

Baltimore City Health Department
Office of Youth Violence Prevention

REQUEST FOR PROPOSALS



Office of Youth Violence Prevention RFP Timeline:

- May 21, 2008 Release of RFP
- May 28, 2008 Mandatory Bidder's Conference - 10:00am
City Hall
100 N. Holliday St
Curran Conference Room, 4TH Floor
Baltimore, MD 21202
- June 18, 2008 Proposals due by 12:00 PM (No Exceptions) at:
Office of Youth Violence Prevention
Baltimore City Health Department
210 Guilford Avenue, 2nd Floor
Jerry Huffman Conference Room
Baltimore, MD 21202
- July 7, 2008 Notification of Award (tentative)

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**Baltimore City Health Department
Safe Streets Request for Proposals**

Part I: Description of Proposed Project and Terms

1. Introduction

In 2002 the Baltimore City Health Department (BCHD) and the Mayor of Baltimore responded to the epidemic of increasing youth violence and homicide in the City by creating the Office of Youth Violence Prevention (OYVP). Since then, the OYVP's priority has been to provide intensive services to youth most at risk of becoming victims or perpetrators of violence.

Over the past four years, over 3000 of Baltimore's citizens have been shot or killed. To help address this problem, the OYVP seeks one community organization to act as the Lead Agency and implement Safe Streets, based on the CeaseFire Chicago model, in a target area within the **eligible areas** delineated in section 1.2. CeaseFire Chicago is an innovative, community based public health initiative that successfully reduced shootings and homicides in high-crime areas in Chicago. Funding for this project is available through a grant from the U.S. Department of Justice Office of Justice Programs.

The success of this project will rely on the community organization and other stakeholders in each target community and on the ability of the community organization to mobilize community members against shootings and homicides. This request for proposals outlines the role of the Provider and the Baltimore City Health Department in the project.

1.1. Safe Streets and CeaseFire Chicago

Safe Streets is a community mobilization and outreach program designed to combat shootings and homicides. It will replicate the "CeaseFire" model, a highly successful Chicago program created by the School of Public Health at the University of Illinois at Chicago. This intervention will target at risk youth aged 14 to 25, through outreach and service connection, and the community as a whole, through a media campaign and community mobilization. CeaseFire was developed by public health practitioners to create behavior change through repetitive prevention messages and concrete services that support and give credibility to the message. The CeaseFire model is based on five core components: community coalition building, street outreach to at risk youth, public education, clergy involvement, and law enforcement collaboration. In its first year of operation in high violence communities in Chicago, CeaseFire achieved reductions in shootings and homicides of between 25% and 67%. The model is well suited to neighborhoods in Baltimore with the highest rates of shootings and homicides. (Please see Attachment A. for more information on the model.) Because of the unique nature of the model, attendance at the bidder's conference is mandatory for all applicant agencies (See Part II, section 4 below for more details).

1.2. Eligible Areas

1.2.1. There are fourteen (14) eligible Community Statistical Areas (CSAs) and nineteen (19) eligible neighborhoods outside the eligible CSAs. All CSAs that were in the top fifteen CSAs for the number of shootings and homicides for both 2003-2006 and 2006 were selected. All neighborhoods outside the CSAs that abutted the CSAs and were in the top 25% of neighborhoods for shootings and homicides in 2003-2006 were selected.

1.2.2. Applicants must apply to work in target areas that are fully or mostly within the eligible CSAs and neighborhoods. Target areas must be contiguous and should have populations between 10,000 and 20,000 people. A target area may include areas outside the eligible CSAs and neighborhoods, so long as at least 75% of the target area is within one or more eligible areas.

1.2.3. Maps of the eligible areas are provided in Attachment F. A list of the eligible CSAs and neighborhoods follows:

1.2.3.1. Eligible CSAs (neighborhoods within the CSAs are listed in parentheses)

Allendale/Irvington/South Hilton (Allendale, Carroll-South Hilton, Gwynns Falls, Irvington, Saint Josephs, Uplands, Yale Heights)

Cedonia/Frankford (Cedmont, Cedonia, Frankford, Lower Herring Run Park, Parkside)

Cherry Hill (Cherry Hill, Middle Branch/Reedbird Parks)

Clifton-Berea (Berea, Biddle Street, Darley Park, South Clifton Park)

Greater Mondawmin (Burlleith-Leighton, Hanlon-Longwood, Liberty Square, Mondawmin, Panway/Braddish Avenue, Walbrook)

Greater Rosemont (Bridgeview/Greenlawn, Coppin Heights/Ash-Co-East, Evergreen Lawn, Fairmont, Franklinton Road, Midtown-Edmondson, Mosher, Northwest Community Action, Rosemont, Rosemont Homeowners/Tenants, Winchester)

Greenmount East (Broadway East, Johnston Square, Oliver)

Madison/East End (Madison-Eastend, Mcelderry Park, Milton-Montford)

Midway/Coldstream (Coldstream Homestead Montebello, East Baltimore Midway)

Perkins/Middle East (Butcher's Hill, Dunbar-Broadway, Gay Street, Middle East)

Pimlico/Arlington/Hilltop (Arlington, Cylburn, Langston Hughes, Levindale, Pimlico Good Neighbors)

Sandtown-Winchester/Harlem Park (Easterwood, Harlem Park, Saint Paul, Sandtown-Winchester)

Southern Park Heights (Central Park Heights, Greenspring, Lucille Park, Park Circle, Parklane, Towanda-Grantley)

Southwest Baltimore (Booth-Boyd, Carrollton Ridge, Franklin Square, Millhill, New Southwest/Mount Clare, Penrose/Fayette Street Outreach, Shipley Hill, Union Square)

1.2.3.2 Eligible Neighborhoods

Baltimore-Highlands

Baltimore-Linwood

Barclay

Belair-Edison

Better Waverly

Brooklyn

Druid Heights

Edmondson Village

Ellwood Park/Monument

Harwood

Lakeland

Mount Holly

Oldtown

Penn North

Poppleton

Reservoir Hill

Upton

Washington Village

Westport

2. **SCOPE OF SERVICES**

2.1. **Overview**

2.1.1. **Role of BCHD**

The Baltimore City Health Department will serve as the leading technical support advisor for the community organization (hereafter referred to as "Provider") by providing training of project staff, participating in community activities, and by supporting the community organization in effectively adapting the model to individual communities impacted by violence.

2.1.2. **Role of the Applicant**

The Provider will have the autonomy to hire and manage all outreach staff, alone or in partnership with another agency, subject to Baltimore City Health Department oversight. In addition, the community organization will be coordinating community mobilization, planning and participating in community activities and public education efforts, assisting with coalition building, leading and participating in other activities to engage the community in this intervention, and working with the program evaluators. The Baltimore City Health Department will serve as the technical support advisor and assist in the Safe Streets model implementation.

2.2. **Requirements for the Provider**

2.2.1. The provider must be a not-for-profit organization that:

2.2.1.1. Is currently designated as a 501(c)(3) organization by the IRS;

2.2.1.2. Is currently designated as a tax exempt organization by the State of Maryland;
AND

2.2.2. Has obtained and maintained in good standing all licenses and registrations necessary to operate as a tax-exempt organization in the State of Maryland.

2.2.3. The provider must currently operate in the target community

2.2.3.1. The provider must currently have an office in the target community.

2.2.3.2. The provider must employ direct service staff to work in the target community or a community adjacent to the target community

2.2.3.3. The provider must demonstrate financial ability to meet payroll for project staff for at least thirty days in the event that payment under the contract is delayed or a financial penalty for inadequate performance is applied.

2.2.4. **Staffing Requirements**

2.2.4.1. The Provider shall maintain a staff consisting of at least the following positions

2.2.4.1.1. One (1) Full Time Equivalent (FTE) **Violence Prevention Coordinator** to perform the duties specified in the job description in Attachment B. Among other duties, the Coordinator will establish and provide ongoing support to a community coalition in the target community consisting of community residents and representatives of community based organizations, schools, faith leaders, and police.

