

Request for Proposals (RFP) for City of Memphis

Safer Communities Grants- FY27

RFP SUMMARY: The City of Memphis invites qualified nonprofit community-based organizations to apply for the FY27 Safer Communities Grant, which supports the delivery of comprehensive safety initiatives for individuals and neighborhoods at varying risk levels of involvement in community violence and unsafe practices. Funding is available under three distinct tiers: Prevention, Intervention, and the newly added Technical Assistance & Training to ensure targeted, high-impact programming. Organizations may only apply under one category and are not eligible to receive funding for multiple tiers. Applicants are strongly encouraged to review category definitions carefully before submitting.

The Safer Communities Grant program plays a critical role in advancing Memphis's citywide comprehensive public safety ecosystem. As municipalities across the U.S. expand their Office of Violence Prevention (OVP) infrastructure, expectations for transparency, accountability, and strategic impact in local grantmaking have grown significantly. This FY27 grant cycle reflects Memphis's commitment to aligning with national best practices, including:

- Federal guidance under 2 CFR Part 200
- Insights from the National Offices of Violence Prevention Network (NOVPN)
- Insights from the Results for America
- Innovations in reporting, oversight, and payment benchmarking
- Lessons learned from peer jurisdictions

This RFP outlines the program background, scope of services, performance expectations, evaluation criteria, and contractual requirements. Applicants should read all sections thoroughly and follow submission instructions to ensure eligibility and compliance.

RFP ISSUE DATE	Tuesday, September 1, 2026
PROPOSAL DEADLINE	Friday, September 25, 2026 at 11:59 PM CST
PRE-PROPOSAL CONFERENCE	A pre-proposal virtual conference will be held on Tuesday, September 15th at 2:00PM, CST. It is strongly encouraged that all proposers attend the Grant Workshop held by The Joint Office of Neighborhood Safety & Engagement and the Grant's Finance Department. The workshop will inform applicants of the required documents and important dates and times. The virtual workshop link will be posted HERE- https://memphistn.gov/joint-office/
ELIGIBILITY	Applicants must be a tax-exempt 501(c)(3) organization with an official physical address and active programming and be located within the City of Memphis. Organizations must have operated under their tax-exempt status for <u>at least one year prior</u> to the application deadline. Organizations must be in compliance with State and Federal requirements and provide documentation of current

	certification status. Use of fiscal agents for Safer Communities Grants is prohibited. Check your organization's State of TN Business Status HERE- https://tncab.tnsos.gov/business-entity-search Check your organization's State of TN Charitable Status HERE- https://tncab.tnsos.gov/portal/registered-charities-search
FUNDING PERIOD & PAYMENT BENCHMARKS	Grant funds may be used for eligible expenses incurred between Friday, January 1, 2027, and Tuesday, August 31, 2027. Funds will be distributed in two payments: • Initial disbursement upon contract execution • Final disbursement in April, 2027, contingent upon satisfactory mid-year reporting and benchmark completion. All final receipts, documentation, and reports must be submitted by Thursday, September, 30, 2027. The grant award will be disbursed upon completion of the training requirement and signing of the funding agreement between the grant recipient and the City of Memphis. Grant recipients must submit mid-year data report and a final end of year report at the conclusion of the grant. This report shall include an accounting of funds spent, proof of public use, and current nonprofit status. The City reserves the right to request additional fiscal and programmatic information at any point during the grant cycle. If an organization does not submit an approved final grant report at the conclusion of the grant cycle, they will not be able to apply for the next three fiscal years (FY28, FY29, and FY30) should funds be available. The City of Memphis Finance Division may also ask for the return of the funds awarded to the recipient.
Award Notifications	Week of October 26, 2026
PROPOSAL SUBMISSION PROCESS	All agencies requesting funding shall submit a complete application and budget. Proof of nonprofit status, charitable status and financial information must be submitted with the application. Applications shall be submitted online using a City of Memphis website link. Submissions are time-stamped; applications received after 11:59 CST PM will not be considered. It is the applicant's responsibility to ensure the application is submitted on time.
WEBSITE	https://memphistn.gov/joint-office/
OFFICIAL CONTACT	The Joint Office of Neighborhood Safety & Engagement Representative: Lydia Brown Phone: 901.633.5184 Email: jointoffice@memphistn.gov
PROPOSAL REVIEW	All submitted proposals will be reviewed by a review committee of City staff and subject matter experts. Proposals will be evaluated based on how well they align with the goals of the Safer Communities Initiative, the strength of the proposed program design, and the organization's capacity to deliver services effectively. Each proposal will be scored using a standardized rubric. Final

	funding decisions will also consider geographic distribution, service gaps, and overall impact potential. Key review criteria include: - Clarity and feasibility of the proposed work plan - Alignment with either prevention or intervention category - Demonstrated experience serving high-risk individuals or communities - Ability to track outcomes and submit timely reports - Budget accuracy and cost-effectiveness
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Section 1: Background

