leadership, YWCA Madison does not anticipate that the changes will have any impact on our ability to provide the programming and services proposed through this RFP process.

- 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."

No Changes.

- 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.).

YWCA Madison's program staff are required to have relevant education and experience in social services or a related field and/or lived experience. All staff receive training in trauma-informed and healing-centered care and cultural competency in service delivery, with ongoing professional development to ensure high-quality, evidence-based services. Staff have been trained to use a harm reduction model and also use motivational interviewing techniques in communication with participants. Each Department's annual budget includes funding set aside specifically for professional development and continuing education and training. Employee performance reviews include documenting and discussing professional development opportunities and setting goals for upcoming months. Attendance at trainings throughout the year and during regular business hours is understood to be a necessary part of each staff member's work schedule. In addition to engaging in professional development tailored to meet each unique employee's interests and needs, staff participate in racial justice workshops, where they look at culture through the lens of race to broaden intercultural and interracial awareness.

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

**Program name:**

**Program type:** Choose an item.

**List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)**

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



## CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION Part 2 - Program Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30pm September 22, 2025**

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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.**

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## Part 2 - Program Narrative Form

Program Name:	Restorative Justice Circle Keepers	Total Amount Requested for this Program:	\$ 50,000
Legal Name of Organization:	YWCA Madison, Inc.	Total amount Requested for Lead/Single Applicant	\$ 50,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Eugenia Highland Granados, Restorative Justice Director	Email:	ehighland@ywcamadison.org
		Phone:	(608) 335-6230
Program Type: Select <b>ONE</b> Program Type for this form.			
<input type="checkbox"/> <b>Crisis Intervention Support Services: 24/7 Helpline</b>  <input type="checkbox"/> <b>Crisis Intervention Support Services: Shelter Services</b>  <input type="checkbox"/> <b>Prevention Services and Activities: Community-Based Individual/Family Support</b>  <input checked="" type="checkbox"/> <b>Prevention Services and Activities: Building Community and Stabilization</b> <input type="checkbox"/> <b>Adults and Families</b> <input checked="" type="checkbox"/> <b>Youth ages 12-18 years old</b>			
<b>PLEASE NOTE:</b> 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.			

### 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.

YWCA Madison provides Restorative Justice (RJ) services to reduce the risk of violence and justice-system involvement for impacted youth, including preventing and intervening in the stark disciplinary racial disparities reflected in young people's experiences both in the community and in school systems in Dane County. Reporting\*1 shows that in the fall of 2019, law enforcement arrested Black youth at seven times the rate of white youth, and educators gave Black students—who made up 18% of all students—57% of all out-of-school suspensions in Madison. 2023 reporting shows that Black youth continue to be disproportionately suspended in the Madison Metropolitan School District (MMSD).\*2

These disparities are also evident in reporting from YWCA Madison's Restorative Justice services. Since 2015, YWCA Madison has maintained a municipal court diversion process which provides youth the opportunity to engage with Restorative Justice practices to address harm and conflict in lieu of ticketing, fines, a record of arrest and the traditional path through municipal court. While we see enormous value in the current referral mechanism from law enforcement, these referrals continue to be racially inequitable; in Madison, significantly more Black/African American youth are being referred than white youth.



These inequities have long term impacts, and the cumulative effects of punitive measures like school suspensions often lead to what we call the “school-to-prison pipeline.” We know through scholarly research and lived experience that “police stops can lead to psychological strain and heightened emotional distress”<sup>\*3</sup> and that “findings implicate policing as a driver of health disparities in adolescence and throughout the life course.”<sup>\*4</sup> In the State that “leads the nation in Black imprisonment rates,”<sup>\*5</sup> we have a responsibility to disrupt these patterns to create spaces and build relationships with Black/African American and Black, Indigenous and People of Color (BIPOC) youth that center their rights to dignity, healing and cultural affirmation.

While some of the data shared above is specific to school settings, we know that these disparities and patterns follow youth into their communities. YWCA Madison’s Restorative Justice programming is relational and depends on building trust with youth and families in order to approach accountability as a participatory opportunity for growth and repair, instead of relying on law enforcement, punishment and exclusion—all of which function to replicate and reinforce harm. Our ongoing partnerships with community centers make it possible for us to connect not only with young people and their families in familiar contexts, but also with staff that know and support these youth in their everyday activities beyond specific Restorative Justice programming. We are able to consider the viewpoints and experiences of youth outside of the community center and work collaboratively towards systemic change to stop cycles of violence.

Although we are seeking funding to support only our work with community centers through this RFP, YWCA Madison’s Restorative Justice team also runs programs in partnership with schools, and with local law enforcement through a municipal court diversion process, to address similar needs. This overlap enhances our ability to achieve our goals through extended opportunities to develop and maintain relationships with youth, their families and support networks. Our team’s +15 years of experience in Restorative Justice has also led us to develop close partnerships with organizations like Briarpatch Youth Services that address similar community needs. These relationships with individuals, families, neighborhoods, organizations and institutions strengthen our collective capacity to reduce youth violence and justice-system involvement while increasing community connection, setting the conditions for safe, resilient and thriving communities.