- 2.2.4.1.2. One (1) FTE (minimum) **Outreach Worker Supervisor** to perform the duties specified in the job description in Attachment B. Among other duties, the Supervisor will provide supervision and oversight to the Outreach Workers and work with the Violence Prevention Coordinator to coordinate and plan their activities.
- 2.2.4.1.3. Four (4) FTE (minimum) **Outreach Workers** to perform the duties specified in the job description in Attachment B. Among other duties, the Outreach Worker will support mobilization activities, recruit and provide regular services to a caseload of 15-20 individuals in the target population. They will also mediate and intervene with conflicts. Outreach workers will be required to work late night hours - e.g., Thursday 2:00PM-10:00PM, Friday and Saturday 4 PM to Midnight.
- 2.2.4.2. The Provider must conduct criminal background checks on all employees and hire in accordance with a policy approved by BCHD. The policy may be modeled on the policy in Attachment C.
 - 2.2.4.2.1. It is understood that some or all staff may have criminal backgrounds.
 - 2.2.4.2.2. Any person convicted of a crime against children or of a sexual nature will automatically be excluded from consideration for employment.
- 2.2.4.3. In addition to any hiring process utilized by the Provider, employees must be hired subject to the following process:
 - 2.2.4.3.1. The Violence Prevention Coordinator shall be selected by a panel consisting of a representative of the Provider, a representative of the BCHD, and at least one other member of the local coalition from a pool of candidates identified as a result of the position being announced in appropriate forums or newspapers.
 - 2.2.4.3.2. Outreach Workers and Outreach Worker Supervisors shall be selected from a pool of candidates that may include community residents, ex-offenders and others with a demonstrated ability to relate to the target population.
 - 2.2.4.3.2.1. Outreach Workers and Supervisors shall be hired upon the recommendation of a **Community Panel** consisting, at a minimum, of representatives of the BCHD, law enforcement, the Provider, and at least one other community representative. Up to two representatives of a single organization may participate on a panel provided the organization has only one "vote" in the selection of candidates to whom offers of employment will be extended.
 - 2.2.4.3.2.2. No candidates shall be offered employment without the agreement of the BCHD, law enforcement and the Provider.
 - 2.2.4.3.3. The Provider agrees to maintain records documenting compliance with all aspects of the hiring process.
- 2.2.4.4. **Salaries and Benefits:** In order to ensure parity between project staff hired by community providers and BCHD, the provider must provide salary and fringe benefits for staff as described below:

- 2.2.4.4.1. The **Outreach Worker Supervisor** shall receive a salary of no less than \$29,735. It is expected that the Supervisor's salary will not exceed \$35,551, but the Provider may provide salary in excess of that if BCHD approves and the budget allows.
- 2.2.4.4.2. The **Outreach Workers** shall receive salaries as follows:
 - 2.2.4.4.2.1. No less than \$20,687 for individuals with a high school diploma/equivalency or the equivalent combination of education and experience
 - 2.2.4.4.2.2. No less than \$23,282 for individuals with a high school diploma/equivalency and two years relevant experience or the equivalent combination of education and experience
 - 2.2.4.4.2.3. It is expected that outreach worker salaries will not exceed \$26,509, but the Provider may provide salary in excess of that if BCHD approves and the budget allows.
 - 2.2.4.4.3. All project staff shall receive fringe benefits, including health care coverage, that are the same as other staff of the Provider UNLESS the Provider does not provide health care coverage to its other employees.
 - 2.2.4.4.4. If the Provider does not provide health care coverage to its employees, the Provider must provide project staff with funds to purchase health care coverage independently by:
 - 2.2.4.4.4.1. Making funding of at least \$7,168 and not more than \$9,768 available to each staff member annually to pay for health insurance; AND
 - 2.2.4.4.4.2. Ensuring that the funding is used to pay for health insurance. The Provider shall retain documentation of these expenditures with fiscal and employment records kept for the purposes of this project.
- 2.2.4.5. Reimbursement for compensation paid to persons hired in violation of the processes and policies indicated in this document will not be approved.
- 2.2.4.6. Management responsibilities of the Provider shall include ensuring that individuals hired pursuant to this contract have the equipment they need to fulfill their duties, including cell phones and access to a computer with internet service, and a base of operation that is located in or in close proximity to the target areas).
 - 2.2.4.6.1. Equipment, materials, and services necessary for staff to perform their jobs are reimbursable to the extent that its cost has been included in the approved budget.
 - 2.2.4.6.2. It is strongly recommended that all staff be issued a mobile phone.
- 2.2.4.7. The Provider shall ensure that individuals hired pursuant to this contract participate in all trainings, problem-solving and information sharing sessions, and other meetings required by the BCHD;
 - 2.2.4.7.1. Notice of these meetings will be forwarded to the Provider by the BCHD in advance of the meetings.

2.2.4.8. The BCHD shall be notified of vacancies, suspensions or terminations of staff paid by this contract within 48 hours of any employee's change in status.

2.2.4.9. Failure to maintain a minimum of a full complement of staff for more than 30 days may result in penalties, including a penalty of up to 10% of invoiced costs for the month or suspension of the contract.

2.2.4.10. If the provider chooses to partner with another agency for the purposes of hiring, all of the requirements in section 2.2.4 shall apply to hiring done through the partner agency

2.2.5. Staff Training

2.2.5.1. The Provider shall ensure that staff participate in all trainings sponsored by BCHD. This may include training by staff from CeaseFire Chicago in principles of the model, outreach methods, principles of violence prevention, etc.

2.2.5.2. The Provider shall work with BCHD to develop and implement a training program to ensure that all staff are able to perform their duties in an effective and safe manner

2.2.5.2.1. Particular attention must be paid to training in personal safety, appropriate boundaries, conflict resolution, and appropriate behavior when working with the public.

2.2.6. Client Target Population

2.2.6.1. Members of the **target population** are youth between the ages of 14 and 25 who, because of their backgrounds and present situations, are involved in or likely to become involved in shootings or gangs and who meet at least one of the criteria set forth below

2.2.6.1.1. Member or leader of a gang known to be actively involved in violence;

2.2.6.1.2. History of criminal activity including crimes against persons;

2.2.6.1.3. Pending or prior arrest(s) for weapons offenses;

2.2.6.1.4. Victim of a recent shooting; OR

2.2.6.1.5. Known to regularly carry a gun in public.

2.2.7. Outreach Services

2.2.7.1. Outreach Workers are expected to recruit and serve a caseload of 15-20 members of the target population by their fourth month on the job.

2.2.7.2. Outreach workers are expected to complete at least one face-to-face contact with each client per week.

2.2.7.3. In consultation with BCHD, the Provider will develop a case management protocol for enrolling, serving, and discharging clients.

2.2.7.4. Outreach services will include:

2.2.7.4.1. Conflict resolution

2.2.7.4.2. Connection to social services available in the community, including housing, cash assistance, and other services

2.2.7.4.3. Connection to education and employment services

2.2.7.4.4. Connection to health services, including primary care, mental health, and substance abuse treatment

2.2.7.5. The violence prevention coordinator is expected to maintain regular contact with the primary agencies to which clients will be referred through either individual or group meetings

2.2.7.6. The Outreach Supervisor is expected to provide adequate supervision to Outreach Workers, to include at least weekly meetings to review caseloads and progress.

2.2.7.6.1. BCHD may require the Provider to use certain supervisory tools and processes as a condition of award.

2.2.8. Public Education Services

2.2.8.1. The Provider will ensure that Public Education in the areas of violence prevention and alternatives to violence are provided by project staff and/or volunteers.

2.2.8.2. The Provider will:

2.2.8.2.1. In cooperation with outreach staff, volunteers, and community partners, promote the Safe Streets message of No Shooting through the use and distribution of public education materials, neighborhood events and other means.

2.2.8.2.2. In cooperation with outreach staff, volunteers, and community partners, create a public education distribution plan that will account for the dissemination of a minimum of 100 materials per month, with at least 50 public education materials visible in each of the target communities at all times.

2.2.8.3. BCHD will provide public education materials at its expense.

2.2.8.3.1. Public education materials will be developed by BCHD in consultation with the Provider.

2.2.8.4. The Provider may use its own public education materials, purchased using contract funds, if the materials are approved in advance by BCHD.