The Joint Office of Neighborhood Safety & Engagement coordinates city- and county-level efforts to reduce violence and build safer neighborhoods in Memphis and Shelby County. Guided by the pillars of **Inform**, **Integrate**, **Invest**, and **Innovate**, our work convenes cross-sector partners, leverages data, and scales evidence-informed strategies. Applicants must provide evidence of current programming and a successful track record in delivering the services for which they are requesting funding. Funding proposals must clearly demonstrate how the proposed programs will enhance community safety through prevention, and intervention.

The **Safer Communities Grant** funds community-based programs that align with the established comprehensive ecosystem (**See Appendix A**) and provide:

- Interruption and/or prevention of violence
- Enhance neighborhood safety through data-driven approaches
- Center equity and local leadership
- Foster sustained community engagement

Key priorities for FY27 include:

- Strengthening accountability and transparency
- Expanding trauma-informed and youth-centered interventions
- Deepening partnerships across the comprehensive ecosystem

Prevention: Programs that proactively reduce the likelihood of violence by addressing root causes, building protective factors, and engaging individuals before risk escalates.	Intervention: Programs that directly engage individuals already at elevated risk of violence, such as those recently involved in violent incidents, justice-involved, or identified through CVI referral networks.	Technical Assistance & Training: Selected organization(s) will provide technical assistance, training, and capacity-building to funded agencies in proposal development, grant management, compliance, and reporting to strengthen organizational capacity and ensure accurate and timely grant performance.
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Section 2: Scope of Work

Funded activities must align with the purpose of the Safer Communities Grant and the City of Memphis Violence Reduction Initiative. In some cases, programs may be asked to provide specific services in coordination with the City’s direct service programming. Grantees may be required to provide services to City-identified individuals who are at potential or active risk of involvement in violence. Activities should aim to deliver culturally competent services in high-need ZIP codes, which can be identified using the [Safer Communities Dashboard](#), available on the Memphis Data Hub. Programs must demonstrate geographic relevance and responsiveness to local needs.

1. Program Implementation

Programs must be responsive to community needs and may evolve over the grant period. Significant changes to scope or project budget must be approved by the City of Memphis in advance. Applicants must select a category that best describes their proposal. (See **Appendix B** for full definitions.)

Prevention Categories

- Arts & Cultural Programming / Urban Agriculture
- Civic Engagement / Community Organizing
- CPTED (Crime Prevention through Environment Design)
- Faith-based Engagement
- Financial Literacy
- Mental Health Services
- Mentoring Programs (especially for youth)
- Parenting Support / Family Strengthening Programs
- Restorative Practices
- Tutoring / Academic Support or Literacy

- Sports & Recreation Programs
- Workforce Development / Job Readiness Training / Entrepreneurship Training
- Social & Emotional Learning
- Substance Abuse Services
- Therapy and Behavioral Health Services
- STEAM Programs
- Youth Development
- Youth Violence Prevention Program

Intervention Categories

- Crisis Management
- Hospital-Based Violence Intervention Programs (HVIP)
- Life Coaching
- Violence Interruption
- Neighborhood Stabilization
- Re-Entry Services
- School-Based Violence Intervention Programs
- Street Outreach
- Victim Services
- Wraparound Services
- Youth Diversion

Technical Assistant & Training Categories

- Technical Assistance
- Capacity Building
- Proposal Development
- Grant Management
- Report Preparation
- Compliance
- Reporting Standards
- Best Practices
- Organizational Capacity
- Grant Performance and Accountability

2. Training, Data & Accountability

Grantees are expected to participate in structured training, convenings, and data reporting activities designed to ensure program fidelity, transparency, and continuous improvement.

