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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 3,200 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. 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, Office of Juvenile Justice & Delinquency Prevention.

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.

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, though 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.

Eligible Areas

There are fifteen (15) eligible Community Statistical Areas (CSAs) and ten (10) eligible neighborhoods outside the eligible CSAs. All CSAs that were in the top fifteen CSAs for the number of shootings and homicides for 2006-2010 were selected. All neighborhoods outside the CSAs that abutted the CSAs and were in the top 25% of neighborhoods for shootings and homicides in 2006-2010 were selected.

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.

Maps of the eligible areas are provided in Attachment F. A list of the eligible CSAs and neighborhoods follows:
Eligible CSAs (neighborhoods within the CSAs are listed in parentheses)

- **Southwest Baltimore** (Booth-Boyd, Carrollton Ridge, Franklin Square, Millhill, New Southwest/Mount Clare, Penrose/Fayette Street Outreach, Shipley Hill, Union Square)
- **Greater Rosemont** (Bridgeview/Greenlawn, Coppin Heights/Ash-Co-East, Evergreen Lawn, Fairmont, Franklintown Road, Midtown-Edmondson, Mosher, Northwest Community Action, Rosemont, Rosemont Homeowners/Tenants, Winchester)
- **Sandtown-Winchester/Harlem Park** (Easterwood, Harlem Park, Saint Paul, Sandtown-Winchester)
- **Clifton-Berea** (Berea, Biddle Street, Darley Park, South Clifton Park)
- **Madison/East End** (Madison-Eastend, McElrerry Park, Milton-Montford)
- **Midway/Coldstream** (Coldstream Homestead Montebello, East Baltimore Midway)
- **Southern Park Heights** (Central Park Heights, Greenspring, Lucille Park, Park Circle, Parklane, Towanda-Grantley)
- **Upton/Druid Heights** (Druid Heights, Heritage Crossing, Madison Park, Penn North, Upton)
- **Greenmount East** (Broadway East, Johnston Square, Oliver)
- **Pimlico/Arlington/Hilltop** (Arlington, Cylburn, Langston Hughes, Levindale, Pimlico Good Neighbors)
- **Allendale/Ivington/South Hilton** (Allendale, Carroll-South Hilton, Gwynns Falls, Irvington, Saint Josephs, Uplands, Yale Heights)
- **Brooklyn/Curtis Bay/Hawkins Point** (Brooklyn, Curtis Bay, Fairfield, Hawkins Point)
- **Belair/Edison** (Belair-Edison, Clifton Park, Four By Four, Mayfield, Parkside)
- **Jonestown/Oldtown** (Fells Point, Gay Street, Inner Harbor, Jonestown, Little Italy, Oldtown, Penn-Fallsway, Perkins Homes, Pleasant View Gardens, Washington Hill)
- **Greater Mondawmin** (Burleigh-Leighton, Hanlon-Longwood, Liberty Square, Mondawmin, Panway/Bråddish Avenue, Walbrook)

Eligible Neighborhoods

- Baltimore-Linwood
- Better Waverly
- Downtown
- Edmondson Village
- Ellwood Park/Monument
- Frankford
- Mount Holly
- Poppleton
- Reservoir Hill
- Washington Village

2. **SCOPE OF SERVICES**

   **Overview**

   **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.
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.

Requirements for the Provider

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

- Is currently designated as a 501(c)(3) organization by the IRS;
- Is currently designated as a tax exempt organization by the State of Maryland; AND
- Has obtained and maintained in good standing all licenses and registrations necessary to operate as a tax-exempt organization in the State of Maryland.

The provider must currently operate in the target community

- The provider must currently have an office in the target community.
- The provider must employ direct service staff to work in the target community or a community adjacent to the target community
  - 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.

WORK TO BE PERFORMED

The Provider asserts that the elimination of violence is part or all of its written mission statement and to that end agrees to implement Safe Streets using the CeaseFire Chicago model and all its components with fidelity. The five components to the model are as follows:

- Community Mobilization
- Public Education
- Cooperation with Law Enforcement
- Outreach
- Faith-based Involvement

The CeaseFire Chicago/Safe Streets Model is a public health derived strategy aimed at reducing gun violence. The target populations are individuals at high risk of involvement in shootings and killings. In order to be served by the program, prospective participants must meet a minimum of four (4) of the following:

1. Member of a gang known to be actively involved in violence;
2. History of criminal activity including crimes against persons;
3. Leader of a gang actively involved in violence;
4. Pending or prior arrest(s) for weapons offenses;
5. Victim of a recent shooting;
6. Recently released from prison; and
7. Between the ages of 14 and 25.
The provider deliverables within the components of the CeaseFire Chicago/Safe Streets model include:

COMMUNITY MOBILIZATION

Provider Deliverable:
Hire and provide support to a Violence Prevention Coordinator (VPC) to, among other duties,