\*1- “None of this has changed’: Madison’s racial disparities have gotten worse, despite decades of reports, task forces and funded programs”, Steven Elbow, The Cap Times, March 4, 2020, [https://captimes.com/news/local/govt-and-politics/none-of-this-has-changed-madisons-racial-disparities-have-gotten-worse-despite-decades-of-reports/article\\_35effb49-8e4f-5e67-8dd6-9765f380f6ca.html](https://captimes.com/news/local/govt-and-politics/none-of-this-has-changed-madisons-racial-disparities-have-gotten-worse-despite-decades-of-reports/article_35effb49-8e4f-5e67-8dd6-9765f380f6ca.html)

\*2- “Suspensions rise, disparities remain in MMSD’s first semester”, Scott Girard, The Cap Times, Feb 7, 2023, [https://captimes.com/news/education/suspensions-rise-disparities-remain-in-mmsds-first-semester/article\\_d1e24bc1-9c30-5ef1-aec5-3c91b1cd2566.html](https://captimes.com/news/education/suspensions-rise-disparities-remain-in-mmsds-first-semester/article_d1e24bc1-9c30-5ef1-aec5-3c91b1cd2566.html)

\*3- “The Criminogenic and Psychological Effects of Police Stops on Adolescent Black and Latino Boys”, Del Toro, Lloyd, and Buchanan, 2019, <https://www.pnas.org/doi/abs/10.1073/pnas.1808976116>

\*4- “Youth–Police Contact: Burdens and Inequities in an Adverse Childhood Experience, 2014–2017”, Geller, 2021, <https://ajph.aphapublications.org/doi/abs/10.2105/AJPH.2021.306259?journalCode=ajph>

\*5- “The Color of Justice: Racial and Ethnic Disparity in State Prisons”, The Sentencing Project, 2021, <https://www.sentencingproject.org/app/uploads/2022/08/The-Color-of-Justice-Racial-and-Ethnic-Disparity-in-State-Prisons.pdf>

**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 overarching goal of YWCA Madison’s Restorative Justice Circle Keepers program is to disrupt harm and violence, and to create spaces and build relationships with youth—centering Black, Indigenous and People of Color (BIPOC) youth experiences—that focus everyone’s rights to dignity, healing and cultural affirmation.

This goal aligns with the Crisis Intervention and Prevention service area’s intention to fund preventative programs that focus on upstream solutions to enhance community connectedness, promote long-term well-being, and reduce risk factors for crisis.

This goal also reflects the community needs named above: addressing disparities in justice-system interaction for youth in Dane County by facilitating Circle processes that approach accountability as a participatory opportunity for growth and repair, and co-creating activities and conversations with youth and their families that provide skill development and strengthen community connections.

- 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.

YWCA Madison's Restorative Justice Circle Keepers program supports middle school-aged youth who participate in afterschool programs located at our three community partner sites: Meadowood Neighborhood Center, Bayview Community Center, and Goodman Community Center. The youth we serve hold diverse racial and ethnic identities and income ranges; the vast majority of youth we serve are Black/African American, Multiracial, Asian, and/or Hispanic or Latino.

Our program is designed to support youth to learn, practice and lead Restorative Justice Circle Processes, with the goal of building skills in conflict resolution and critical thinking, deepening relationships among youth and families, and facilitating activities that are healing, expressive and restorative. When conflict and crisis emerges within our Community Partner spaces, YWCA Madison staff are present to support accountability processes that are rooted in community care. Our activities, however, are intended to prevent crises by equipping young people and their broader communities with the skills and resources to disrupt cycles of harm without relying on punitive systems and responses.

Key expected outcomes of YWCA Madison's Restorative Justice Circle Keepers program include improving communication skills, building a sense of belonging and connectedness among youth participants, and disrupting escalating cycles of conflict that lead to violence.

## 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?

YWCA Madison's Restorative Justice Circle Keepers program supports middle school-aged youth who participate in programs at our three community partner sites: Meadowood Neighborhood Center, Bayview Community Center, and Goodman Community Center. This age group is at a critical stage of identity development and providing them with opportunities for self-expression, healing, and restoration is essential for their emotional well-being and growth.

The youth we serve hold diverse racial and ethnic identities and income ranges. As reflected in the following question about participant demographics, 57% of the youth we served through these programs in 2024 identified as Black/African American, 12% identified as multi-racial and 10% identified as Asian. 16% of the youth we served identified as Hispanic or Latino.

Our Restorative Justice curriculum is designed to be flexible and responsive to youth experiences, requests and feedback, as well as to the broader context of the community. The three Community Centers that we partner with, as well as YWCA Madison's current Restorative Justice Community Program Manager, have established trusting relationships with participating youth and their families over time. These connections provide opportunities to engage with young people, families and community center staff regarding the structure and content of Restorative Justice programming on an ongoing basis.

For example, in response to a request from the community, we led a circle at Bayview Community Center to welcome new residents to Bayview Townhomes and Apartments. After youth participating in our Circle Keepers programming requested more opportunities for art and self-expression, we secured additional funding and invited guest artists to lead collaborative mural making and other activities at multiple community sites. During sessions, discussion topics often shift and grow in response to what youth share that feels relevant to their own lives. Our place-based approach to community Restorative Justice programming means that YWCA Madison staff are present to support new activities and facilitate circle processes when other opportunities and challenges involving youth, families and staff emerge in these community center spaces.

- 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	1	1%
Black/African American	74	57%
Asian	13	10%
American Indian/Alaskan Native	1	1%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	15	12%
Balance/Other	25	19%
Total:	129	
Ethnicity		
Hispanic or Latino	21	16%
Not Hispanic or Latino	108	84%
Total:	129	
Gender		
Man	76	59%
Woman	53	41%
Non-binary/GenderQueer	0	0%
Prefer Not to Say	0	0%
Total:	129	

Comments (optional): This data is from the communities of practice preventative Restorative Justice programming and services at community center sites in the City of Madison. This data was collected through intake forms and included in our 2024 annual demographic report to the City of Madison for our Restorative Justice programs. The “Balance/Other” category includes 21 individuals who identify as Hispanic or Latino.

