



Mayor Cavalier Johnson
Mayor

Adam Procell
DCWS Director

**Department of
Community Wellness and Safety**

DCWS Subcontractor Expectations and Deliverables

*Category B, Subcategory B-2: Evidence-Based Violence Intervention and Outreach Programs
Standalone Attachment for Grant Application*

1. Purpose and “Ready Now” Operating Mechanism

This attachment summarizes subcontractor roles, expectations, and deliverables for the City of Milwaukee Department of Community Wellness and Safety (DCWS) in support of the Category B-2 application. The subcontractors listed below are existing partners within DCWS’s current funding structure and operational network. Because the grant has a short turnaround, this proposal does not rely on building new delivery capacity. Instead, it amplifies established, funded work by expanding coverage and standardizing performance so partners operate as one coordinated field system rather than parallel efforts.

Across all subcontractors, DCWS serves as the governance and integration layer, establishing a Milwaukee-wide Standard of Practice, tasking teams to micro hot-spots and peak risk windows using VRPHAST-informed operational data, and enforcing comparable documentation through a shared data dictionary and DCWS-designated reporting platforms.

2. Cross-Coordinating Requirements for All Subcontractors

Each subcontractor will comply with the following baseline expectations, which are designed to directly support interoperability, disciplined field execution, and comparable measurement across partners:

- **Governance and coordination:** Participate in DCWS-led coordination meetings, incident debriefings, and performance reviews; align daily coverage and escalation pathways with DCWS direction.
- **Standard of practice and training:** Ensure staff complete DCWS-required trainings and adhere to shared methods, terminology, and field expectations established through the Milwaukee-wide Standard of Practice.
- **Data and documentation:** Use DCWS-designated documentation systems and definitions (single data dictionary) for encounter logging, incident response records, referrals, and follow-up; maintain timeliness and data quality standards.

- VRPHAST-informed deployment: Use VRPHAST and DCWS operational analysis to focus coverage on micro hot-spots, facility-level nodes (e.g., specific problem properties), and peak risk windows; adjust deployment based on short-cycle tasking.
- Quality assurance and access: Cooperate with routine monitoring, file review, and operational observation/shadowing as requested by DCWS for quality assurance and continuous improvement.
- Workforce reliability: Maintain adequate supervision, staffing coverage, and continuity; ensure payroll is issued accurately and on time as a core performance expectation.
- Reporting: Submit required monthly and quarterly reports, including quantitative outputs, narrative summaries, lessons learned, and corrective actions when performance issues are identified.

3. Subcontractor Scopes

3.1 Milwaukee County DHHS - CVI Workforce Standardization and Best-in-Class Training (\$100,000.00)

Role in this application: Milwaukee County Department of Health and Human Services (DHHS) will partner with DCWS to coordinate two multi-day trainings that will draw together both county-affiliated and city-affiliated CVI workers to increase best practices in evidence-based CVI approaches. Coordination will include scheduling, securing a venue, lodging/per diem for the trainers, and planning for lunches. The trainings are from national leaders in evidence-based approaches to

CVI:

- Roca’s “Rewire CBT” training was developed in partnership with Massachusetts General Hospital. It is a non-clinical approach to cognitive behavioral therapy (CBT), the gold standard behavioral health intervention for addressing trauma and reducing violence. This skill-based approach to CBT can be delivered by frontline staff in any setting, bringing behavioral health access to the highest-risk young people wherever they are. Two days of interactive learning sessions include teaching core concepts, interactive small group sessions, case scenarios, and role plays. The suite of materials includes the curriculum, skill keycards for mobile use in the field, worksheets and activities to enhance learning, and skill videos.
- The Professional Community Intervention Training Institute (PCITI) curriculum is based on the principle that the practice of holistic centered violence prevention must be guided by a culturally sensitive approach to engaging stakeholders in creating and sustaining non-violent communities. The PCITI curriculum equips CVI workers with the strategies they need to be successful negotiators, problem-solvers, mentors and violence intercession specialists. This new model transforms the role of the “gang interventionist” to one of a “Professional Community Intervention First Responder.”

3.2 Medical College of Wisconsin (MCW) - 414 Life - Hospital-Linked and Community Violence Intervention (\$750,000.00)

Role in this application: MCW is the subcontractor for 414 Life services. 414 Life operates as a core CVI team integrated into the DCWS CVI Collaborative and aligned with DCWS's unified operating model.

MCW provides the operational and administrative infrastructure necessary for reliable delivery (including workforce management and compliance), while 414 Life staff conduct daily intervention, follow-up, and coordination activities.

Primary deliverables:

- Operate 414 Life services with disciplined daily outreach, follow-up, and stabilization support, including hospital-linked engagement and community-based continuation where applicable.
- Coordinate with DCWS and VRPHAST incident review and intelligence processes; participate in cross-partner coordination and critical incident response pathways as activated.
- Maintain complete and timely documentation in DCWS-designated systems and comply with DCWS data definitions and reporting timelines.
- Submit monthly performance reports (quantitative outputs and concise narrative) and cooperate with evaluation, auditing, monitoring, and operational shadowing for quality assurance.