- Identify and build relationships with staff of agencies that provide employment and educational assistance and other services needed by Safe Streets participants; the VPC will maintain regular contact with the primary agencies to which participants will be referred through either individual or group meetings.
- Convene or attend an established monthly coalition meeting of representatives from law enforcement, community associations, other community-based organizations and residents. The Coalition/Safety team shall support the initiative by attending shooting responses, events, and spreading the Safe Streets message.
- 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 with Safe Streets and establish relations with them.
- Take a lead role in organizing responses to all shootings and killings that occur in the targeted Safe Streets post(s) within 72 hours of receipt of notice of the shooting or killing. Notify BCHD of all shootings/homicides within 24 hours of the incident.
- Take a lead role in organizing a minimum of one anti-violence community activity per month of at least 75 attendees, per post, that bring residents together and discourages the acceptance of violence as a normal part of life. Notify BCHD of all scheduled events no later than five (5) business days prior to the event.
- Recruit residents and others who work in the community to be part of Safe Streets as evidenced by a roster of individuals who will participate in responses to shootings or killings or activities or otherwise support Safe Streets.
- Recruit and manage a pool of volunteers to assist/attend in shooting responses and monthly community activities.

PUBLIC EDUCATION

Provider Deliverable:
Promote the Safe Streets message of “No Shooting” to those most likely to be involved in a shooting, and other members of the community as well as the public at large. Message promotion can include:

- Distribution of public education materials at neighborhood events, shooting responses or other community or client appropriate activities
- Maintain the visibility of a minimum of 50 public education items within the community at all times

COOPERATION WITH LAW ENFORCEMENT

Provider Deliverable:
Successful implementation of the Safe Streets model requires that providers develop and implement a strategy for obtaining information about shootings within 24 hours of their occurrences from the local police district. In addition, there should be continuous efforts to engage and build a relationship with law enforcement that fosters the sharing of appropriate information in a timely manner.

- Develop and implement a strategy for engagement with law enforcement
• Provide a letter from the local police district agreeing to provide data related to shootings and homicides occurring in assigned police post, identifying the mechanism by and timeframe within which data will be related (i.e. email, fax, telephone).

OUTREACH
Provider Deliverable:
Outreach involves the use of staff trained in the CeaseFire Chicago/Safe Streets model to mediate and intervene with conflicts and provide other support to individuals who, because of their backgrounds and present situations, are involved in or likely to become involved in shootings.

• Staffing for a Safe Streets site should consist of:
  o One (1) FTE Site Director,
  o One (1) FTE Violence Prevention Coordinator,
  o One (1) FTE Outreach Supervisor, and
  o Three (3) FTE Outreach Workers
  o One (1) FTE Violence Interruption

Prior written approval from BCHD is required for employees to be hired at less than full time.

• Outreach workers are employed during the hours when shootings are most likely to occur. Typically, these hours are during the daytime and early evening hours on Tuesday and Wednesday, Thursday 2:00 PM to 10:00 PM, Friday and Saturday 6:00PM to 2:00AM. Outreach worker hours outside of those specified require documentation of need and prior written approval of BCHD. Hours worked must be documented on a timesheet that is signed by the worker and his/her supervisor.

• Outreach staff is expected to build a caseload of 20 participants by the worker’s fourth month on the job and maintain a minimum of 20 high-risk participants thereafter. Individuals who are currently enrolled in another program of the Provider and do not meet the Safe Streets eligibility criteria are not eligible to be considered part of this high-risk caseload. Eligibility of program participants and contact with them shall be documented in program files.

• Outreach staff is expected to complete at least four (4) face to face contacts per month with a minimum of eighty (80) hours per month spent with participants. Additionally, staff must be visible in the Safe Streets post for a minimum of 24 hours per month (an average of six (6) hours per week), taking the pulse of the community, creating opportunities for informal contact with those at risk of involvement in shootings and killings, and becoming familiar with community members.

PERSONNEL POLICIES AND PROCEDURES:

PERSONNEL SELECTION

The provider is responsible for ensuring compliance with all personnel requirements identified below for staff funded in whole or in part by the Safe Streets program. Please refer to Attachment C, the Sample Policy for Hiring Ex-Offenders for additional requirements.

All staff shall be selected by a community panel consisting of a representative of the Provider, a representative of BCHD, a Law Enforcement representative, and at least one other individual who lives or works in the community.

The Site Director and Violence Prevention Coordinator shall be selected from a pool of candidates identified as a result of the position being announced in appropriate forums or newspapers unless prior written approval for a waiver of this requirement is sought from and given by BCHD.
**Outreach Staff/Violence Interrupters:** The outreach supervisor and direct service staff shall be selected from a pool of candidates that may include community residents, ex-offenders (except those convicted of domestic violence, child abuse or a crime of a sexual nature unless the candidate was convicted of domestic violence ten or more years ago), and others with a demonstrated ability to relate to the target population. Unless the individual to be hired was previously employed by the Provider in the position s/he would fill and s/he vacated the position in good standing, staff and supervisors shall be hired upon the recommendation of the community panel. Inclusion of other community representatives is encouraged. 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. No candidates shall be offered employment without the agreement of BCHD, law enforcement and the Provider.