- **Stewards of Children:** All Safer Communities grantees will be required to participate in the **Stewards of Children** training provided by the Child Advocacy Training Center.
- **Orientation & Technical Assistance:** All grantees must complete a pre-award orientation covering grant compliance, data privacy, and fiscal management. Ongoing technical assistance will be provided for case management, data tracking, and reporting systems.
- **Citywide Convenings:** Mandatory attendance is required at the City’s Gun Violence Awareness event in June 2027. The City reserves the right to conduct provider audits at its discretion based on provider performance or identified risk.
- **Data Systems:** Grantees must use the City-provided case-management platform or grant read-only access to existing databases.
- **Reporting Requirements:** Programs must submit semiannual raw client-level data, fiscal reports, and anonymized success stories.
- **Site Visits:** Each grantee will participate in at least one formal site visit conducted by the Community Risk Contract Compliance Specialist and/or the Grants & Contracts Manager from the Joint Office of Neighborhood Safety & Engagement to assess program delivery and compliance.
- As a mandatory condition of funding, all awarded grantees must execute a formal Data Sharing Agreement with the City of Memphis prior to contract execution and fund disbursement.

3. Cross-Sector Collaboration, Reporting & Evaluation

Grantees are expected to actively participate in cross-sector collaboration and maintain rigorous reporting practices that support transparency, learning, and continuous improvement.

- Formal MOUs or referral agreements with ecosystem service providers are required for all Safer Communities grantees.
- Tier B applicants must submit letters of intent from partner agencies that will provide services or support during the grant period.
- Participation in neighborhood-level advisory or support groups is strongly encouraged to strengthen local coordination and responsiveness.
- Semiannual narrative and dashboard reports must be submitted, aligned to approved metrics and program goals.

- Grantees will deliver a final report and in-person presentation summarizing outcomes, lessons learned, and sustainability plans.
- Feedback from The Joint Office of Neighborhood Safety & Engagement must be incorporated into program adjustments and continuous improvement cycles.

Awardees must clearly describe how activities will produce measurable impact and how the project will adapt based on data and community feedback.

Section 3: Performance Metrics & Contract Management

Performance Metrics

During contract negotiations, The Joint Office of Neighborhood Safety & Engagement and awardees will collaboratively finalize key performance indicators (KPIs) tailored to each program's scope and category. These metrics will be used to assess progress, guide continuous improvement, and ensure alignment with the City's Violence Reduction Initiative. Awardees are expected to collect and report data consistently, and to incorporate feedback from the City of Memphis into program adjustments and evaluation cycles.

Example Outcome Areas and Sample Indicators:

Outcome Area	Sample Key Indicators
Reduced firearm-related harm	Number of high-risk individuals served; monthly outreach touchpoints
Increased uptake of trauma-informed services	Number of referrals made; follow-up completion rate
Enhanced program quality & data use	Number of staff trained; number of improvement cycles completed
Deepened community engagement	Number of community listening sessions; advisory group meetings

Contract Management

To ensure transparency, accountability, and program fidelity, the City of Memphis will provide integrated support and oversight throughout the grant period.

- Integrated Support: Each grantee will be provided with quarterly check-ins to support implementation, reporting, and technical assistance.
- Site Visits: At least one structured site visit will be conducted per grantee to assess program delivery and fidelity.

- Ongoing Evaluation: Mid-year and final reports will inform a system-wide evaluation of the Safer Communities Grant portfolio.
- Data Requests: The City reserves the right to request additional data on a monthly basis as needed to support real-time analysis and strategic decision-making.

Section 4: Scoring Rubrics

Proposals will be scored out of **100 total points**. Applicants must select one funding tier based on organizational capacity and program maturity. Each tier has its own evaluation criteria and weighting.

Tier A: Emerging Innovators

Funding Amount: Up to \$30,000 designed for newer or smaller organizations piloting innovative approaches to violence prevention or intervention.

Criterion	Weight
Alignment with Joint Office goals	25
Use of evidence and logic model	20
Community engagement and equity	20
Collaboration & partnerships	10
Evaluation plan & learning agenda	10
Budget realism & justification	10
Category Alignment	5

Tier B: Established Providers

Funding Amount: Up to \$50,000 intended for organizations with a proven track record and capacity to deliver high-impact programming at scale.

Criterion	Weight
Alignment with Joint Office goals	25
Evidence-based approach	20
Community engagement and equity	10
Collaboration & partnerships	15
Organizational capacity & experience	10
Sustainability & measurable outcomes	10
Letters of Intent	5
Category Alignment	5

Tier C: Technical Assistance and Training

Funding Amount: Up to \$50,000 intended for any organization(s) with a proven track record and capacity to train program organizations in grant management, compliance, and reporting.