2.2.9. Community Mobilization Services

2.2.9.1. The Provider shall work with other community partners and BCHD to establish a **Community Coalition**, to consist of:

2.2.9.1.1. Community residents,

2.2.9.1.2. Representative of organizations, including faith based organizations, in the target community;

- 2.2.9.1.3. BCHD;
 - 2.2.9.1.4. Law enforcement;
 - 2.2.9.1.5. Social service agencies;
 - 2.2.9.1.6. Others selected by the Provider, suggested by the Community Coalition, or required by BCHD.
- 2.2.9.2. The coalition shall:
- 2.2.9.2.1. At a minimum, meet six (6) or more times per year
 - 2.2.9.2.2. Within 12 weeks of contract initiation, develop or revise an existing written plan to address shootings and killings in their neighborhood. The plan must:
 - 2.2.9.2.2.1. Set measurable and achievable reductions in shootings and killings during the contract period;
 - 2.2.9.2.2.2. Develop a plan and protocol for rapid responses to all shootings in the target community (e.g. vigils, community meetings, marches, etc.)
 - 2.2.9.2.2.3. Identify providers of key services that will be needed by outreach clients, and
 - 2.2.9.2.2.4. Specify other steps coalition members can take to discourage shootings and promote violence prevention.
 - 2.2.9.2.3. Devise and implement a strategy to engage and elicit the views of community residents on the safety of their neighborhood and how it can be improved on a regular basis.
 - 2.2.9.2.4. Continuously work to broaden and strengthen community relationships, with special efforts to reach out to key community agencies, including faith community leaders, who are not involved and establish relations with them.
- 2.2.9.3. Provider and Coalition members are expected to join Safe Streets and promote Safe Streets community-wide
- 2.2.9.4. The Provider will be responsible for working with the Coalition to:
- 2.2.9.4.1. Organize and conduct responses to 100% of the shootings and killings that occur in the target community within 72 hours of receiving notice of the shooting or killing;
 - 2.2.9.4.2. Recruit a minimum of 200 community residents throughout the year to participate in Safe Streets activities and responses as volunteers of the Provider.
 - 2.2.9.4.3. Ensure that a minimum of 75 community volunteers of the Provider participate in Safe Streets activities and responses each month.
 - 2.2.9.4.4. Organize and conduct a minimum of one activity per month (i.e., barbeque, march, rally, community picnic, etc.). The Provider may use contract funds to purchase food, supplies, and other materials and services necessary to conduct these activities.

2.2.10. **Provider's Relationship to BCHD**

- 2.2.10.1. The Provider must work with the BCHD staff to complete community specific short (and intermediate) term goals within twelve weeks of contract initiation.
 - 2.2.10.1.1. These goals include planning and implementing responses to shootings
 - 2.2.10.1.2. The Provider will participate in monthly Steering Committee and Intercommunity Forum meetings and weekly outreach supervisor meetings. These meetings provide a forum for training, problem solving, and reporting the progress toward community goals.
- 2.2.10.2. The BCHD will engage in the following activities to facilitate implementation of Safe Streets in the target community:
 - 2.2.10.2.1. Technical assistance, both on and off-site, to the Provider to facilitate the successful implementation of Safe Streets. This includes:
 - 2.2.10.2.1.1. Assisting the Provider to establish and maintain productive working relationships with partners, especially Law Enforcement;
 - 2.2.10.2.1.2. Providing assistance to Provider to comply with the model;
AND
 - 2.2.10.2.1.3. Providing onsite assistance for community events and responses to shootings.
 - 2.2.10.2.2. Initial and Ongoing Training for coordinators, outreach supervisors, and outreach workers
 - 2.2.10.2.3. Materials, to be used in public education and other efforts to persuade those at risk of involvement in shootings or killings to change their behavior and encourage members of their community to become involved in Safe Streets
 - 2.2.10.2.4. Documentation, information and data about the impact of Safe Streets in partner communities and any research that supports the work the BCHD and its partners are engaged in.
 - 2.2.10.2.5. Publicity for the work of the BCHD and its partners throughout the year by arranging interviews with the press, seeking opportunities to inform attendees at national conferences about Safe Streets, and taking other steps to draw attention to the successes being enjoyed by partner sites.
 - 2.2.10.2.6. Monitoring of the Provider's work and that of partners to ensure professional management of all aspects of Safe Streets, including the BCHD's fiduciary duties.
 - 2.2.10.2.6.1. BCHD staff will visit each site at least twice a month, and possibly as frequently as weekly or daily, to verify compliance with this scope of work statement and to help the site to remain "on model".
 - 2.2.10.2.6.2. Site visits are expected to be more frequent in the implementation phase of the project.

- 2.2.10.2.6.3. Site visits may include “walk-alongs” with outreach workers and a review of client and other program files.
- 2.2.10.2.6.4. If the site is not performing as expected, the Provider will be advised and steps will be taken to assist the site to come into compliance with this agreement.
- 2.2.10.2.6.5. As part of its monitoring efforts, BCHD reserves the right to direct the Provider to engage in certain project activities, such as responses to violent events.
- 2.2.10.2.6.6. BCHD will collect and review performance data on a regular basis. This data will be used to assist the Provider to plan its activities and strategies and to address any problems quickly and effectively.
- 2.2.10.2.6.7. The Provider must cooperate and be responsive to BCHD's monitoring efforts.
- 2.2.10.2.6.8. BCHD will separately provide support for an evaluation of Safe Streets. The Provider agrees to cooperate with the chosen Evaluators regarding access to information, data, interviews, project staff, and clients.

2.2.11. **Relationship to City-Wide Safe Streets and Anti Gang Initiatives**

- 2.2.11.1. The Provider will participate in the City-Wide Safe Streets initiative and citywide anti-gang activities as required by BCHD.
 - 2.2.11.1.1. For more information on the city's Gang Violence Reduction Strategy, please see Attachment E.
- 2.2.11.2. The Provider will participate in activities of the Gang Prevention Steering Committee and its subcommittees as indicated below
 - 2.2.11.2.1. Attend meetings of the Prevention and Intervention Subcommittee. These meetings are expected to occur monthly.
 - 2.2.11.2.2. Cooperate fully with performance measurement and gang monitoring efforts of the Committee and Sub Committee as required by BCHD.
 - 2.2.11.2.3. Attend other meetings and engage in other activities as needed.
- 2.2.11.3. When Safe Streets is implemented in multiple target communities, the Provider will be expected to participate in the “Intercommunity Forum” consisting of the lead agencies from all target communities, representatives of community coalitions, BCHD, and others as required.
 - 2.2.11.3.1. The Intercommunity Forum will provide an opportunity to share strategies, coordinate activities, and engage in joint efforts with representatives of other communities.

2.2.12. **Cooperation with Law Enforcement:**

- 2.2.13. The Provider, in cooperation with BCHD, will engage in continuous efforts to work with law enforcement partners, including

- 2.2.13.1. Encouraging them to be members of the Safe Streets Campaign;
- 2.2.13.2. Building a relationship with police commanders and officers in the target community that fosters the sharing of appropriate information in a timely manner.
- 2.2.13.3. Communicating with law enforcement partners several times during the course of each week to update each other regarding the status of shootings.
- 2.2.13.4. The Provider must develop a strategy for obtaining information about shootings and homicides within 24 hours of their occurrence.

2.3. **Quality Assurance and Evaluation**

- 2.3.1. BCHD will develop and maintain an active quality assurance program that will include regular reporting and site visits.
- 2.3.2. BCHD may designate an evaluator to assist in an evaluation of the project.
- 2.3.3. The Provider must cooperate fully with BCHD and its designated evaluator to design and conduct an evaluation, establish reporting and record keeping requirements, establish performance measurements, design data collection tools, and other activities related to quality assurance and evaluation of the program.
 - 2.3.3.1. This includes cooperating with any baseline assessment of the target community.