Candidates who are deemed qualified by the panel but are not offered a position will be considered eligible for hiring for up to four months following the date of their interview with the panel. Hiring or reinstatement of any personnel shall be contingent upon these individuals successfully passing a criminal background check and drug screening.

Providers desiring to promote an internal candidate to any senior level position (Site Director, Violence Prevention Coordinator, or Outreach Supervisor) must announce the availability of the position and interview all qualified candidates based on the hiring panel model.

*Requests for reimbursement for compensation paid to persons hired in violation of this process will not be approved.*

**Provider Deliverable:**
- All personnel hired pursuant to this Subcontract Agreement shall meet the requirements detailed in the job descriptions included in Attachment B. The Provider agrees to maintain records documenting compliance with all aspects of this hiring process.
- Sites must be in compliance with the hiring process.
- All staff hired as full time workers will be offered the following benefits, at a minimum: unemployment compensation, social security and healthcare, in addition to an hourly or salaried wage.
- Criminal background checks must be completed for each individual to be hired, including those who admit to having been convicted of felonies and/or having served time in prison.
- New hires must be drug tested to assure they are drug-free and agree to periodic drug testing as part of a program of random testing or for cause.

**TRAINING**

**Provider Deliverable:**
- Successful outreach candidates are required to complete the basic outreach worker training delivered by CeaseFire and BCHD within 30 days of their employment with the Provider, if the training is available in Baltimore or at another site nationwide.
- All senior staff candidates (Site Director, Violence Prevention Coordinator and Outreach Worker Supervisor) must complete management training within 45 days of their employment or promotion in addition to completing basic Outreach Worker training, if the training is available in Baltimore or at another site nationwide.
- Workers who were previously employed by the Provider as an outreach worker, outreach supervisor or site director and are re-hired after a lapse of no more than 60 days need only attend a booster session.
- Participation of staff in all trainings, problem-solving and information sharing sessions, and other meetings required by the BCHD; notice of these meetings will be forwarded to the Provider by BCHD in advance of the meetings.

**EQUIPMENT**

**Provider Deliverable:**
Individuals hired pursuant to this Subcontract Agreement will be provided with 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 post(s).

PERSONNEL MONITORING
Provider Deliverable:

- Notification to BCHD in writing of vacancies, suspensions or terminations of staff paid by this Subcontract Agreement within 48 hours of any employee's change in status. Failure to maintain a minimum of four (4) outreach workers per site for more than 30 days shall result in possible suspension of this contract.
- Providers must conduct monthly checks during the employee's length of employment to ensure that they have not been arrested and/or convicted of any new law charge(s). The Provider may obtain this information via their law enforcement contact or the State of Maryland's criminal database, which is available to the public (Maryland Case Search). All arrests and convictions must be reported to BCHD within two (2) business days. Any worker arrested and charged with a violent felony or misdemeanor offense must at minimum, be suspended until the case is resolved. Any worker arrested and charged with a felony or serious misdemeanor must at minimum, be suspended pending review by a personnel committee. Any employee convicted of a felony or misdemeanor must be terminated.
- The Provider must perform random drug testing for all Safe Streets staff. The Provider must ensure that all staff members are randomly tested at a minimum of one (1) time per contract period.
- Results of criminal background checks and drug tests should be retained by the Provider in a secure location and available for review during the monthly audit.
- The Provider must submit their Arrest/Conviction and Substance Abuse policies to BCHD.

FISCAL

BUDGET
The Provider agrees to perform the activities specified in the Scope of Services of this Agreement.

Provider Deliverable:

- The Provider must create a budget that provides the reasonable allocations to each budget line and must submit the budget to BCHD for approval.
- The Provider must submit the budget using the appropriate forms provided in Attachment D as well as a budget narrative.
- If required, the Provider must include the source of matching funds, as well as how the match will be allocated.
- Modifications made to the budget that involve more than a 10% adjustment within line items require prior written approval of the BCHD.
- All purchases in excess of $500 require prior BCHD approval, unless items are covered in the approved budget.

REIMBURSEMENT
The Provider may request that payment be made quarterly. BCHD shall reimburse the Provider for satisfactorily rendering services, at 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.

Payment of the next quarter's reimbursement will be contingent on the Provider submitting satisfactory documentation of the previous quarter's expenses.

All reimbursement requests must be submitted using the Report of Actual Expenses and Receipts form and the Quarterly Reimbursement Request Chart (Attachment D).
Provider Deliverable
- Fiscal Activity Reports: The Provider agrees to submit invoices for billing in a format prescribed by BCHD on a quarterly basis. All invoices shall be signed and dated by authorized personnel on the site. Failure of the Provider to submit required invoices in a timely manner will be considered immediate grounds for the suspension of this Subcontract Agreement and justification for non-renewal of future contracts.
- 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. Provider’s request for payment shall indicate the time periods and services for which payment is requested, and shall adhere to instructions and format to request payment for services provided.
- The Provider is expected to retain all original source documentation for examination by BCHD (bills, invoices, receipts, payroll registers, timesheets etc) for a period of three years after the date of the final payment under this Agreement.