Criterion	Weight
Alignment with Joint Office goals	25
Technical Assistance and Training Approach	20
Org Experience and Qualifications	20
Grant management, Compliance, Reporting Expertise	15
Organizational Capacity and Project Management	10
Innovation and Best Practices	10

Section 5: Selection Process & Timeline

The selection process is designed to ensure transparency, fairness, and strategic alignment with the City's violence reduction goals. Key milestones are outlined below:

Milestone	Date
RFP released	September 1, 2026
Virtual Q&A & workshop	September 15, 2026 at 2 PM, CST
Proposals due	September 25, 2026 at 11:59 PM CDT
Award notifications	Week of October 26, 2026
Contract execution	TBA
Grant period	January 1, 2027 – August 31, 2027
Midterm Progress report due	April 23, 2027
Program End Date (Activities)	August 31, 2027
Final report due	September 30, 2027

Protest Procedures

Applicants who believe they have been aggrieved in the solicitation or award process may file a formal protest.

- **Grounds:** Any proposer aggrieved in solicitation or award
- **Filing Deadline:** Within 5 business days of award notification
- **Review & Decision:** Written decision issued within 10 business days

Section 6: Terms & Conditions

To ensure compliance, fiscal integrity, and program accountability, all grantees must adhere to the following terms and conditions:

1. **Eligible Expense Period:** All expenses must occur between January 1, 2027 and August 31, 2027. Expenditures must align with the approved grant budget and be supported by authentic documentation.
2. **Prohibited Uses:** Grant funds may not be used for political activities, campaign-related efforts, bank or ATM withdrawals, electronic money transfer apps (e.g., Cash App, Zelle, PayPal, Venmo) or direct cash payments to individuals.
3. **Financial Documentation Requirements:** All payments must be made from the designated grant account. Executive directors may not perform accounting functions or approve payments to themselves. Grantees must maintain an adequate accounting system and submit authentic receipts and invoices, payroll documentation, copies of cancelled checks, unredacted bank and credit card statements and vendor agreements related to reported expenditures as requested.
4. **Insurance Requirements:** Grantees must maintain active insurance coverage naming the City of Memphis (170 North Main Street, 5th Floor, Memphis, TN 38103) as an additional insured through at least October 31, 2027.
5. **Fraudulent Reporting:** Any instance of fraudulent reporting will result in three years of ineligibility and potential legal action.
6. **Administrative Cost Caps:**
 - o Tier A: Up to 25% of total budget
 - o Tier B: Up to 25% of total budget
 - o Technical Assistance and Training: Up to 25% of total budget

Section 7: Proposal Submission Checklist

All proposals must be submitted via the **City of Memphis grants portal**. Incomplete or late submissions will not be reviewed. All documentation will be reviewed and verified through the IRS website. Applicants must upload the following documents:

- Executive Summary (1 page)
- Organizational Profile + IRS 501(c)(3) determination letter
- W-9 (with local address) and most recent Form 990 (2023–2025)
- OR filing confirmation from the IRS indicates that the submitted tax filing has been filed.
- Certificate of Insurance (valid $\geq$ 90 days post-deadline)
- Project Narrative (maximum 3 pages)
- Logic Model (use template provided in Section 8)

- Budget & Budget Narrative (use template provided in Section 8)
- Data Management Plan
- Monitoring & Evaluation Plan (with SMART indicators)

Section 8: Additional Resources

To support strong program design and evaluation, applicants are encouraged to use the following tools and references:

Logic Model Template

Structure your program using the following framework: **Inputs/Activities → Outputs → Short-term Outcomes → Medium-term Outcomes → Long-term Impact**

Safer Communities Budget Template

Complete the Budget form via Excel Spreadsheet, sign it and save it as a PDF before submission.

Evaluation Resources & Technical Guidance

To support strong program design, performance measurement, and continuous improvement, applicants are encouraged to consult the following clearinghouses, evaluation frameworks, and technical assistance providers:

Recommended Clearinghouses

- [Title IV-E Prevention Services Clearinghouse](#): Reviews and rates programs based on evidence of effectiveness in preventing family instability and violence.
- [Community Violence Intervention & Prevention National Resource Center \(LISC\)](#): Offers implementation checklists, CVI models, and peer learning opportunities.
- [GIFFORDS CVI Policy Analysis & Tracking Hub](#): Tracks CVI-related legislation and policy trends across the U.S..