2.4. **Record Maintenance and Reporting**

- 2.4.1. The Provider will maintain records and make reports as required in this document.
- 2.4.2. The Provider may be required to keep additional records and make additional reports in order to permit BCHD to monitor program performance.
- 2.4.3. The Provider must cooperate with BCHD, its grantor(s), and its designated evaluator to develop and implement record keeping requirements, performance measures, and reports.
- 2.4.4. The Provider must maintain copies of time sheets, resumes, and job descriptions for all staff paid in whole or part with contract funds.
- 2.4.5. The Provider must collect additional or different information in a format to be determined as required by BCHD.
- 2.4.6. The Provider must provide additional or different reports in a format to be determined as required by BCHD.
- 2.4.7. All records must be maintained in a manner that they are available for inspection by BCHD.
- 2.4.8. BCHD reserves the right to require the Provider to provide copies of all records maintained pursuant to this agreement, either in paper or electronic form.
- 2.4.9. The Provider will submit the following information monthly:
 - 2.4.9.1. A brief (one to two page) narrative describing activities undertaken for the month and plans for the next month

- 2.4.9.2. Number of community activities
- 2.4.9.3. Number of public education materials distributed
- 2.4.9.4. Number of responses to shootings/homicides
- 2.4.9.5. Number of meetings of Community Coalition
- 2.4.9.6. Number of new clients recruited;
- 2.4.9.7. Demographics of new clients recruited;
- 2.4.9.8. Number of client contacts made
- 2.4.9.9. The Provider will maintain the following records to keep track of its public education activities:
 - 2.4.9.9.1. Copies of any printed materials distributed in connection with public education activities;
 - 2.4.9.9.2. Photographs of any billboards or posters distributed in connection with public education activities;
 - 2.4.9.9.3. Number of public education materials distributed;
 - 2.4.9.9.4. Number of community volunteers involved in distributing public education materials.
 - 2.4.9.9.5. Other information to be determined by BCHD in cooperation with the Provider, the evaluator, and community partners.
- 2.4.9.10. The Provider will maintain the following records to keep track of its community mobilization activities:
 - 2.4.9.10.1. Agendas, participant lists and minutes for all coalition meetings;
 - 2.4.9.10.2. A completed violence prevention plan.
 - 2.4.9.10.3. Copies of all reports and recommendations developed by the coalition.
 - 2.4.9.10.4. Copies of "Join Safe Streets" forms completed by community volunteers recruited to participate in the project
 - 2.4.9.10.5. A roster of those who have joined the campaign with their contact and other pertinent information
 - 2.4.9.10.6. Attendance lists for volunteers and staff for all community activities and shooting/homicide responses,
 - 2.4.9.10.7. Dates and brief descriptions of events, activities, and responses.
 - 2.4.9.10.8. Copies of any printed materials distributed to the public in connection with community mobilization activities.

2.4.9.10.9. Other information to be determined by BCHD in cooperation with the Provider, the evaluator, and community partners.

2.4.10. The Provider will maintain the following additional records to keep track of outreach activities

2.4.10.1. Client information:

2.4.10.1.1. Name

2.4.10.1.2. Birthdates (if available)

2.4.10.1.3. Race

2.4.10.1.4. Gender

2.4.10.1.5. Factors that indicate they are at risk

2.4.10.1.6. Address (if available)

2.4.10.1.7. Date recruited

2.4.10.1.8. Dates of contacts

2.4.10.1.9. Services connected to

2.4.10.1.10. Date "discharged"

2.4.10.1.11. Other information to be determined by BCHD in cooperation with the Provider, the evaluator, and community partners.

2.4.10.2. Attendance lists that indicate outreach clients' participation in community events

2.5. **Additional Provisions**

2.5.1. Conditions set forth in the Scope of Services above are subject to change prior to the formal contract being completed. Any changes must be submitted in writing to the Board of Estimates.

2.5.2. The Provider shall agree to comply with all conditions set forth by the Baltimore City Health Department or its grantors.

2.5.3. Modifications to the terms and program content and/or budget are to be made in accordance with the Baltimore City Health Department, and if applicable, local, state and/or federal government guidelines and policies. Any and all modifications to the terms and services and/or cost of the services to be performed shall be in writing setting forth the modifications, which must be approved in writing by the Board of Estimates of the City of Baltimore. All requests for modifications are to be submitted in writing to the BCHD Safe Streets Director.

3. **FUNDING**

- 3.1. Approximately \$350,000 will be available for one (1) award.
- 3.2. The Provider should consider the cost for training and recruiting staff, providing adequate equipment, office supplies, communications, and other costs in developing a budget.
- 3.3. The Provider must maintain compliance with all applicable laws and regulations.
- 3.4. BCHD has the authority to withhold payment for non-performance as mandated by the contract as a result of solicitation. BCHD reserves the right to withhold up to 10% of reimbursement for expenses pending satisfactory performance as reflected on the year-end report.
- 3.5. The Provider may request that payment be made quarterly. BCHD shall reimburse the Provider for satisfactorily rendering services, in the sole discretion of BCHD. BCHD shall use reasonable efforts to make payment within thirty (30) days of presentation of a request for payment by the Provider. The Provider's request for payment shall be timely made, shall indicate the time periods and services for which payment is requested, and shall adhere to instructions and format, including specific forms, if any, required to request payment for services provided.
- 3.6. The Provider shall submit requests for payment within 15 days of the end of the quarter. In the event that the 15th day does not fall on a business day, the request for payment shall be sent on the next business day.
- 3.7. Payment of the next quarter's reimbursement may be contingent on the Provider submitting satisfactory documentation of the previous quarter's expenses.

4. **TERM OF AGREEMENT**

The agreement shall be for the period from August 1, 2008 through September 30, 2009.

5. **PUBLICATION**

- 5.1. BCHD shall have copyright, property and publication rights in all written or visual material or other work products developed in connection with the grant.
- 5.2. The Provider agrees that any publication (written, visual or sound, including press releases, newsletters, and issue analyses) issued by the Provider describing this project shall contain the following statement: "This project was supported by Baltimore City Health Department with funds awarded by the U.S Department of Justice Office of Justice Programs. Points of views or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the Baltimore City Health Department or its funders."

6. **MEDIA AND OTHER ANNOUNCEMENTS**

- 6.1. The Provider may issue its own press announcements, but shall coordinate its announcements with BCHD at least twenty-four (24) hours in advance of dissemination. BCHD must approve all press announcements. The Provider shall furnish to BCHD a copy of all press releases, papers, manuscripts, and other information materials which it purchases/produces that are related to the project and supported by BCHD funding.

- 6.2. BCHD and the Office of Justice Programs support must be noted in any press releases, brochures, materials, or RFPs related to this grant.
- 6.3. When issuing statements, press releases, requests for proposals, bid solicitations, and other documents describing this project, the Provider shall clearly state in respect to the Baltimore City Program: (1) the percentage of the total cost of the project which will be financed with Federal money, and (2) the dollar amount of Federal funds for the project. This information will be given to the Provider when it is selected.
7. **GRIEVANCE PROCEDURES:** Only grievances with respect to individual awards will be addressed. A grievance should be submitted in writing to the Commissioner of Health. Procedures governing the City of Baltimore bid and contract process will be followed.
8. **GENERAL TERMS AND CONDITIONS OF THE CITY OF BALTIMORE**
 - 8.1. The BCHD shall be responsible for reimbursement of services performed under this program. Payment shall be based on quarterly invoices with supporting source documentation as required by BCHD. Required documentation may include receipts, records of salaries and fringe paid, performance measures, narrative progress reports, and other material as provided in the contract. Every effort will be made to make payment under the contractual agreement within thirty days of presentation of a request for payment.
 - 8.2. BCHD reserves the right to withhold up to 10% of reimbursement for expenses pending satisfactory performance as reflected on the year- end report.
 - 8.3. All invoices and requests for advances and performance reports shall be made using standard forms in Attachment D or as designated by BCHD.
 - 8.4. BCHD is responsible for the proper stewardship of all grant funds and activities. The Provider is expected to maintain sound and effective business management systems to assure the proper stewardship of funds and activities. These systems must meet the requirements outlined by the Office of Management and Budget (OMB) and the Office of Justice Programs for recipients of Federal funding. Relevant information can be found in the following federal materials (all OMB Circulars are available at <http://www.whitehouse.gov/omb/circulars/index.html>):
 - 8.4.1. For All Institutions/Organizations (non-profit or for-profit): Office of Justice Programs Financial Guide (at <http://www.ojp.usdoj.gov/FinGuide/>), particularly information in Chapter 3 related to sub-recipients, Chapter 4, and Chapter 19; and OMB Circular A-87 Cost Principles for State and Local Governments.
 - 8.4.2. For Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations: OMB Circular A-110 Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations; OMB Circular A-122 Cost Principles for Non-Profit Organizations; and OMB Circular A-21 Cost Principles for Educational Institutions.
 - 8.5. The Provider shall obtain an audit in accordance with the Chapter 19 of the Office of Justice Programs Financial Guide and (if applicable) the revised OMB Circular A-133 - Audits of Institutions of Higher Education and Other Non-Profit Institutions. A copy of the audit needs to be forwarded to the Fiscal Office at the BCHD.
 - 8.6. The PROVIDER shall not commence work under this Agreement until it has obtained all the insurance required under this section. Further, such insurance shall remain in force during the life of this Agreement. The PROVIDER shall name the Mayor and City Council of Baltimore City as additional insured on all policies. The PROVIDER, at its sole expense,