PROGRAM DOCUMENTATION
The Provider is responsible for maintaining records to document all program activity including but not limited to:
- Participant Case Files
- Shooting/Homicide details
- Conflict Mediations
- Referrals

Program Deliverable:
- The Provider agrees to maintain the records required by BCHD to document activity completed by personnel identified in Attachment B of this Agreement to complete the work described in this Agreement and achieve the results described in Section 1 of this contract.
- The Provider agrees to complete, at a minimum, the documentation forms listed in Attachment E. All documentation must be stored in a locked file cabinet and be made available for review by BCHD.
- Timesheets during this Agreement period for all staff funded under this Subcontract Agreement are required to be maintained on site, approved by a supervisor, and available for review during the BCHD monthly audit. Documentation of work completed by funded staff should reflect the time staff are paid by the contract.

REPORTING REQUIREMENTS
Monthly Program Activity Reports measure community coalition development, outreach activity, public education, and community responses to shootings.

Monthly reports must contain the following:
- A brief (one to two page) narrative describing activities undertaken for the month and plans for the next month
- Number of community activities
- Number of public education materials distributed
- Number of responses to shootings/homicides
- Number of meetings of Community Coalition
- Number of new participants recruited;
- Demographics of new participants recruited;
• Number of participants closed (both successful and unsuccessful)
• Number of participant contacts made
• Number of referrals made, by type (employment, education, etc.)
• Copies of completed Conflict Mediation Forms
• Copies of completed Shooting Incident Review Forms

Qualitative information may be requested to supplement this quantitative data.

Provider Deliverable:
• The Provider agrees to submit program data and other information required by BCHD regarding activities and outcomes in a form and manner according to a schedule specified by BCHD.
• Reports are to be submitted by the 10th day of each month (reporting documents will be provided). If the 10th falls on a weekend or holiday, reports will be submitted on the next business day.
• Narrative reports documenting activity performed on behalf of Safe Streets are required for all staff with 15% or more of their salary charged to this Subcontract Agreement and whose work is not otherwise reflected in the monthly activity reports (i.e. Administrative Assistants).
• All records created and maintained in conformance with the terms of this Agreement shall, in the event of the termination of this Agreement and with no renewal of the Agreement expected to be negotiated within 30 days of the contract's end date, shall become the property of BCHD. The Provider agrees to notify BCHD to arrange a time for pickup or delivery of records.

PROPERTY
Equipment procured pursuant to this subcontract is to be used to implement the Safe Streets program in the community served by the Provider. Items with a purchase value in excess of $500 shall become the property of BCHD if funds are no longer available to implement Safe Streets at that site. In that event BCHD and Provider shall arrange for the pick up of equipment at a time convenient to both but no later than 45 days after the end of the subcontract.

Provider Deliverable:
• A record of items purchased, the purchase price and location of the item shall be reported to BCHD at the end of the subcontract period.

PROVIDER OVERSIGHT
Compliance with all requirements is considered essential to the successful implementation of Safe Streets. Therefore, the Provider must:
• Maintain appropriate supervision and overall management of the project;
• Ensure that program staff are adhering to all conditions set forth in this Agreement;
• Have knowledge of site operations, progress towards outcomes and areas in need of improvement; and,
• Must be involved in the creation and implementation of a corrective action plan, if required by BCHD.

The Provider will receive the Site Review Chart (Attachment E) on a monthly basis. This chart utilizes a point system to monitor site progress toward outcome measures detailed in Section 1. Measures are weighted relative to their importance towards accomplishing the goals of the program. In any given month, if a site falls below 50% in the Outreach or Community Mobilization
categories, does not meet the minimum number of conflict mediations, or falls below 70% for their total score in all areas, BCHD may allow the Provider five (5) business days to submit a Corrective Action Plan (Attachment E) which is acceptable to BCHD. Further, upon written notice from BCHD, the Provider shall immediately cease to use the Safe Streets logo on any and all publications, promotional materials, articles of clothing and other surfaces and to refer to their work as implementing any or all parts of the CeaseFire/Safe Streets model.

MEDIA

Media plays a crucial role in promoting the public health message, creating a positive perception of the initiative by the public, and serving as a platform for potential funding opportunities. BCHD will serve as the repository for all media related to the sites and overall initiative; is responsible for speaking to the implementation of the citywide initiative and model; and will provide media trainings and refreshers for site staff. Providers are responsible for speaking to media only on behalf of the work of their specific Safe Streets site.

Provider Deliverable:
- Provider will have all site staff who will participate in media interviews successfully complete a media training provided by BCHD.
- The Provider agrees that only staff that has successfully completed the media training will be eligible for interviews with media representatives.
- The Provider agrees to notify BCHD of all media coverage within five (5) business days of contact with media outlet.