- 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.

YWCA Madison's community-based Restorative Justice Circle Keepers program offerings are the culmination of our years of experience working in collaboration with youth with marginalized identities. Our team of practitioners is intentionally diverse racially, ethnically, by age, gender expression, language, and abilities. Our team includes people who are immigrants, people who speak languages other than English, parents and caretakers, people impacted by the criminal justice system, people with backgrounds in the arts, and so much more. We are a part of the communities whose identities are marginalized and oppressed in the dominant culture. Our team members have deep experience and practice with youth-serving work.

In general, the majority of people we serve speak English or Spanish, and our team includes staff members who are native speakers of both languages. YWCA Madison also has a contract with LanguageLine for interpretation services to ensure that we can communicate across any language differences.

Our Restorative Justice Circle Keepers program is hosted in familiar and safe community spaces, reducing transportation challenges and making it easier for youth to attend. We schedule our programming at times that align with other community center activities, further enhancing accessibility.

- 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.* YWCA Madison's Restorative Justice Circle Keepers program is hosted at our three partner community sites: Meadowood Neighborhood Center, Bayview Community Center, and Goodman Community Center. These community centers have established trusting relationships with youth and their families, creating a strong foundation for participant engagement. We work closely with community center staff to promote the program through their communication channels, including newsletters and flyers, social media, and direct outreach to families.

b.

- c. Our Restorative Justice programming is integrated into the community center's regular weekday afterschool sessions during the school year, providing easy opportunities for youth to attend, ask questions and learn more about Restorative Justice. Youth often learn about the sessions via word-of-mouth, including from other participating youth, or directly from community center staff as our programming is included in the center's schedule. YWCA Madison's Restorative Justice team also works closely with local schools. Some youth who participate in community site programming learn about the Circle Keepers community program via these school partnerships.

d. **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?*

Our community partner sites have sometimes experienced staffing shortages or high staff turnover, which can lead to inconsistency in their program offerings and make it challenging to integrate our Restorative Justice Circle Keepers sessions into irregular program schedules. This can lead to smaller and less predictable numbers of youth participating in our community programming. When this occurs, we expect to continue to address this challenge in communication with our Community Center partners. Our ongoing relationships with multiple staff at each community site has made it possible for us to continue offering Restorative Justice programming even when Community Center programming might be paused due to staffing levels.

We are also confident in our ability to address any transportation and language barriers. When leading community engagement, YWCA Madison has staff available to communicate across common languages, and are able to bring in additional resources, including Community Center staff and community members, as-needed.

The program is hosted in familiar and safe community spaces, reducing transportation challenges and making it easier for youth to attend. Youth participating in our Restorative Justice Circle Keepers programs have already secured transportation to Community Center sites. Our Community Center partners have also been able to provide transportation to offsite events, for example at the Children's Museum downtown and to our Racial Justice Summit at the Monona Terrace, for our Restorative Justice programming. We schedule sessions at convenient times that align with other Community Center activities, further enhancing accessibility.

e. **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).*

YWCA Madison's Restorative Justice Circle Keepers program is integrated into the programming and enrollment processes of our Community Center partners. Community Centers are able to track and provide demographic and other identifying information about the individuals who participate in our Restorative Justice sessions. This prevents additional paperwork and time barriers for our youth participants and their families. YWCA Madison does create and conduct feedback surveys among participants as an assessment tool. We have shared more details about our process of tracking participant information and feedback in our response to question 5 of this application.

### 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.,).

YWCA Madison's Restorative Justice Circle Keepers program is an afterschool program based at local Community Centers with curriculum that supports skill development, conflict resolution and deepens connections among youth through conversation, Circle Processes, arts and other Restorative Justice practices and activities.

During YWCA Madison's Restorative Justice Circle Keepers program, youth participants both participate in and lead Circle Processes. Circle Process is a Restorative Justice best practice that builds skills in mindfulness, empathetic listening and community building through shared vulnerability. Although the program is designed for young people, we encourage adults at the community centers to engage in the Circles as well. This gives staff the opportunity to authentically listen to the youth, learn about their experiences at school, home, or at the center, and have the opportunity to relate and offer perspective, affirmation, and support. We aim to let the conversations during our Restorative Justice programming be youth-led, which helps the community practice open communication and conflict resolution.

Our program activities include discussions on social justice topics, arts and culture, youth experiences, and other issues introduced by participating youth. Youth learn about systems and structures of oppression, including the school-to-prison pipeline; we talk about disrupting and healing cycles of harm through awareness, skill building and healing. These young people develop critical thinking skills as they practice self-reflection and learn more about themselves, each other and their community during conversations that reflect the specific context of each unique Community Center site.

These activities invite youth to step into new leadership roles. Youth are actively supported to share their ideas and stories. We provide youth trained in Restorative Justice practices and facilitation through the Circle Keepers program the opportunity to lead Circle Processes for their peers, including leading Circles for YWCA Madison's municipal diversion program. This specialized training leads to other leadership opportunities for participating youth, who may be compensated with gift cards for facilitating Circles.