shall procure and maintain during the life of this Agreement the following required insurance coverage:

- 8.6.1. Professional Liability, Errors and Omissions Insurance, with annual, aggregate limits of no less than Three Million Dollars (\$3,000,000), pertaining to services rendered by professionals on behalf of the PROVIDER. If coverage is purchased on a "claims made" basis, the PROVIDER warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period from the date of contract termination, and/or conversion from a "claims made" form to an "occurrence" coverage form. Said policy shall be for services performed, pursuant to this Agreement, either directly or indirectly, which involve or require professional services. "Professional Services" for purposes of this Agreement shall mean any services provided by a licensed professional.
- 8.6.2. Commercial General Liability Insurance at limits of not less than One Million Dollars (\$1,000,000) per occurrence for claims arising out of bodily injuries or death, and property damages. With those policies with aggregate limits, a minimum limit of Three Million Dollars (\$3,000,000) is required. This policy shall include broad form property damage if the PROVIDER uses any City of Baltimore owned facility (or facilities). Such insurance shall include (a) contractual liability insurance and (b) sexual and/or physical abuse liability coverages.
- 8.6.3. Business Automobile Liability Insurance at limits of not less than One Million Dollars (\$1,000,000) per occurrence for all claims arising out of bodily injuries or death and property damages. The insurance shall apply to any owned, non-owned, leased, or hired automobiles used in the performance of this Agreement.
- 8.6.4. Workers' Compensation coverage as required by the State of Maryland, as well as any similar coverage required for this work by applicable federal or "other state's" state law.
- 8.6.5. The Mayor and City Council of Baltimore, its elected/appointed officials, employees, and agents shall be covered, by endorsement, as an additional insureds as respects to: liability arising out of any activities performed by or on behalf of the PROVIDER in connection with this Agreement.
- 8.6.6. The PROVIDER's insurance shall apply separately to each insured against whom claim is made and/or lawsuit is brought, except with respect to the limits of the insurer's liability.
- 8.6.7. To the extent of the PROVIDER's negligence, the PROVIDER's insurance coverage shall be primary insurance as respects the CITY, its elected/appointed officials, employees, and agents from any liability arising out of the PROVIDER's performance of the services hereunder. Any insurance and/or self-insurance maintained by the CITY, its elected/appointed officials, employees, or agents shall not contribute with the PROVIDER's insurance or benefit the PROVIDER in any way.
- 8.6.8. Coverage shall not be suspended, voided, canceled, or reduced in coverage or in limits, except by the reduction of the applicable aggregate limit by claims paid, until after forty-five (45) days prior written notice has been given to the CITY. There will be an exception for non-payment of premium, which is ten (10) days notice of cancellation.
- 8.6.9. Insurance is to be placed with insurers with a Best's rating of no less than A:VII, or, if not rated with Best's, with minimum surpluses the equivalent of Best's surplus size VII and said insurers must be licensed/approved to do business in the state of Maryland.

- 8.6.10. The PROVIDER shall furnish to the CITY a "Certificate of Insurance", with a copy of the additional insured endorsement as verification that coverage is in force. The CITY reserves the right to require complete copies of insurance policies at any time.
- 8.6.11. Failure to obtain insurance coverage as required or failure to furnish Certificate(s) of Insurance as required may render this Agreement null and void; provided however, that no act or omission of the CITY shall in any way limit, modify or affect the obligations of the PROVIDER under any provision of this Agreement.
- 8.6.12. The PROVIDER shall include all subcontractors as insureds under its policies or shall furnish separate certificates of insurance and policy endorsements for each subcontractor. Insurance coverages provided by subcontractor as evidence of compliance with the insurance requirements of this contract shall be subject to all of the requirements stated herein.
- 8.6.13. If the PROVIDER is self-insured for any of the above requirements, a certification of self-insurance shall be attached hereto and be incorporated by reference herein, and shall constitute compliance with this section. Any deductibles or self-insured retentions must be declared to an approved by the CITY, and shall be the sole responsibility of the PROVIDER.
- 8.7. The PROVIDER, at its sole expense, shall secure a fidelity bond to insure the DEPARTMENT against any and all loss of funds provided hereunder due to misuse, mismanagement, and/or theft of such funds by the PROVIDER, its officers, employees, agents or assigns. The amount of this bond shall be thirty-three percent (33%) of the reimbursement award provided for in this Agreement.
- 8.8. Compliance with Tax Obligations - Prior to the execution of a contractual agreement, the provider must be in compliance with federal, state and local tax requirements.
- 8.9. Confidentiality - all records and other identifying information shall be maintained in a secure place. The Provider shall follow all confidentiality practices prescribed by federal, state and local laws, ordinances, rules and regulations
- 8.10. In accepting Office of Youth Violence Prevention funds, the agency agrees to share any information it possess on clients and their families pursuant to services provided under this agreement with BCHD on request.
- 8.11. BCHD reserves the right to charge the vendor up to 10% of the contract costs for non-compliance with program and fiscal report submission deadlines.
- 8.12. BCHD reserves the right to increase or decrease awards within the funding period due to failure to achieve contracted goals and objectives in a timely fashion.

Part II: Proposal Requirements

1. **APPLICATION DEADLINE AND FILING INSTRUCTIONS**

- 1.1. **Deadline for Submission:** The deadline for submitting the Safe Streets proposal is **June 18, 2008**. A completed application must be received by BCHD no later than 12:00 PM Eastern Standard Time to meet the mandated deadline. Submit applications to the address below.

1.1.1. **SEND APPLICATIONS AND OTHER CORRESPONDENCE TO:**

Office of Youth Violence Prevention
Baltimore City Health Department
210 Guilford Avenue, 2nd Floor
Jerry Huffman Conference Room
Baltimore, Maryland 21202
Attention: Dr. LaShawn McIver

- 1.2. **Extensions:** There are no extensions allowed. In the event that the Health Department is closed due to weather or other conditions on the due date, the application will be due at noon the following business day.
- 1.3. **Proposal Formatting Requirements:** The proposal must be prepared using the format outlined in this RFP. In preparing the proposal, please adhere to the following specifications:
- Applications must be in English
 - Applications should be no more than fifteen (15) pages in length, not including attachments, budget narrative and forms, and the title page and table of contents.
 - Submit **an original and twelve (12) unbound copies**. Place each copy, including the original, in an envelope addressed as indicated in item 1 above.
 - Use a standard 12-point font.
 - Use 8.5" by 11" white paper that can be photocopied.
 - Top, bottom, left, and right margins may not be less than one (1) inch each.
 - Text must be double-spaced.
 - Do not submit double-sided copies.
 - Do not use photo reduction or include photos or oversized documents.
- 1.4. **Further Information:** For further information about the application process or requirements, contact Safe Streets Office at 443-984-3566.