FURTHERANCE OF PARTNERSHIP

No individual, agency, or entity may utilize the Safe Streets brand name or logo except as specified in this Agreement, and only with the prior approval of BCHD. Unauthorized use of the Safe Streets brand can result in contract termination and/or legal action. Providers who fail to implement Safe Streets as described in Part 1 of this Agreement forfeit their right to use the Safe Streets logo and name.

Provider Deliverable:
- The Provider agrees to utilize the Safe Streets logo on its publications and acknowledge BCHD as a co-sponsor of its anti-violence events.
- The Provider agrees to utilize funds received to implement Safe Streets from other sources to implement the strategies described in this agreement. Any funding received from additional sources to implement, maintain, or enhance the Safe Streets initiative must be reported to BCHD in writing within 30 days of receipt.
- Funding for enhancements must be in adherence to the CeaseFire/Safe Streets model and cannot be for projects outside of the scope of work.

RELATIONSHIP WITH FUNDER

The Provider will work with BCHD staff to complete community specific short (and intermediate) term objectives for the Provider’s Safe Streets post(s). These goals include anticipated reductions in shootings and killings in Safe Streets posts, planning and implementing responses to shootings and killings in designated Safe Streets posts, and participation in regularly scheduled meetings of site directors, coordinators and outreach supervisors. These meetings will provide a forum for training, problem-solving, and reporting the progress toward community goals.

BCHD agrees to provide the following to facilitate implementation of Safe Streets:

- **Technical assistance**, both on and off-site, to Provider to facilitate the successful implementation of Safe Streets. This includes:
- Assisting the Provider to implement and sustain the initiative according to the model; AND
- Providing onsite assistance for community events and responses to shootings.

- **Training**: for coordinators, outreach supervisors and outreach workers on topics related to the successful implementation of Safe Streets.
- **Materials**: if available, 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 members of their community to become involved in Safe Streets.
- **Documentation information and data** about the impact of Safe Streets in partner communities and any research that supports the work BCHD and its partners are engaged in.
- **Publicize** the work of the project and its partners.
- **Monitoring** its work and that of partners to ensure that professional management of all aspects of Safe Streets, including BCHD’s fiduciary duties. This includes:
  - Monthly review of client and other program files.
  - BCHD staff will visit each site at least monthly 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”.
  - Site visits are expected to be more frequent in the implementation phase of the project.
  - Site visits may include “walk-alongs” with outreach workers.
  - 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.
- **Fiscal Support**: provide training on preparation and submission of required reports and reimbursement for invoices as requested by Provider.

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.

The Provider must cooperate and be responsive to BCHD's monitoring efforts.

**Evaluation**: BCHD will separately provide support for an evaluation of Safe Streets.

The Provider agrees to cooperate fully with BCHD and its designated evaluator to design and conduct the evaluation, establish reporting and record keeping requirements, establish performance measures, design data collection tools, and other activities related to evaluation of the program.

**RELATIONSHIP TO CITY-WIDE SAFE STREETS AND OTHER ANTI-VIOLENCE INITIATIVES**

The Provider will participate in the City-Wide Safe Streets initiative and other citywide anti-violence activities as required by BCHD, to include Youth Violence Prevention Week.

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 from community coalitions, BCHD, and others as required.

1. **FUNDING**

   Approximately $375,000 will be available for one (1) award.

   The Provider should consider the cost for training and recruiting staff, providing adequate equipment, office supplies, communications, and other costs in developing a budget.
The Provider must maintain compliance with all applicable laws and regulations.

BCHD reserves the right to withhold up to 10% of reimbursement for expenses pending satisfactory performance as reflected on the year-end report.

2. **TERM OF AGREEMENT**

The agreement shall be for the period from March 1, 2012 through June 30, 2013.

3. **PUBLICATION**

BCHD shall have copyright, property and publication rights in all written or visual material or other work products developed in connection with the grant.

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 the Baltimore City Health Department with funds awarded by the U.S Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention. Points of view 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."

4. **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.

5. **GENERAL TERMS AND CONDITIONS OF THE CITY OF BALTIMORE**

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.

BCHD reserves the right to withhold up to 10% of reimbursement for expenses pending satisfactory performance as reflected on the year-end report.

All invoices and requests for advances and performance reports shall be made using standard forms in Attachments D & E or as designated by BCHD.

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](http://www.whitehouse.gov/omb/circulars/index.html)):

For All Institutions/Organizations (non-profit or for-profit): Office of Justice Programs Financial Guide (at [http://www.ojp.usdoj.gov/FinGuide/](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.

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.

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.

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:

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

In accepting Office of Youth Violence Prevention funds, the agency agrees to share any information it possess on participants and their families pursuant to services provided under this agreement with BCHD on request.

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.

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

APPLICATION DEADLINE AND FILING INSTRUCTIONS

Deadline for Submission: The deadline for submitting the Safe Streets proposal is January 25, 2012. 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.
DELIVER APPLICATIONS AND SEND OTHER CORRESPONDENCE TO:

Safe Streets
Office of Youth Violence Prevention
Baltimore City Health Department
1001 E. Baltimore Street
Baltimore, Maryland 21202
Attention: Lori Toscano

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.

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.