YWCA Madison's Restorative Justice Circle Keepers program activities also emphasize healing through self-expression and the arts. Most recently, during the summer of 2025, youth participants in the summer session engaged in stenciling activities at Bayview Community Center and created a mural at Meadowood Neighborhood Center. In the future, we hope to expand these offerings to include other forms of art, including poetry and music.

We usually hold a celebration at the end of each school year, which often includes a field trip, and/or a gathering with the opportunity for youth to present to families and community members about their learning and activities throughout the past session.

YWCA Madison Restorative Justice staff also train our partnering Community Center staff in Restorative Justice philosophies, processes and practices for both crisis prevention and conflict resolution.

- 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.

We encourage culturally affirming, positive relationships and behaviors to lessen contact between young people and law enforcement/court by providing Restorative Justice education and consultation for community members, families, and youth serving organizations.

Restorative Justice practice and pedagogy is best described by Fania Davis in her book "The Little Book of Race & Restorative Justice: Black Lives, Healing, and US Social Transformation", where she connects Restorative Justice to that of the South African concept of 'ubuntu' which "emphasizes humans' interidentity and interrelationality with all dimensions of existence—other people, places, land, animals, waters, air, and so

on. Ubuntu affirms not only our inherent interrelatedness, but also the resulting responsibility we bear to one another, flowing precisely from our deep connection.” Restorative Justice philosophy and practice is counter cultural to “Western knowledge systems, based on an ethos of separateness, competition, and subordination.” Restorative Justice practitioners utilize this world view to cultivate “powerful community bonds... (which) are a community’s greatest security and protection.” When practiced from this perspective, Restorative Justice practitioners believe that people are inherently good and will make mistakes, be in conflict, cause and experience harm. Restorative Justice “rather than an occasion to inflict punishment, is an opportunity to teach, learn, reemphasize social values, and reaffirm the bonds of our inherent interrelatedness. It is also an opportunity to identify and redress problematic social conditions that may have given rise to interpersonal harm.”

The principles of the Balanced and Restorative Justice Model are consistent with best research and practices in preventing harmful behavior. YWCA Madison furthers these principles through the implementation of Restorative Justice practices—which we intentionally design to support young people of color as they navigate community spaces. We co-create space and introduce skills which work to build trusting relationships and a culture of care among young people and the people in their lives (peers, staff, family, and community members). Our offerings are designed to prevent violence and facilitate accountability and healing when violence and harm occurs. Through Restorative Justice, we can develop solutions to address systemic challenges in neighborhoods, community centers, and within our relationships.

Our offerings are the culmination of years of experience working in collaboration with youth with marginalized identities. Our curriculum includes education and participation in the Restorative Justice Circle Process (best practice for shared vulnerability, empathetic listening and community building) and discussions on social justice, arts and culture, youth experiences and other topics youth feel are appropriate.

Youth-led circles are a powerful best practice for building intergenerational partnerships, creating spaces where all members of the community work together to foster just and equitable environments. As highlighted in "The Little Book of Youth Engagement in Restorative Justice: Intergenerational Partnerships for Just and Equitable Schools"—co-authored by both adult and youth RJ practitioners—peacemaking practices should not be limited to adults. We believe these practices are most impactful when power is intentionally shared with young people, allowing them to draw on their lived experiences and take true ownership of the process. Meaningful integration of all community members—especially youth—into the learning and practice of restorative justice is essential to transforming school culture. Collaborating with youth not only strengthens community bonds but also nurtures their growth as transformational leaders, fostering self-determination. By training youth to lead circles, we seek to shift the paradigm, disrupt adultism, and model a more equitable distribution of power. Moreover, when youth participate in circles led by their peers, they are often more engaged, open, and receptive to accountability, as they feel genuinely understood in ways that adults may not be able to provide.

Through the Circle Keepers program, youth learn how to facilitate community accountability processes and support other young people in repairing harm. YWCA has developed Circle Keepers at schools since 2010 and we have witnessed that youth circle keepers themselves benefit from this work, developing stronger connections to their schools and communities, a deeper sense of empowerment, and greater self-determination.

- 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	5:00 PM	6:00 PM
	Goodman Community Center	
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

*\*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	Choose an item.	Choose an item.
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	5:00 PM	6:00 PM
	Bayview Community Center	
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

*\*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:

Third service location: Meadowood Neighborhood Center on Tuesdays or Wednesdays from 5-6pm, depending on the Center's programming schedule for that semester/period of the year.

Programming at all three service locations occurs between 4:30-6:30pm, but specific timing may vary from semester to semester depending on the community center site schedule.

Summer programming at all three sites this summer (2025) took place from 2-3pm.

#### **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.

Our Restorative Justice curriculum is designed to be flexible and responsive to youth experiences, requests and feedback, as well as to the broader context of the community. Our three Community Center partners, as well as YWCA Madison's current Restorative Justice Community Program Manager, have established trusting relationships with youth and their families. These connections provide opportunities to engage with youth, families and community center staff regarding the structure and content of Restorative Justice programming on an ongoing basis. For example, we invited guest artists to lead collaborative mural making and other activities at multiple community sites in the past year after youth requested more opportunities for art and self-expression. We have shared additional specific examples in question 2A of this application.

We also invite youth to share feedback and ideas through a regular survey that asks how they feel about the Restorative Justice Circle Keepers program and what activities they would enjoy during future sessions. We invite this dialogue informally as well, through active communication with youth participating in circles and in other Restorative Justice programming. During these sessions, discussion topics often shift in response to what youth share about that topic that feels relevant to their own lives. Our Restorative Justice activities have included opportunities for youth to present what they've learned to other Community Center youth, staff and families.