2. **PROPOSAL REVIEW PROCESS**

- 2.1. **Review Board:** BCHD will convene a review board to review each proposal to determine if it meets the requirements outlined in this document.
- 2.2. **Proposal Evaluation:** Proposals will undergo three rounds of scoring. Proposals will be scored independently against a set of criteria. Proposals that do not meet the minimum requirements outlined in this document will not be scored.
- 2.2.1. **Round 1 Scoring.** In the first round of scoring, the review board will assign numeric values to each criterion stated below and a score will be determined for each proposal. Proposals must receive a minimum score of twenty-five to pass to the second round.

2.2.2. **Round 2 Scoring.** In the second round of scoring, the review board will discuss each proposal, assign numeric values to each criterion stated below and a score will be determined for each proposal. The review board will forward the top four proposals from round 2 to a third round of scoring. In the event that more than two proposals from a single target community are in the top four, only the top two will proceed to round three. The remaining two round three slots will be filled by the next highest scoring applications from different target communities. If fewer than four proposals are forwarded from round 1 to round 2, all proposals scored in round 2 will be forwarded to round 3.

2.2.3. **Round 3 Scoring.** Only proposals proceeding from Round 2 Scoring will be considered for Round 3 Scoring. In the third round of scoring, the review board will assign numeric values based on the criterion stated below for the interview and site visit and a score will be determined for each proposal.

2.2.4. **Decision of Award.** After the third round of scoring, the review board will recommend one proposal (from different target communities) for selection by a designated official of the BCHD. Notwithstanding the review board's recommendation, the BCHD reserves the right to make the final decision regarding selection of a proposal(s) under this Request for Proposals (RFP).

2.2.5. The BCHD reserves the right to: (1) reject any and all proposals; (2) waive any minor irregularities or technicalities in proposals received; (3) make a single award or multiple awards under this RFP for the performance of any, all or any combination of the items delineated under the Scope of Services or otherwise stated in this RFP; or (4) cancel this RFP in its entirety or any portion thereof. The BCHD's reservation of rights shall in no way affect the formation of a contract upon written notice of award by the BCHD to the successful provider. BCHD does not guarantee (i) any minimum amount of a contract awarded hereunder; nor (ii) the extent, quantity or portion of any services to be performed or items to be provided pursuant to an award to any one or all of the successful providers. Unless otherwise specifically provided for elsewhere in the proposal document, the designated official of the BCHD reserves the right to make award(s) to the most responsive and responsible provider based upon a combination of the criteria stated below.

2.3. Round 1 Scoring Criteria

Adherence to Proposal Guidelines: 5 points

- Does Proposal meet all the formatting requirements?
- Has Provider submitted all of the requested information?

Responsiveness to Request for Proposals: 45 points

- Completeness of proposal
- Quality and comprehensiveness of proposal

2.4. Round 2 Scoring Criteria

Provider's Experience and Reputation: 40 points

- Qualifications and experience of Provider and staff
- Experience providing community outreach services to target population
- Experience providing violence prevention services
- Experience with coalition building
- Demonstrated ability to implement and manage a program of this size.
- History of compliance with regulations, statutes, and contract requirements.
- Reputation and credibility in the target community

- History of working with Baltimore City Health Department and other target agencies
- Other factors related to the experience and reputation of the provider and its staff.

Technical Proposal: 45 points

- Level of need in the selected target area
- Ability to define level of need, as shown by trends in shootings and homicides.
- Clear rationale and justification for selection of target area
- Demonstrated understanding of target area
- Demonstrated understanding of the Safe Streets model
- Demonstrated ability to implement Safe Streets
- Philosophy and approach to service delivery
- Clear articulation of proposed activities and implementation plan
- Size and demographics of the selected target area
- Description of program activities
- Timeline for project implementation
- Quality and comprehensiveness of implementation and staffing plan.
- Other factors relating to the quality and comprehensiveness of the proposal.

Budget/Price Proposal: 15 points

- Cost
- Additional resources offered by provider
- Quality and comprehensiveness of proposal
- Extent to which proposed budget would adequately support the project
- Completeness of proposal
- Adherence to guidelines set forth in this Request for Proposals

2.5. Round 3 Scoring Criteria

Interview: 35 points

- Applicants will be required to participate in an interview conducted by the Review Committee. Applicants will be given the opportunity to elaborate on their proposed service plan, their organization's experience, and to respond to questions by the Review Committee. Applicants will be scored based on their presentation and responses. This interview will occur at the same time as the site visit described below.

Site Visit: 15 points

- The Review Committee will conduct a site visit to inspect the facilities of the applicant. Applicants will be scored based upon the adequacy of their resources and facilities to support their proposed program plan.

2.6. At the option of the City, bidders may be required to furnish evidence of sufficient financial responsibility to fulfill this contract and that they have, or can obtain, the necessary equipment, manpower, office space, or other resources necessary to ensure delivery within the parameters of this contract at the time of their interview.

2.7. Prior to awarding this contract, the City reserves the right to inspect the facilities of any responsive bidder. The reputations of bidders regarding adequacy of their resources and facilities, as well as past records of their performance of work of the type and magnitude required herein shall be considered when making the award.

2.8. Any award to a provider by the BCHD pursuant this RFP is contingent upon approval of a formal contract by the Board of Estimates of Baltimore City.

3. **PROPOSAL REQUIREMENTS**

3.1. **Technical Proposal:** The following should be included:

3.1.1. **Executive Summary of Proposal** (suggested length – ½ - 1 page): Should indicate the selected target area and demonstrate an understanding of the project's Scope of Services, Goals, and other requirements.

3.1.2. **Provider's Experience Summary** (suggested length – 4-5 pages)

3.1.2.1. Experience providing violence prevention services;

3.1.2.2. Experience providing services and working with the target community;

3.1.2.3. Longevity and consistency of the program staff;

3.1.2.4. Experience providing services to the target population; AND

3.1.2.5. Knowledge of the geographical area and provider community of the target population.

3.1.3. **Work Plan** (suggested length – 4-5 pages)

3.1.3.1. Explanation of how the provider will organize and implement the services outlined under Scope of Services;

3.1.3.2. Explanation of how provider will coordinate its activities with stakeholders, including BCHD, Baltimore City Police Department (BPD), and other community based organizations, faith organizations, and others.

3.1.3.3. Description of how provider intends to secure and maintain community support and engagement.

3.1.3.4. Description of proposed target area (should indicate neighborhood and/or street boundaries, population size and demographics, etc.)

3.1.3.5. Rationale for selection of proposed target area (should include discussion of violence "hot spots", factors contributing to shootings in target area, level of need for intervention, and violent crime trends)

3.1.3.6. Timeline for project implementation.

3.1.3.7. Explanation of how the provider will respond to emergency situations

3.1.4. **Staffing Plan Narrative** (suggested length – 3-4 pages)

3.1.4.1. A description of program functions and professional qualifications of key positions

3.1.4.2. A summary of the Provider's hiring criteria, to include qualifications of each position listed in the staff plan, with an explanation of the staff selection process;

3.1.4.3. A hiring plan describing how the Provider plans to hire new staff for the project, including a time line; AND

3.1.4.4. A summary of how the program will be overseen, how each direct service position will be supervised and by whom, and a description of contingency staffing plans

3.1.4.5. A summary of the provider's policy on hiring exoffenders. The policy should be included as an attachment to the proposal.

3.1.5. Performance Monitoring Plan (suggested length – 2-3 pages)

3.1.5.1. Outcome measures specific to the proposed project should be clearly defined. Include outcome measures listed in the proposal, as well as any other measures identified by the Provider; AND

3.1.5.2. A summary of the Provider's Quality Improvement Plan, including a description of complaint procedures, satisfaction measurements, consumer input, etc.

3.2. Budget:

3.2.1. Budgets should be submitted on forms supplied in Attachment D. An electronic copy of this form is available upon request.

3.2.2. It is strongly recommended that the Provider include "flexible funds" in the budget in order to meet client needs.

3.2.3. It is strongly recommended that the Provider set salaries and benefits at a level sufficient to recruit and retain qualified staff.