Further Information: For further information about the application process or requirements,
contact the Safe Streets Office at 443-984-3566.

PROPOSAL REVIEW PROCESS

Review Board: BCHD will convene a review board to review each proposal to determine if it
meets the requirements outlined in this document.

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.

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.

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.

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.
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).

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.

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

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

**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 Committees. 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.

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.

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.

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.

**PROPOSAL REQUIREMENTS**

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

**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.

**Provider’s Experience Summary** (suggested length – 4-5 pages)

Experience providing violence prevention services;

Experience providing services and working with the target community;

Longevity and consistency of the program staff;

Experience providing services to the target population; AND
Knowledge of the geographical area and provider community of the target population.

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

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

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.

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

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

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)

Timeline for project implementation.

Explanation of how the provider will respond to emergency situations

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

A description of program functions and professional qualifications of key positions

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;

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

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

A summary of the provider’s policy on hiring ex-offenders. The policy should be included as an attachment to the proposal.

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

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

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

**Budget:**

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

It is strongly recommended that the Provider include “flexible funds” in the budget in order to meet client needs.
It is strongly recommended that the Provider set salaries and benefits at a level sufficient to recruit and retain qualified staff.

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.

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

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

**Attachments to the Proposal:** All the following must accompany the Technical Proposal:

- Documentation of licensure/accreditation/certification/registration of organization, including documentation of 501(c)(3) status and of Maryland tax exempt status.
- Documentation that agency has obtained or will, prior to beginning services, obtain the required insurance coverage.
- A copy of the most recent independent audit conducted of the agency.
- Letter from the President, Executive Director, or the agency’s equivalent, indicating the person authorized to sign contracts for the agency.
- Reference letters from at least 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 ex-offenders. All references must include a contact person to provide further information about the Provider’s ability to execute the contract;
- Letter of support from the local Police district
  
  Additional letters of support from community-based organizations and/or community associations is recommended

- Timeline for work plan
- Resumes of all proposed key staff to be involved in the project
- Job Descriptions for staff proposed for the project
- Organizational chart for the agency positions relevant to the program
- Policy on hiring ex-offenders for the project
- Geographical description of target area (street boundaries, neighborhood boundaries, and/or a map indicate street or neighborhood boundaries)
- Results of satisfaction surveys and outcome measures of any related programs currently offered by the Provider, if available

**BIDDER’S CONFERENCE.** A Bidder’s Conference is scheduled for January 4, 2012 at 10:00am 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 Lori Toscano at 443-984-3566 or by email at Lori.Toscano@baltimorecity.gov.
Attachment A
Safe Streets Description

Safe Streets is a public health campaign to reduce shootings and homicides within targeted communities in Baltimore City where homicide is one of the greatest risk factors for teenagers and young adults. Safe Streets works with community-based organizations to develop and implement strategies to reduce and prevent violence, particularly shootings and killings. The program relies on outreach workers to intervene in conflicts or potential conflicts and promote alternatives to violence. Safe Streets also involves 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.

Five Core Components

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

Outreach

Outreach is the key component of the model. The public health strategy of “effective messengers” or those with similar backgrounds to the target population is employed as part of the model. The appropriate workers are individuals who relate to and have high credibility with the target population, are committed to helping others and giving back to the community, and are connected to the target area. Their backgrounds and experiences ensure that they understand what it is like to grow up in a community impacted by violence. Outreach Workers must be effective communicators who can influence the target population and therefore can mediate potentially violent conflicts.

Outreach Workers are street-smart persons capable of identifying and engaging young people who are at the highest risk of becoming involved in violence in order to prevent shootings and killings from occurring. They build trust with these high-risk youth, many of whom are gang-involved, and are able to influence the ways in which these young people think and act—and to redirect them to positive pursuits, including referring them jobs, job training, substance abuse treatment, and returning to school. Additionally, their history and reputation within the target community ensures that they are the persons who can most effectively deliver this message. The lives they have led, often resulting in incarceration, are visible examples of the risks and costs of living a violent lifestyle. By utilizing these public health intervention strategies, these credible messengers are able to influence, and ultimately change, the behaviors and thinking of high-risk youth.

Outreach Workers are also responsible for taking the pulse of the community and gathering information about possible conflicts that may result in violence. Because of their street connections and credibility, the outreach team can mediate conflicts between individuals as well as groups and prevent violence before it occurs. The ability to mediate these potentially violent conflicts is an Outreach Worker’s greatest tool.

Community Mobilization

The work of the outreach team is complemented by a community mobilization strategy that focuses on changing the overall norms of a community through public education messaging and community events that deliver a clear message that violence is unacceptable and results in negative consequences for all those involved, including the community as a whole. Stakeholders, including residents, community organizations and agencies, and the faith community, partner with Safe Streets to promote nonviolence. This community engagement supports the overall efforts of the initiative and changes the underlying conditions that give rise to shootings and killings in the long term.
At the heart of the community effort is the belief that everyone wants to live and work in an area free from the threat of violence.