YWCA Madison's Restorative Justice team also offers circle processes for youth and families as a strategy to address conflict as situations emerge. We aim to let the conversations be youth-led which helps the community practice open communication, vulnerability, and conflict resolution. Although the process centers young people, we encourage the adults at the centers to engage in the Circles as an opportunity to authentically listen to the youth, learn about their experiences at school, home, or at the center, and to relate and offer perspective, affirmation, and support. When adults participate in Circle processes, they are able to share aspects of themselves that youth may otherwise not know or see.

- 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.

YWCA Madison staff maintain active partnerships with the three Community Center sites that currently host our Restorative Justice Circle Keepers program. We strive to align our structure and programming with the Community Center's ongoing work, informed by neighborhood needs, requests and feedback. For example, if the Community Center hosts a family or community night, YWCA Madison staff may participate in and support that community engagement by facilitating a circle. Recently, in response to a request from the community, we led a circle at Bayview Community Center to welcome new residents to Bayview Townhomes and Apartments.



We also host events that are designed to invite family members and broader community around the youth that participate in our Restorative Justice Community Circle Keepers programming. After an extensive art project with youth, for example, we hosted a family night and art reception at the Children’s Museum. These events provide informal opportunities to connect with families and residents in addition to our structured requests for feedback via surveys.

YWCA Madison’s Restorative Justice programming looks different at each of our community sites, reflecting the expressed needs of that community. Our partnering sites also provide feedback from during pre and post program meetings between YWCA Madison and Community Center staff. We debrief to discuss what worked well and what challenges arose, and to exchange ideas and requests for the next session.

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)?
Goodman Community Center	Support recruitment of youth participants and communication with family members; provide a point person and designated space and time weekly for Restorative Justice Programming	Catie Tollefson, VP of Mission and Programs	Yes
Meadowood Neighborhood Center	Support recruitment of youth participants and communication with family members; provide a point person and designated space and time weekly for Restorative Justice Programming	Tauri Robinson, Center Director	Yes
Bayview Community Center	Support recruitment of youth participants and communication with family members; provide a point person and designated space and time weekly for Restorative Justice Programming	Nate Schorr, Program Director	Yes

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

How do these partnerships enhance this proposal?

YWCA Madison works closely with each of our community partners to implement intentional Restorative Justice practices for the youth we serve. These collaborations are essential to the strength of our place-based approach to crisis prevention through Restorative Justice. YWCA Madison's Restorative Justice programming is relational and depends on building trust with youth and families in order to approach accountability as a participatory opportunity for healing, growth, and connection. Our ongoing partnerships with Community Centers make it possible for us to connect not only with young people and their families in familiar contexts, but also with staff that know and support these youth in their everyday activities beyond specific RJ programming. We are able to consider the viewpoints and experiences of youth holistically and work collaboratively towards long-term community well-being by facilitating healing-centered practices that address the root causes of crisis.

What are the decision-making agreements with each partner?

YWCA Madison has active MOU agreements with our Community Center partners that outline the expectations of both organizations, and a shared commitment to collaboration. We connect with Center staff regularly as part of our ongoing programming together, and through more formal, scheduled meetings, both to proactively ensure smooth operations, and as-needed to address any issues that might arise.

- 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?

YWCA Madison's Restorative Justice Circle Keepers program is based at three neighborhood Community Centers which often serve as hubs for people to connect with each other and with other local resources. We are committed to collaborating as one piece of a broader service network.

YWCA Madison staff have gift cards to provide youth and families who may be in need of clothing or food, and are able to refer families to other YWCA programs for housing, transportation, job training and other services as-needed. We always provide snacks for youth participating in our Restorative Justice programming.

Our Restorative Justice curriculum provides capacity-building, skill development and conflict resolution resources for participating youth, families and community center staff.

## **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

YWCA Madison's Community Center partners complete shared spreadsheets with information about the number and demographics of youth participants in our Restorative Justice Circle Keeper programming. Each site tracks which youth are present day to day and are able to ensure that this information is accurate for each weekly session.

We anticipate that the total number of youth trained to support conflict resolution, de-escalation and positive communication skills will be 40-75 unduplicated youth (approximately 25 new youth each per each fall, spring and summer session).

We will host 3 sessions for youth each week for 10-12 weeks per spring and fall session, and for 6-8 weeks during the summer session. We anticipate a total of 75-100 trauma-informed and culturally responsive group sessions for youth will be delivered annually.

We provide 6 slots to each of our three community partners annually for intensive restorative justice training tailored to community centers. We anticipate up to 18 community-based youth program staff will be trained to support conflict resolution, de-escalation and positive communication skills each year.

**B. Program Outcomes**

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

A participant survey is a primary data source for three of our four outcome objectives. These feedback surveys are already a regular component of our Restorative Justice Circle Keepers program. This feedback allows us to track changes in skill development and capacity building (objective #4), sense of connectedness (objective #2) and conflict (objective #1) over time.

We also track the number and demographics of youth and community center staff that we engage with during sessions and trainings, and the number of sessions facilitated, via shared spreadsheets and calendars. This data provides a sense of the scale of our work related to our outcome objectives.

In order to gather data to measure outcome objective #3, we will need access to the Madison Out-of-School Time MIS system.