3.2.3.1. Please see Part I, Section 2.2.4.4 for salary and benefit requirements.

3.2.4. The budget may include an administrative cost allocation to cover the cost of administering the program (accounting, insurance, supervision, etc.). The amount allocated for administrative cost may not exceed 10% of direct costs.

3.2.5. Applicants should identify additional resources, including in-kind or cash available from the provider for this project.

3.2.6. Applicants must submit a budget narrative detailing the basis for the amount allocated for each line item.

3.3. Attachments to the Proposal: All the following must accompany the Technical Proposal:

3.3.1. Documentation of licensure/accreditation/certification/registration of organization, including documentation of 501(c)(3) status and of Maryland tax exempt status.

3.3.2. Documentation that agency has obtained or will, prior to beginning services, obtain the required insurance coverage.

3.3.3. A copy of the most recent independent audit conducted of the agency.

3.3.4. Letter from President, Executive Director, or the agency's equivalent, indicating the person authorized to sign contracts for the agency.

3.3.5. Timeline for work plan;

- 3.3.6. Reference letters from two sources who are directly familiar with the provider's work and have worked with the provider on a project serving high-risk youth and/or exoffenders. All references must include a contact person to provide further information about the Provider's ability to execute the contract;
 - 3.3.7. Resumes of all key staff involved in the project;
 - 3.3.8. Job Descriptions for staff proposed for the project;
 - 3.3.9. Organizational chart for the agency positions relevant to the program;
 - 3.3.10. Policy on hiring ex-offenders for the project;
 - 3.3.11. Geographical description of target area (street boundaries, neighborhood boundaries, and/or a map indicate street or neighborhood boundaries).
 - 3.3.12. Results of satisfaction surveys and outcome measures of any related programs currently offered by the Provider, if available
4. **BIDDER'S CONFERENCE.** A Bidder's Conference is scheduled for May 28, 2008 at City Hall 100 N. Holliday Street, Curran Conference Room 4th Floor, Baltimore, MD 21202. It is mandatory that interested providers send one or more representatives to the conference. As a part of this conference, a workshop detailing the CeaseFire Model and Safe Streets will be given. We request that interested Bidders RSVP their attendance to Tyanna Williams at 443-984-3566, tyanna.williams@baltimorecity.gov.

Attachment A Ceasefire Description

Overview

CeaseFire is the first initiative of the Chicago Project for Violence Prevention. It works with community-based organizations to develop and implement strategies to reduce and prevent violence, particularly shootings and killings. CeaseFire relies on outreach workers, faith leaders, and other community leaders to intervene in conflicts, or potential conflicts, and promote alternatives to violence. CeaseFire also involves cooperation with police and it depends heavily on a strong public education campaign to instill in people the message that shootings and violence are not acceptable. Finally, it calls for the strengthening of communities so they have the capacity to exercise informal social control and respond to issues that affect them.

Conflict Mediation

Youth outreach and high-risk conflict mediation are, together, perhaps the most important of the five core components of CeaseFire. Outreach workers and violence interrupters are streetwise individuals who are familiar with gang life in the communities where CeaseFire is active. Many of them are former gang members and many have spent time in prison, but they are now "on this side of the line" and eager to give back and help young people in their neighborhoods. These individuals use their experience and knowledge of the streets to seek out and build relationships with troubled youths who are susceptible to the violent norms that still exist on the streets.

Outreach Workers

Outreach Workers have a client base and focus on changing the behaviors and thinking of high-risk youth. They keep in touch with the community and seek to intervene in conflicts before they escalate to violence and also prevent retaliation. They attempt to steer individuals away from violence to more positive endeavors, such as education and employment opportunities. Most outreach workers come from the communities they serve and many are exoffenders, enabling them to better understand the needs and motivations of high risk youth.

Five Core Components

CeaseFire is a mix of five core components: community mobilization, youth outreach, public education, faith-based leader involvement, and criminal justice participation.

Community Mobilization

Community mobilization focuses on residents, local businesses, service organizations, and members of the faith community to build a safer and more viable community.

The purpose of community mobilization is to build and energize a base of support for CeaseFire that involves a variety of efforts to both stop shootings and killings in the near term and to change the underlying conditions that give rise to shootings and killings in the long term.

Violence prevention coordinators take the lead on community mobilization by building neighborhood-based coalitions of local law enforcement, youth organizations, faith leaders, block clubs, and residents. They ensure responses to all shootings, keep up on all relevant data, and distribute public education materials.

Central to the work of the violence prevention coordinators is the development of a violence prevention plan that describes the nature and extent of violence in the partner community, current efforts to respond to the violence (including existing community resources) and identifies goals, objectives, and activities that are directed at stopping the shootings and killings.

Youth Outreach

Outreach workers are street-smart individuals who identify and engage individuals who are at high risk of becoming involved in violence in order to prevent shootings and killings from occurring.

Outreach workers are challenged to build sufficient trust with these high risk individuals, many of whom are gang-involved, to be able to influence the ways these young people think and act - and to redirect them to positive pursuits, including jobs, job training, and returning to school.

Outreach workers meet and work with those they assist in non-traditional settings - parks, street corners, places young people gather - during non-traditional hours when local data indicate violence is most likely to occur, particularly evenings and late-night hours and on weekends.

Public Education

CeaseFire employs a broad-based public education campaign to facilitate behavior change and promote nonviolence. Neighborhoods are saturated with posters, leaflets, flyers, yard signs, bumper stickers, T-shirts, buttons and other materials that disparage violence and carry pointed messages about the consequences of shootings and killings.

Faith-Based Leader Involvement

Faith-based leaders are in a unique position to influence the thinking and behavior of community members and those who are at risk of involvement in shootings and killings. Many people turn to their church, mosque, or synagogue for comfort and strength, seeking a higher power to guide them to a path that will lead them away from a destructive lifestyle to one that is positive and constructive.

CeaseFire works to engage members of the faith community to perform activities that complement those of the outreach workers. These faith leaders open safe havens, talk to high-risk individuals, participate and provide leadership in shooting responses, preach nonviolence, and urge congregants to work to stop shootings and killings.

Criminal Justice Participation

Individuals responsible for shootings and killings need to be held accountable to the community for their actions. This is not an end that can be definitely achieved without the involvement of police, the courts and corrections agencies - until the thinking completely changes.

CeaseFire builds on the partnerships that many communities already have with police and fosters relationships with community residents in neighborhoods where those relationships may have been strained in the past. CeaseFire, residents, and police should all share the common goal of saving lives and making neighborhoods safe.

Police notify the Chicago Project and CeaseFire community partners of shootings and killings in CeaseFire communities so they can mobilize community responses and intervene to prevent escalations. Police frequently participate in the community responses to shootings and other CeaseFire events.

For more information of the CeaseFire model visit: <http://www.ceasefirechicago.org/>

Attachment B
Job Descriptions

Outreach Supervisor

The BCHD for Office of Youth Violence Prevention is working with community-based organizations to implement Safe Streets: The Campaign to Stop the Shooting. Safe Streets is a coordinated strategy to address shootings in Baltimore. Skilled Outreach Supervisors are a key ingredient to the success of this initiative.

Responsibilities:

- Plan the day-to-day and week-to-week activities with and for the outreach staff
- Plan and hold daily meetings to review current shootings and assess what additional interventions are needed
- Connect with additional resources from neighboring communities (e.g., gang mediation assistance) to get needed support, when necessary
- Supervise staff of outreach workers, including daily communication with each staff
- Outreach to the community to build strong relationships with youth, residents, businesses, and community groups
- Coordinate interview panels to hire outreach staff
- Attend BCHD weekly supervision meetings every week as set by the BCHD.
- Advocate for youth through court testimonies, when necessary
- Increase staff visibility when shootings/killings take place (developing networks with other outreach program workers to coordinate an inclusive and immediate strategic response)
- Investigate causes of shootings/killings to assist in mediating situations and preventing retaliation between individuals and groups (working with the community, outreach programs and local law enforcement to gain information that may be helpful in preventing additional killings)
- Identify and diffuse “hot spots” for shootings and violence (conducting eyeball surveys with residents and community organizations to identify areas frequented by potential offenders)
- Attend and participate in meetings with law enforcement, community outreach workers, prosecution, probation, and agencies providing opportunities, to discuss recent situations and coordinate efforts collectively to stop the killing
- Facilitate violence prevention and life skills workshops in local schools, parks, and community organizations
- Document detailed client case notes and overall coordination of all staff reports

Qualifications:

- High school diploma or GED, plus four years experience in youth development, violence prevention, social work, or similar field, or equivalent combination of education and experience
- Extensive experience working with at-risk youth and gang members
- Excellent communication skills
- Experience and/or training in crisis intervention and staff supervision
- Valid Maryland driver’s license, insurance, and good driving record preferred.