**Faith-based Leader Involvement**

In the target communities, faith leaders are respected and often seen as the moral compass. This offers the ability to influence members of the community and provide additional means to spread the message of nonviolence. Members of the faith community urge their congregants and the community at large to work in collaboration with Safe Streets to stop shootings and killings. Faith leaders often partner with Safe Streets during shooting responses and community events and are also Safe Havens where mediations can take place, and where those at risk of becoming a victim can find safety.

**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.

Safe Streets 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. Safe Streets, residents, and police should all share the common goal of saving lives and making neighborhoods safe.

**Public Education**

It is important to facilitate behavior change by communicating the community norm that values life and condemns acts of violence. This is accomplished through a broad-based public education campaign. Neighborhoods are saturated with posters, leaflets, flyers, bumper stickers, T-shirts, buttons, and other materials that disparage violence and carry pointed messages about the consequences of shootings and killings. By providing different messages that resonate with their targeted audience (high-risk youth, low-risk youth, residents), Safe Streets reinforces the message while giving people the ability to join the movement — either as someone in need of help, or someone who would like to help.

**Johns Hopkins Bloomberg School of Public Health Evaluation Results: Key Findings**

In Cherry Hill, Safe Streets was associated with statistically significant reductions of 56% in homicide incidents and 34% in nonfatal shootings.

During the months Safe Streets-East's McElderry Park program was running without the near-by Madison-Eastend program, which closed in June 2010, homicides were 53% lower than would have been expected without the intervention.

Totaling statistically significant program effects across all the program sites and border posts program evaluators estimated that the program was associated with 5.4 fewer homicide incidents and 34.6 fewer nonfatal shooting incidents during 112 cumulative months of intervention post observations.

Additionally, Outreach workers also helped the majority (52%) of program participants settle an average of two disputes. Twenty-eight percent of these disputes involved guns and 91% avoided violence. Overall, 80% of program participants reported that their lives were “better” since becoming program participant of Safe Streets.

**Safe Streets** is based on the highly successful CeaseFire model developed at the University of Illinois School of Public Health in Chicago.
Attachment B

Job Descriptions
Safe Streets - Site Director

The Safe Streets Site Director is responsible for developing, implementing, and expanding the goals of the Safe Streets program at the site level.

Safe Streets Site Director must meet the following criteria:
- Proven successful track record in project and staff management
- Familiarity with Baltimore City communities
- Experience in community-based mobilization
- Experience in development of violence prevention/reduction strategies
- Ability to represent Safe Streets effectively
- Ability to promote program to local media, politicians, and funders
- Ability to articulate program's goals and philosophy
- Comprehension of Safe Streets' five core components including, community mobilization, outreach, public education, faith-based leader involvement, and criminal justice participation

The successful applicant for this position will have experience and/or competence in:
- Program development and management
- Public Speaking
- Violence Prevention efforts
- Verbal and written communication
- Mediation and resolving group conflicts
- Grant writing and resource development
- Community development and organizing

The Site Director for Safe Streets will be responsible for:

- Attending Safe Streets Monthly Implementation Meetings.
- Submission of Program Monthly Reports to BCHD at Safe Streets Implementation Meetings.
- Communication with BCHD on site status and BCHD site evaluations.
- Develop a Plan of Action for any site improvements.
- Develop a strategic plan to implement Safe Streets in target community.
- Management/Accountability of all Safe Streets site staff including Violence Prevention Coordinator, Outreach Supervisor, and Outreach Workers.
- Management of all components of Safe Streets:
  o Community Mobilization – ensuring that all Safe Streets communities develop a coalition made up of key stakeholders to implement violence prevention strategies.
  o Outreach – Oversee the development and implementation of all outreach activities, including recruitment and training of outreach staff (this does not include BCHD or CeaseFire training).
  o Public Education – Responsible for coordinating the development and production of Safe Streets materials to be distributed in the communities.
  o Faith-based Leadership – Oversee the coordination of clergy recruitment efforts.
  o Criminal Justice Participation – Communication with BCHD to communicate with BCPD to gain support for shooting responses and other Safe Streets activities.
- Oversee and implement technical assistance when needed to Safe Streets communities.
- Represent Safe Streets site at conferences, governmental events, and other venues (as needed).

The Safe Streets Site Director must possess a Master's degree or a Bachelor's degree with equivalent experience. Salary should be commensurate with experience.
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.
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
- Experience in community coalition building and community mobilization
- Excellent communication skills
- Proven ability to document program details
- Valid Maryland driver's license, insurance, and good driving record
Outreach Worker

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 Interrupter

Violence Interrupters assist the Safe Streets initiative by providing intensive, targeted conflict mediation services throughout their assigned communities.