YWCA Madison's Restorative Justice team also leads municipal diversion programming, supporting Restorative Justice processes for youth who would otherwise receive a municipal citation. Municipal Diversion data provides another potential data source for tracking outcome objective #1. Information about these youth interactions with law enforcement provides a broader understanding of incidents of violence and conflict that might involve youth participants in our Community Circle Keepers program.

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**

<b>Outcome EXAMPLE Objective:</b> 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).				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	90 of 120 clients
	<b>Actual Percent</b>	78%	<b>Actual Number</b>	94 out of 120 clients
<b>Measurement Tool(s) and Comments:</b> 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.				

<b>Outcome Objective #1:</b> Decrease in incidents of violence or conflict involving participating youth, as measured by selfreport, law enforcement, and/or school data.				
<b>Performance Standard</b>	<b>Targeted Percent</b>	80%	<b>Targeted Number</b>	32 of 40 youth

	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Participant survey and feedback forms				
<b>Methodology:</b> The primary measurement tool is a brief self-report survey conducted five times annually: at the beginning and end of both the fall and spring sessions, as well as a single summer survey. These surveys are voluntary and anonymous.				
Additionally, YWCA Madison Restorative Justice staff will be informed if youth receive a municipal citation because of our municipal diversion program.				
Focus groups in Circle spaces with an invitation for participants to share about their relationships at the Community site, at school and at home could provide another measurement tool.				

<b>Outcome Objective #2:</b> Increased community stabilization as reported by youth and families (e.g., neighborhood cohesion, connectedness, and mutual support).				
<b>Performance Standard</b>	<b>Targeted Percent</b>	80%	<b>Targeted Number</b>	32 of 40 youth
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Participant survey and feedback forms				
<b>Methodology:</b> The primary measurement tool is a brief self-report survey conducted five times annually: at the beginning and end of both the fall and spring sessions, as well as a single summer survey. This survey will include a question regarding youth participants' perception of community connectedness and mutual support in order to track changes over time. These surveys are voluntary and anonymous.				

<b>Outcome Objective #3:</b> Improved school attendance, engagement and/or academic performance as measured by data available through the Madison Out-of-School Time MIS system.				
<b>Performance Standard</b>	<b>Targeted Percent</b>	80%	<b>Targeted Number</b>	32 of 40 youth
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Madison Out-of-School Time MIS system data				
<b>Methodology:</b> While we do not currently have access to Madison Out-of-School Time MIS system data, if we are provided access, we can track changes to these metrics regarding youth participants' school presence, engagement and performance.				

*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?  
 YWCA Madison uses shared spreadsheets with our partnering Community Center sites to document participant information, including the number of youth served and their demographics. A shared Google Calendar tracks the number of scheduled sessions, including canceled or rescheduled sessions. Our signed MOUs with each site, and an additional, separate contract with Goodman Community Center, also specify the regularity of sessions.

At the close of our fall, spring and summer program sessions, YWCA Madison staff distribute a feedback survey to youth. Survey responses are saved and tracked in a spreadsheet. We begin each session with a fixed curriculum template that evolves as it is co-created with youth over the course of the semester to incorporate the requests and interests of participants.

Following skill development and Restorative Justice trainings for Community Center staff, YWCA Madison collects staff feedback via electronic surveys. We are able to gather data about the demographics of staff who participate in these trainings from our community partner sites.

All financial data and program expenses are managed by YWCA Madison's Finance Department, which ensures accurate budgeting, expense tracking, and reporting in compliance with grant and organizational requirements.

## 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)
Restorative Justice Community Program Manager (0.60 FTE)		Bachelor's degree in the social sciences, human services, criminal justice or related field or four to eight years related experience and/or training; or equivalent combination of education and experience; RJ Circle Process training	All 3 community center sites: Meadowood, Bayview, Goodman  YWCA Madison's Empowerment Center 2040 S Park St, Madison
Restorative Justice Director (0.25 FTE)		Associates or Bachelor's degree (preferred not required) in the social sciences, human services, criminal justice or related field or equivalent combination of education and experience; RJ Circle Process training	All 3 community center sites (as needed): Meadowood, Bayview, Goodman  YWCA Madison's Empowerment Center 2040 S Park St, Madison

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

YWCA Madison does not currently work with volunteers for our community Restorative Justice programs. We have identified potential opportunities for volunteers to engage with these programs; if implemented, we would develop a screening, training and supervision process that is

in alignment with both YWCA Madison Volunteer Policies and Procedures, as well as with Community Center site guidelines and requirements.

- 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 and inputs provided by our partners include community center space, community center transportation, and support from community center staff.

YWCA Madison provides snacks for youth participants and other materials, including art supplies, for Restorative Justice Circle Keeper sessions as needed.

In 2025, we secured additional funding to compensate guest artists to lead collaborative art events with youth participants in these programs.

These are currently in place as part of our ongoing partnerships and programming. We are always exploring opportunities to supplement resources with additional funding.