Monitoring & Evaluation Options

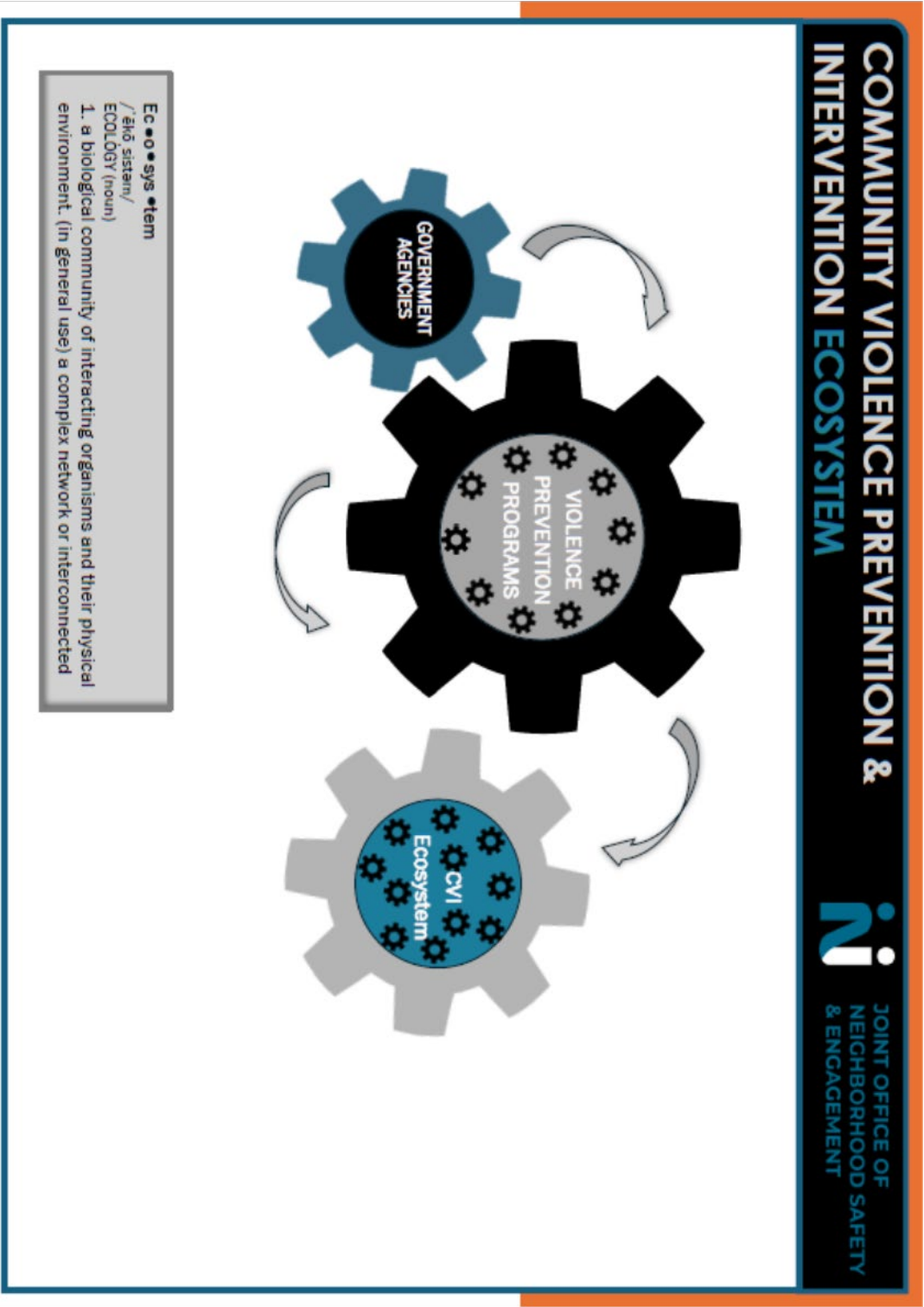
- [Urban Institute CVI Research & Evaluation Support](#): Provides tailored support for CVI grantees, including needs assessments, online training, and expert consultation.
- [DOJ CVI Implementation Checklist \(PDF\)](#): A step-by-step guide for community-centered CVI program design and evaluation.
- [INQUIRY Journal Scoping Review of CVI Evaluation Methods](#): Synthesizes evaluation measures and best practices across CVI models.

Local Evaluation Partners

- [Public Safety Institute \(PSI\) at the University of Memphis](#): Offers formal evaluation services for violence prevention programs, including process and outcome evaluations, strategic planning, and data analysis.
- PSI has previously evaluated the City's Group Violence Intervention Program, County's Youth and Family Resource Center, and other local initiatives. Organizations may contact PSI to explore partnership opportunities.