Outreach Worker

Reports to: Outreach Supervisor

Responsibilities:

Stopping Shootings by doing all that is required individually and in a team to prevent all shootings in the neighborhood assigned, including:

- Getting to know all the highest risk persons and the people who know them
- Letting it be known that outreach workers are there to stop shootings and that community members should inform the team when shootings or other violence might happen so that the team can intervene
- Working to intervene in circumstances in which violence is likely, including possible retaliation
- Working to understand why a shooting happened and to determine why it is that the team was not informed – developing strategies to be better informed the next time
- Working to gain trust of the community and the highest risk persons
- Calling for assistance when situations require it

Full participation in Safe Streets, which includes:

- Anticipating and responding to Outreach Supervisor's requests and needs
- Continuously keeping Outreach Supervisor informed as to what is going on (this includes: what is going right, what is going wrong and anticipating what might go wrong)
- Working as a member of a team – work together to ensure that shootings are reduced
- Conducting outreach to the community (individually and as a team member) to build strong relationships with youth, residents, businesses, and community groups
- Identifying youth who are gang members and those at-risk for joining gangs and intervening in their lives through case management to aid in solving current problems and preventing future ones
- Linking individuals to services and opportunities in the community (job programs, GED, drug treatment, and mentoring)
- Advocating for youth in court, when necessary
- Participating, as necessary, in organizing responses to shootings and increasing visibility when shootings/killings take place, including developing networks with other outreach program workers to coordinate an inclusive and strategic response)
- Understanding the causes of shootings/killings to assist in mediating situations and preventing retaliation between individuals and groups (working with the community, outreach programs and local law enforcement to gain information that may be helpful in preventing additional killings)
- Identifying and diffusing "hot spots" for shootings and violence (conducting eyeball surveys with residents and community organizations to identify areas frequented by potential offenders) and provide documentation
- Document shootings and other acts of violence prevented
- Respond to shootings in other communities, when necessary
- Document detailed client case notes and other duties as assigned

Qualifications:

- High school diploma or GED, or equivalent combination of education and experience.
- Experience working with at-risk youth and gang members
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence
- Excellent communication skills
- Experience or training in crisis intervention
- Knowledge of Baltimore communities
- Valid Maryland driver's license, insurance, and good driving record preferred.

Violence Prevention Coordinator

The BCHD Office of Youth Violence Prevention is working with community residents and businesses and community-based organizations to implement Safe Streets: The Campaign to Stop the Shooting. Safe Streets is a coordinated strategy to address shootings in Baltimore. Skilled Violence Prevention Coordinators are a key ingredient to the success of this initiative.

Responsibilities:

- Convene and lead a group that is representative of the community to develop violence prevention plan to reduce shootings and killings in their community.
- Ensure that the planning committee:
 - Includes the following in their violence prevention plan: an assessment of the nature and extent of shootings and killings in the Safe Streets community using data and other community input;
 - Utilizes the “framework for violence prevention” provided by the Baltimore BCHD to prioritize strategies and identify outcomes;
 - Produces a written violence prevention plan tailored to the specific needs of Safe Streets communities that specifies short and long-term goals that are consistent with the goals of the Safe Streets BCHD.
- Documentation of meetings, including minutes of planning committee sessions, and correspondence to area residents and community partners, etc.
- Facilitate implementation of the strategies identified in the plan with an emphasis on maximum engagement of community residents and existing community services.
- Develop relationships with local service providers
- Participate in evaluation activities of the community-based violence prevention program and organize and participate in a review of program progress.
- Participate in regular meetings with Baltimore BCHD staff to 1) review and assess progress of the program; 2) assess relevance and adequacy of the plan as it is developed; 3) refocus the plan as needed based on these meetings; and 4) determine other priority needs and goals.
- Attend Intercommunity Forum (ICF) meetings and contribute to the success of the forum by contributing to the agenda, participating at meetings and by interacting with representatives from other agencies that do similar work in the city.
- Plan and implement responses to shootings with community residents and other local partners.
- Publicize Safe Streets educational messages throughout the year including supervision of canvassers if they work with the BCHD.
- Plan and oversee the conduct of a range of activities celebrating Safe Streets week.

Qualifications

- BS/BA in a Human Services field (i.e., Sociology, Social Work, etc.) or equivalent experience
- Excellent communication skills
- Proven ability to document program details
- Experience and/or training in crisis intervention and staff supervision
- Valid Maryland driver’s license, insurance, and good driving record.

**Attachment C:
Sample Policy for Hiring Ex-Offenders**

(Note: This is a sample ONLY. It was designed for a case management program for juveniles. BCHD understands that applicants may use less restrictive policies.)

Safe Streets will conduct a criminal background check for each candidate that is being considered for employment with the program. Offers of employment will be contingent upon the results of the background check.

- 1) Safe Streets will not consider candidates for employment and will permanently discharge employees who have been convicted of or receive probation before judgment for:
 - a. Crime(s) involving child abuse or neglect, or the failure to report abuse or neglect
 - b. Any sexual offense involving a minor, non-consenting adult, or a person who is mentally defective, mentally incapacitated, or physically helpless.
- 2) Safe Streets will not hire individuals who are currently on probation or parole or who have been off of probation or parole for less than six months.
- 3) Safe Streets will not hire individuals where less than seven years have elapsed since the applicant was released from incarceration or completed parole or probation (which ever has last occurred) for a conviction of a violent crime, as defined in §14-101(a) of the Maryland Criminal Law Article.
- 4) Safe Streets reserves the right to exclude from employment anyone with past arrests or criminal convictions, based on a review of the individual's criminal history. Factors to be considered include the nature and frequency of convictions or arrests, and the time elapsed since the last conviction or arrest.

Attachment D

Budget Forms

Attachment E

Baltimore City Gang Violence Reduction Plan

Executive Summary

(Full report available at
<http://www.jhsph.edu/preventyouthviolence/images/FINALGANGSTRATEGY.pdf>)

Attachment F
Map of Eligible Communities

Attachment G

Checklist for Applications

Technical Proposal (not to exceed 15 pages typed, double spaced, standard sized font)

- _____ Executive Summary
- _____ Provider's Experience Summary
- _____ Work Plan
- _____ Staffing Plan
- _____ Performance Monitoring Plan

Budget

- _____ Budget Narrative
- _____ Budget Forms

Attachments

- _____ Documentation of licensure/accreditation/certification of agency.
- _____ Documentation of insurance coverage.
- _____ Most recent independent audit of agency.
- _____ Letter from President, Executive Director, or the agency's equivalent, indicating the person authorized to sign contracts for the agency.
- _____ Timeline for work plan
- _____ Reference letters from two sources who are directly familiar with the provider's work and have worked with the provider on a project serving high-risk youth and/or exoffenders.
- _____ Resumes of all key staff involved in the project;
- _____ Job Descriptions for staff proposed for the project
- _____ Organizational chart for the agency positions relevant to the program;
- _____ Copy of policy for hiring exoffenders for the project.
- _____ Geographical Description of the Target Area
- _____ Results of satisfaction surveys and outcome measures of any related programs currently offered by the Provider, if available.

**COMPLETED PROPOSAL DUE June 18, 2008 BY 12:00 PM AT THE:
Office of Youth Violence Prevention
Baltimore City Health Department
210 Guilford Avenue, 2nd Floor
Jerry Huffman Conference Room**

Baltimore, MD 21202