## 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

## APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

## 1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	YWCA Madison, Inc.
Mailing Address	101 E. Mifflin St, Suite 100, Madison, WI 53703
Telephone	(608) 257-1436
FAX	(608) 257-1439
Director	Geraldine Paredes Vásquez
Email Address	gpvasquez@ywcamadison.org
Additional Contact	Andrea Zea, Grants & Compliance Director
Email Address	azea@ywcamadison.org
Legal Status	Private: Non-Profit
Federal EIN:	39-0806303

## 2. PROPOSED PROGRAMS

	2025		If currently City funded	
Program Name:	Letter	Amount Requested	2024 Allocation	Joint/Multi Application - SELECT Y/N
Restorative Justice Circle Keepers	A	\$50,000	\$50,000	No
Contact:	Eugenia Highland Granados, Restorative Justice Director			
YW Transit	B	\$95,000	\$74,548	No
Contact:	Ashley Moncrief, Employment Services & Transit Director			
Third Street	C	\$50,000	\$50,000	No
Contact:	Andrea Gaines, Residential Housing Director			
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$195,000		

## DEFINITION OF ACCOUNT CATEGORIES:

**Personnel:** Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff costs.

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 costs.

**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 agencies.

**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](http://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:



**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
<b>TOTAL</b>		<b>100%</b>		<b>100%</b>			
<b>GENDER</b>							
MAN	1	5%	16	28%			
WOMAN	20	95%	41	71%			
NON-BINARY/GENDERQUEER		0%	1	2%			
PREFER NOT TO SAY		0%		0%			
TOTAL GENDER	21	100%	58	100%			
<b>AGE</b>							
LESS THAN 18 YRS		0%	0	0%			
18-59 YRS	21	100%	52	90%			
60 AND OLDER		0%	6	10%			
TOTAL AGE	21	100%	58	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	9	43%	17	29%	80%	67%	16%
BLACK/AFRICAN AMERICAN	7	33%	26	45%	7%	15%	39%
ASIAN	2	10%	3	5%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE		0%		0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%		0%	0%	0%	0%
MULTI-RACIAL		0%	4	7%	3%	4%	26%
BALANCE/OTHER	3	14%	8	14%	1%	2%	28%
TOTAL RACE	21	100%	58	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	2	10%	8	14%	7%	9%	26%
NOT HISPANIC OR LATINO	19	90%	50	86%	93%	81%	74%
TOTAL ETHNICITY	21	100%	58	100%			
<b>PERSONS WITH DISABILITIES</b>	0	0%	2	3%			

\*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)**

Yes, the Board composition and staff of YWCA Madison represent the racial and cultural diversity of the participants/residents we serve.

**7. AGENCY GOVERNING BODY**

How many Board meetings were held in 2024

How many Board meetings has your governing body or Board of Directors scheduled for 2025?

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

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

<b>Name</b>	<b>Julia Stanley</b>			
Home Address	1525 Vilas Ave, Madison, WI 53711			
Occupation	Journey Mental Health Center			
Representing	Chair			
Term of Office		From:	08/2020	To:
<b>Name</b>	<b>Gloria Castillo Posada</b>			
Home Address	9 Tern Circle, Madison, WI 53716			
Occupation	Madison Gas & Electric			
Representing	Vice-Chair			
Term of Office		From:	08/2022	To:
<b>Name</b>	<b>Ursula Norwood</b>			
Home Address	1 Rustic Ridge Court, Madison, WI 53713			
Occupation	Alliant Energy			
Representing	Secretary			
Term of Office		From:	08/2023	To:
<b>Name</b>	<b>Angela Bindl</b>			
Home Address	5926 County Road A, Brooklyn, WI 53521			
Occupation	Alliant Energy			
Representing	Treasurer			
Term of Office		From:	08/2023	To:
<b>Name</b>	<b>Luz del Carmen Arroyo Calderon</b>			
Home Address	5214 Burnett Dr. Madison, WI 53705			
Occupation	Wisconsin School of Business			
Representing	Member			
Term of Office		From:	08/2025	To:
<b>Name</b>	<b>Christina Bankhead</b>			
Home Address	608 5th Street, Baraboo, WI 53913			
Occupation	Christina Marie Bankhead LLC			
Representing	Member			
Term of Office		From:	08/2024	To:
<b>Name</b>	<b>Jihan Bekiri</b>			
Home Address	3353 Bradbury Rd., Madison, WI 53719			
Occupation	Wisconsin Department of Children and Families			
Representing	Member			
Term of Office		From:	08/2021	To:
<b>Name</b>	<b>Kirsten Donkle</b>			
Home Address	7042 Heather Glen Dr., Madison, WI 53719			
Occupation	City of Madison			
Representing	Member			
Term of Office		From:	08/2022	To:
<b>Name</b>	<b>Ginger Francis</b>			
Home Address	26 Wirth Ct., Madison, WI 53704			
Occupation	Shifting Current LLC			
Representing	Member			
Term of Office		From:	08/2023	To:

8
10
15-20

07/2026
07/2028
08/2026
07/2026
07/2028
07/2027
07/2027
07/2028
08/2026

## AGENCY GOVERNING BODY cont.

<b>Name</b>	<b>Leigh Griesbach</b>			
Home Address	1095 Augusta Dr, Oregon, WI 53575			
Occupation	American Family Insurance			
Representing	Member			
Term of Office		From:	08/2020	To: 07/2026
<b>Name</b>	<b>Angela Jenkins</b>			
Home Address	207 Morningside Ave, Madison, WI 53716			
Occupation	Step Up: Equity Matters			
Representing	Member			
Term of Office		From:	08/2024	To: 07/2027
<b>Name</b>	<b>Brian Jones</b>			
Home Address	640 Hunters Cove Way, Apt 212, Verona, WI 53593			
Occupation	American Family Insurance			
Representing	Member			
Term of Office		From:	08/2025	To: 07/2028
<b>Name</b>	<b>Jan Kittoe</b>			
Home Address	5658 Cottontail Drive, Waunakee, WI 53597			
Occupation	American Family Insurance			
Representing	Member			
Term of Office		From:	08/2022	To: 07/2028
<b>Name</b>	<b>April Kumapayi</b>			
Home Address	2161 Effingham Way, Apt 116, Sun Prairie, WI 53590			
Occupation	Center for Community Stewardship			
Representing	Member			
Term of Office		From:	08/2025	To: 07/2028
<b>Name</b>	<b>Kristy Kumar</b>			
Home Address	5 Opal Ct, Madison, WI 53714			
Occupation	City of Madison			
Representing	Member			
Term of Office		From:	08/2025	To: 07/2028
<b>Name</b>	<b>Jordan-Lindsay Morris-Greer</b>			
Home Address	248 E Hill Pkwy Apt 113, Madison WI 53718			
Occupation	Public Health Madison Dane County			
Representing	Member			
Term of Office		From:	08/2025	To: 07/2028
<b>Name</b>	<b>Jen Rubin</b>			
Home Address	1232 Spaight St, Madison, WI 53703			
Occupation	Love Wisconsin (Wisconsin Humanities) and The Moth			
Representing	Member			
Term of Office		From:	08/2022	To: 07/2028
<b>Name</b>	<b>Mary Stelletello</b>			
Home Address	4221 Bagley Pkwy, Madison, WI 53705			
Occupation	Vista Global Coaching & Consulting			
Representing	Member			
Term of Office		From:	08/2024	To: 08/2027
<b>Name</b>	<b>Naomi Swain</b>			
Home Address	405 Maywood St. #2, Madison, WI 53704			
Occupation	Hawks Quindel, S.C.			
Representing	Member			







Term of Office		From:	08/2024	To:	08/2027
<b>Name</b>	<b>T.R. Williams</b>				
Home Address	6741 Pinelake Dr. #201, Madison, WI 53719				
Occupation	Wisconsin Department of Health Services				
Representing	Member				
Term of Office		From:	08/2023	To:	07/2026
<b>Name</b>	<b>Monica Mims</b>				
Home Address	2411 Tawhee Drive, Madison, WI 53711				
Occupation	Alliant Energy; Mims Fashion				
Representing	Member-at-Large				
Term of Office		From:	08/2019	To:	07/2026



**\*\*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 2025	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	1,436,534	462,600					973,934
UNITED WAY DANE CO	670,895			95,000			575,895
CITY CDD (This Application)	195,000	50,000	95,000	50,000			
City CDD (Not this Application)	52,000						52,000
OTHER GOVT*	1,153,128	200,000	300,000				653,128
FUNDRAISING DONATIONS**	3,450,000	50,000	175,000	225,000			3,000,000
USER FEES	900,860	25,000	152,000	123,860			600,000
TOTAL REVENUE	7,858,417	787,600	722,000	493,860	0	0	5,854,957

\*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.

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE

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

ACCOUNT CATEGORY	AGENCY 2025	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
<b>A. PERSONNEL</b>													
Salary	3,424,511	124,631	377,175	35,239	325,000	53,342	180,000	36,050					2,542,336
Taxes/Benefits	1,267,069	46,113	139,555	13,038	120,250	19,737	66,600	13,339					940,664
<b>Subtotal A.</b>	4,691,580	170,744	516,730	48,277	445,250	73,079	246,600	49,389	0	0	0	0	3,483,000
<b>B. OTHER OPERATING</b>													
Insurance	74,823	0											74,823
Professional Fees/Audit	250,000	0											250,000
Postage/Office & Program	134,859	1,723	6,139	1,723	1,975		1,235						125,510
Supplies/Printing/Photocopy	216,533	0											216,533
Equipment/Furnishings/Depr.	0	0											
Telephone	51,800	0											51,800
Training/Conferences	0	0											
Food/Household Supplies	0	0											
Travel	0	0											
Vehicle Costs/Depreciation	129,023	21,921			129,023	21,921							
Other: Shared Cost Allocation	353,000	0	72,122		53,929		17,098						209,851
<b>Subtotal B.</b>	1,210,038	23,644	78,261	1,723	184,927	21,921	18,333	0	0	0	0	0	928,517
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	464,234	611	50,253		65,909		97,362	611					250,710
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	525,000	0			14,040	0	125,132						385,828
<b>Subtotal C.</b>	989,234	611	50,253	0	79,949	0	222,494	611	0	0	0	0	636,538
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	807,910	0			3,600		4,310	0					800,000
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	137,551	0	134,021		3,530								
Pymt to Affiliate Orgs	0	0											
Other	0	0											
<b>Subtotal D.</b>	945,461	0	134,021	0	7,130	0	4,310	0	0	0	0	0	800,000
<b>TOTAL (A.-D.)</b>	7,836,313	194,999	779,265	50,000	717,256	95,000	491,737	50,000	0	0	0	0	5,848,055



						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
						0.00			0	0.00	0
TOTAL:	0.45	1.20	0.70	0.00	0.00	2.35	384471.04	142254.28	526725.32	205.38	170744.02

\*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	2025 City Request
A	Restorative Justice Circle Keepers	PERSONNEL	48,277
		OTHER OPERATING	1,723
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	50,000
B	YW Transit	PERSONNEL	73,079
		OTHER OPERATING	21,921
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	95,000
C	Third Street	PERSONNEL	49,389
		OTHER OPERATING	0
		SPACE	611
		SPECIAL COSTS	0
		TOTAL	50,000
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			194,999