3.3 WestCare Wisconsin - Promise Keepers and Critical Response Team (\$920,920.00)

Role in this application: WestCare is the subcontractor for two DCWS-funded field teams: Milwaukee Promise Keepers (MPK) and the Critical Response Team (CRT). WestCare provides Employer of Record functions, workforce infrastructure, supervision, compliance, and administrative support necessary to ensure reliability, timely payroll, and consistent field performance.

3.3.1 Milwaukee Promise Keepers (MPK) (\$784,300.00)

MPK provides consistent community presence, relationship-based engagement, and conflict prevention support in priority geographies aligned with DCWS deployment expectations.

Primary deliverables:

- Identification, enrollment, and engagement of individuals and networks at elevated risk, aligned with DCWS and VRPHAST priorities.

- Routine outreach, de-escalation support, mediation as appropriate, and structured follow-up that increases protective factors and reduces recurrence.
- Warm handoffs and coordination with service providers and other CVI teams, including CRT and 414 Life, when DCWS determines cross-team alignment is required.
- Maintain rosters and complete encounter documentation within required timelines using DCWS-designated systems and shared definitions.
- Employer of Record responsibilities: staffing, supervision, training compliance, performance management, and on-time payroll.

3.3.2 Critical Response Team (CRT) (\$136,620.00)

CRT provides rapid, coordinated response following shootings, homicides, and other designated incidents, with a focus on retaliation prevention, stabilization, and persistent follow-through in active micro hot-spots.

Primary deliverables:

- Monitor incident information and coordinate immediate deployment consistent with the City's Critical Response Protocol and DCWS direction.
- Deploy to high-risk locations, hospitals, and affected networks to reduce escalation and retaliation risk; conduct mediation and stabilization supports as needed.
- Use DCWS and VRPHAST analysis to guide short-cycle tasking to micro hot-spots and peak risk windows and document coverage and outcomes.
- Maintain complete, timely documentation in DCWS-designated systems and provide monthly reporting with quantitative metrics and concise narrative summaries.

Employer of Record responsibilities: staffing, supervision, compliance, and on-time payroll.

3.4 UNCOM (United Neighborhood Centers of Milwaukee) - Youth Center Network - Community-Based Prevention Continuity (\$200,000.00)

Role in this application: UNCOM provides geographically distributed youth-center capacity that supports continuity for the MPS-aligned prevention pathway and delivers community-based programming where school-based engagement is not feasible or appropriate.

UNCOM operates through eight established neighborhood member agencies, providing wrap-around supports and safe spaces that reinforce protective factors in the same micro-areas where risk concentrates.

Primary deliverables:

- Provide youth programming through member agencies that strengthens protective factors and reduces violence and trauma-related risk, aligned to neighborhood needs and youth voice.
- Organize and host MPD PALS Teen Nights as safe, drug- and violence-free gatherings that build prosocial connection across neighborhoods and strengthen youth-adult relationships.
- Track and report required evaluation metrics (e.g., youth served, programming volume, staffing changes, youth voice measures, and agency-specific goals) and cooperate with DCWS monitoring and reporting expectations.

3.4 Milwaukee Public Schools (MPS) (\$50,000.00)

Role in this application: Milwaukee Public Schools (MPS) operationalizes the primary prevention pathway by enabling targeted, school-centered implementation inside the eight prioritized MPS school communities identified through violence and truancy indicators, with pre and post GPA tracked as a protective factor measure. MPS brings immediate implementation capacity through existing school-based infrastructure, internal coordination functions, and operational access. This proposal scales coordinated execution within MPS under DCWS governance and shared standards rather than creating a new school initiative.

Core deliverables and expectations

- Site readiness and access: Designate school-site points of contact for student services and safety coordination to support readiness, scheduling, and appropriate access for prevention activities.
- Integrated operations: Participate in DCWS coordination routines so school-based work operates within the unified operating model rather than as a parallel effort.
- Shared measurement: Support shared measurement through agreed data collaboration within applicable policies and participate in routine implementation reviews and data quality processes.
- Continuity through UNCOM: Align each prioritized school community with the geographically paired UNCOM youth center closest to that school community to preserve neighborhood-level continuity when school-based engagement is not feasible or appropriate.

4. Alignment to Application Narrative

Subcontractor scopes and deliverables are intentionally structured to reinforce the application's core strategy: interoperability. Each partner's responsibilities connect directly to (1) full-time stabilization of frontline hours and continuity, (2) a Milwaukee-wide Standard of Practice, (3) VRPHAST-informed micro hot-spot tasking, (4) a shared reporting backbone built on a single data dictionary, and (5) upstream prevention continuity through MPS-aligned school communities and proximate UNCOM youth centers.