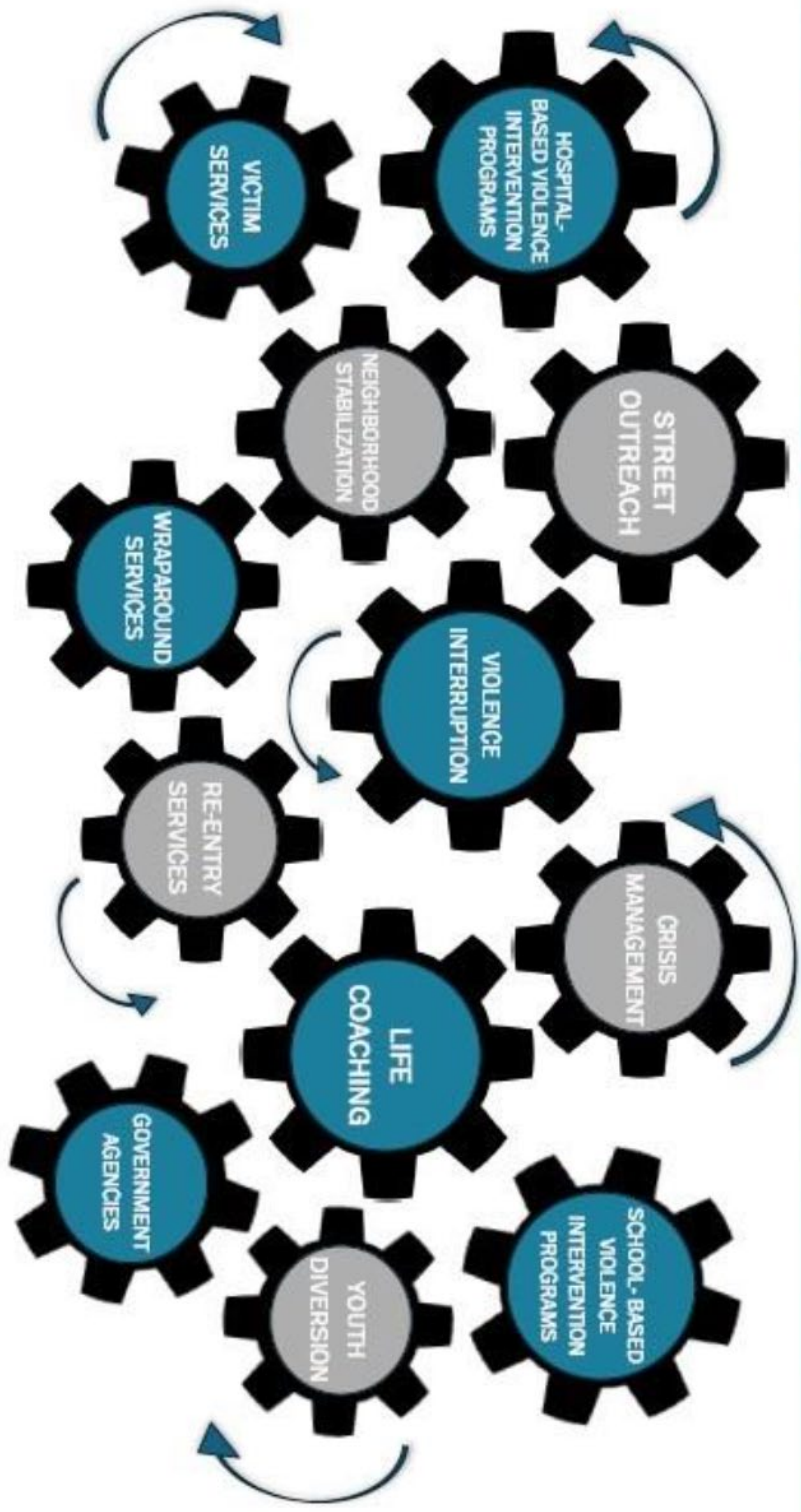
Appendix A

Comprehensive Ecosystem Graphics



COMMUNITY VIOLENCE INTERVENTION(CVI) ECOSYSTEM

**JOINT OFFICE OF
NEIGHBORHOOD SAFETY
& ENGAGEMENT**



Ecosystem
/'Ekō sistəm/
ECOLÖGY (noun)
1. a biological community of interacting organisms and their physical environment. (in general use) a complex network or interconnected

Appendix B

Categories for Scope of Work

Prevention Ecosystem Definitions:

Arts & Cultural Programming / Urban Agriculture - Initiatives that engage youth in creative expression through visual arts, music, theater, dance, and cultural heritage activities. These programs foster self-esteem, critical thinking, and community pride by providing safe spaces for exploration, collaboration, and celebration of diverse identities. Urban agriculture program may include projects that involve youth in growing fruits, vegetables, and native plants in shared garden plots or green spaces. Participants learn about food systems, environmental stewardship, and teamwork while developing practical skills in gardening, nutrition, and land care. [OBJ][OBJ]

Civic Engagement / Community Organizing- Activities that empower young people to participate in local decision-making, advocacy, and neighborhood improvement efforts. Through training, campaigns, and hands-on projects, youth build leadership skills, understand policy processes, and drive positive changes in their communities. [OBJ]

CPTED (Crime Prevention Through Environmental Design)- Architectural and landscaping strategies that reduce opportunities for crime and increase community safety. By optimizing lighting, sight lines, natural surveillance, and territorial reinforcement, CPTED programs create environments where youth feel secure and less inclined toward risky behaviors.

Faith-Based Engagement- Partnerships between religious institutions and youth that integrate spiritual, moral, and social support. These programs often include mentoring, service projects, and safe gathering spaces, leveraging faith traditions to foster resilience, purpose, and intergenerational connections.

Financial Literacy -Workshops and coaching that teach budgeting, saving, credit management, and business-planning skills. Youth learn to navigate financial systems, develop entrepreneurial mindsets, and design small ventures that build economic opportunity and long-term stability. [OBJ]

Mental Health Services- Counseling, therapy, and support groups designed to promote emotional well-being, resilience, and coping strategies. Services may include individual or group sessions, crisis intervention, and referrals, all tailored to address trauma, stress, and developmental needs.

Mentoring Programs (especially for youth)- Structured relationships pairing young people with caring adult mentors who provide guidance, advocacy, and goal-setting support. Through consistent interaction, mentors help youth build confidence, expand their networks, and navigate personal, academic, and career challenges. [OBJ]

Parenting Support / Family Strengthening Programs- Resources and workshops for caregivers focused on positive discipline, communication, and household stability. These programs aim to enhance family bonds, improve parent-child relationships, and equip families with tools to foster safe, nurturing home environments. [OBJ]

Restorative Practices Program - structured approach, building positive relationships, repairing harm, and strengthening community by using dialogue, accountability, and collaborative problem-solving to address conflict and misconduct.

Social and Emotional Learning (SEL) Program – a program structured to help individuals develop self-awareness, self-management, social awareness, relationship skills, and responsible decision-making to support personal, academic, and social success.

Sports & Recreation Programs- Organized physical activities, leagues, and recreational events that promote fitness, teamwork, and healthy lifestyles. These initiatives provide structured outlets for energy, build social skills, and create positive peer networks that deter involvement in negative behaviors. [OBJ]

STEAM Programs – structured educational programming that integrates Science, Technology, Engineering, Arts, and Mathematics to develop critical thinking, creativity, problem-solving, collaboration, and real-world application skills.

Substance Abuse Services- Prevention education, counseling, and treatment programs aimed at reducing youth alcohol and drug misuse. Services include early intervention, peer support, and referrals to specialized care, all designed to address underlying causes and promote long-term recovery.

Therapy & Behavioral Services - Professional interventions that help individuals improve their mental, emotional, and behavioral well-being by addressing psychological, emotional, or behavioral challenges through assessment, counseling, treatment, and skill-building.

Tutoring / Academic Support or Literacy- Services that help youth improve reading, writing, math, and study skills through one-on-one or small-group instruction. Programs often use personalized curricula, progress tracking, and engaging activities to boost academic achievement and instill a love of learning. [OBJ]

Workforce Development / Job Readiness Training / Entrepreneurship Training - Career exploration, skills workshops, and internship or apprenticeship placements that prepare youth for the labor market. Participants gain resume writing, interview, and workplace communication skills, along with exposure to industry pathways and employers. Or workshops and coaching that teach budgeting, saving, credit management, and business-planning skills. Youth learn to

navigate financial systems, develop entrepreneurial mindsets, and design small ventures that build economic opportunity and long-term stability [OBJ]

Youth Development - structured programming that supports the social, emotional, educational, and leadership growth of young people by providing positive experiences, skill-building opportunities, mentorship, and supportive relationships.

Youth Violence Prevention Programs- Proactive strategies and programs aimed at stopping violence before it starts among young people. These programs focus on addressing the factors that contribute to violence, such as social, economic, and environmental influences, and aim to promote positive behaviors & relationships through various community & institutional efforts.

Intervention Ecosystem Definitions:

Crisis Management - An urgent, coordinated, rapidly deployed response to a traumatic community event that includes identifying and meeting people where they are through observation and communication. Crisis management utilizes internal and external resources to restore a neutral balance and offers continued support by setting short- and long-term goals to provide relief. [OBJ]

HVIP - Programs in which community violence interventionists are provided to victims of violence in need of medical care, and their families, without time limitations during their stay at the hospital and/or in the victim's community. These programs connect individuals with community-wide, multidisciplinary resources including trauma-informed care, case management, conflict resolution, care coordination, etc. to target underlying risk factors and break the cycle of violence. Hospital-based violence intervention programs (HBVIP) / hospital violence intervention programs (HVIP) should be certified by Health Alliance for Violence Intervention. [OBJ]

Life Coaching - Life coaching helps individuals (usually those 17 and older who live independently and make their own decisions) to set and achieve personal and professional goals. Through structured, goal-oriented guidance, life coaches provide regular and frequent check-ins to ensure consistent support and intervention. Ideal caseloads are 8 or fewer individuals to ensure personalized attention, with at least three contacts per day and a minimum of three follow-ups per week to ensure consistent support and progress. [OBJ]

Neighborhood Stabilization - Support for communities that have experienced a high level of violence. Including services that provide food, medical care, hygiene and health resources, clothing, and viable employment opportunities for a sustained period. Support should be coordinated, trauma informed, place based, and data informed. [OBJ]

Re-Entry Services -Services that reconnect or assist high-risk individuals transitioning from jail or prison back into society. Reentry services are specific to needs leading up to and during reentry. They connect individuals to resources that help them acclimate to and sustain healthy and productive lives. [OBJ]

School-Based Violence Intervention Programs - Evidence-based programming at schools that defines violence, identifies high-risk students, and equips students with tools to shift culture and deter violence and disruptive behavior through partnerships between school faculty and staff, parents, and others. [OBJ]

Street Outreach - Deploying street outreach workers, or ‘credible messengers,’ who provide immediate crisis response, and connect high-risk people to community resources to promote long-term support and stabilization. [OBJ]

Victim Services - Services provided to stabilize any individual or group of people primarily or secondarily impacted by violent or nonviolent crime that leads to trauma. Stabilization includes but is not limited to assistance with finances, mental health, shelter, safety, food, and advocacy. [OBJ]

Violence Interruption - An urgent response, before, during, and/or after violence or the threat of violence. Credible messengers with lived experience act as neutral parties between feuding individuals or groups, preventing retaliation by using shuttle diplomacy, or mediation, to guide individuals or groups toward agreeing to resolve a conflict.

Wraparound Services - Centralized, holistic, and comprehensive approach to supporting individuals and families, particularly high-risk individuals, by providing continual care in the areas of mental, emotional, social, economic, and spiritual well-being. These services involve identifying client needs; offering direct assistance or referrals with soft hand-offs to appropriate resources; and implementing a tracking system to ensure that support is effectively delivered. Wraparound services prioritize tailored solutions to meet the unique needs of each individual, ensuring the individual receives personalized and sustainable care to empower them to lead a productive life."

Youth Diversion- An intervention strategy that redirects youth away from formal processing in the juvenile justice system, while still holding them accountable for their actions. [OBJ]

Technical Assistance and Training:

Technical Assistance – Professional guidance and support provided to help organizations improve their knowledge, skills, and implementation of grant-related activities.

Capacity Building – Activities that strengthen an organization's ability to effectively manage programs, resources, and grants over the long term.

Proposal Development – The process of planning, writing, and preparing competitive grant applications and funding proposals.

Grant Management - The administration and oversight of grant-funded activities to ensure compliance, fiscal responsibility, and successful program implementation.

Report Preparation - The process of collecting, organizing, and documenting programmatic and financial information for required quarterly grant reports.

Compliance - Adherence to all grant requirements, regulations, policies, and contractual obligations established by the funding agency.

Reporting Standards - Established guidelines and expectations for preparing accurate, complete, consistent, and timely grant reports.

Best Practices - Proven methods and strategies that improve the quality, efficiency, and effectiveness of grant management and program operations.

Organizational Capacity - An organization's overall ability to effectively carry out its mission through strong leadership, staffing, systems, and resources.

Grant Performance and Accountability - The measurement and demonstration of program results, responsible use of grant funds, and fulfillment of all grant obligations.