Violence Interrupters work by:
- Gaining information on potential conflicts in Safe Streets communities
- Working to intervene in circumstances in which violence is likely, including possible retaliation
- Formulating action plans to help resolve conflicts
- Developing relationships with key gang leaders in the community
- Meeting with highest-risk individuals on a daily basis to discuss issues
- Helping in the efforts to prevent all potential retaliatory shootings
- Attending weekly mediation meetings
- Referring potential participants to outreach workers
- Documenting conflicts resolved on conflict mediation forms
- Keeping daily log documenting all contacts with high risk individuals daily (forms provided)
- Participating in Safe Streets outreach worker trainings
- Attending community responses as needed

Qualifications:
- High school diploma or GED, or equivalent combination of education and experience.
- Knowledge and ability to build and maintain relationships with high ranking gang leaders
- Experience working with highest-risk youth and gang members
- Knowledge of Baltimore communities
- Excellent communication skills
- Experience or training in crisis intervention
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence
- Valid Maryland driver’s license, insurance, and good driving record preferred
Attachment C:
Sample Policy for Hiring Ex-Offenders

(Note: This is a sample ONLY. Please refer to the Personnel Section for the minimum requirements that must be included in the policy.)

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 who have been off of probation for less than six months.

3) Safe Streets will not hire individuals where less than five years have elapsed since the applicant was released from incarceration or completed 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 B**

**PROGRAM BUDGET**

**PROGRAM ADMINISTRATION:**

<table>
<thead>
<tr>
<th>GRANT NUMBER:</th>
<th>DATE SUBMITTED:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRACT PERIOD:</td>
<td>FISCAL YEAR: FY</td>
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<tr>
<td>ORGANIZATION:</td>
<td>PHONE #:</td>
</tr>
<tr>
<td>STREET ADDRESS:</td>
<td>ZIP:</td>
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<tr>
<td>CITY, STATE, COUNTY:</td>
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**PROGRAM TITLE:**

<table>
<thead>
<tr>
<th>OTHER DIRECT FUNDING</th>
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<tr>
<td>LINE ITEMS</td>
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<td>SALARIES</td>
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<td>FRINGE</td>
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<td>CONSULTANTS</td>
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<td>COMMUNITY EVENTS</td>
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<td>COMMUNITY MEETINGS</td>
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<td>PARTICIPANT ACTIVITIES</td>
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<tr>
<td>STAFF DEVELOPMENT</td>
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<td>UTILITIES</td>
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<tr>
<td>MOBILE PHONE SERVICE</td>
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<tr>
<td>MAINTENANCE</td>
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<tr>
<td>OFFICE SUPPLIES</td>
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<tr>
<td>OFFICE FURNITURE</td>
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<tr>
<td>PRINTING</td>
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<tr>
<td>PUB ED MATERIAL</td>
</tr>
<tr>
<td>ADVERTISING</td>
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<tr>
<td>OTHER (Attach Itemization)</td>
</tr>
<tr>
<td>TOTAL DIRECT COSTS</td>
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<tr>
<td>INDIRECT COST</td>
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<tr>
<td>TOTAL</td>
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</tbody>
</table>
Baltimore City Health Department
Safe Streets Agreement
Report of Actual Expenses and Receipts

Section I.
1) Vendor Name
2) Vendor Address
3) City/State/Zip
4) Project Title
5) Telephone Number
6) Contact Person
7) Director's Name
8) Federal Employer ID

Section II.
Summary of Expenditures

<table>
<thead>
<tr>
<th>Line Items May Not Be Changed</th>
<th>BCHD Approved Budget</th>
<th>Matching/Other Funds Budget</th>
<th>BCHD Current Period Expenditures</th>
<th>Match Current Period Expenditures</th>
<th>Previously Reported BCHD Expenditures</th>
<th>Previously Reported Match Expenditures</th>
<th>BCHD Total Expenditures Thru</th>
<th>BCHD Variance Under (Over)</th>
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<tbody>
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Safe Streets Quarterly Expenditure Reimbursement Chart

This chart must be completed for each line item in which there is a request for payment. All supporting documents must be legible, copied one per page, and numbered to match the corresponding number on the chart.

Site

Fiscal Year

Report Period ___________ to ___________

LINE ITEM (Equipment, Community Events, Community Meetings, etc.)

<table>
<thead>
<tr>
<th>Number</th>
<th>Date</th>
<th>Vendor</th>
<th>Purpose</th>
<th>Amount</th>
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<td>Sam's Club</td>
<td>Food for Monthly Event</td>
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<td><strong>TOTAL</strong></td>
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<td>$500.00</td>
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</table>
Forms - Documentation
SAFE STREETS Intake Form

Outreach Worker: ________________________________

Date: ________________ Site: ________________________________

Section A: Participant Demographic Information

(A1.) Identifier Number: ________________________________
(2 digit year file was opened/2 digit site code/ outreach worker initials/ 3 digit case number: i.e. 08/LC/BD/012)

(A2.) Year of Birth: ________________________________

(A3.) Gender: □ Male □ Female

(A4.) Race: □ African American □ Asian □ Caucasian □ Latino □ Native American □ Other

(A5.) Post of Residence: ________________________________

(A6.) Education Level: Highest grade completed: ___
□ Completed high school/GED □ Completed trade school □ Completed College □ TBD

(A7.) Formerly Incarcerated: □ Yes □ No
(If yes, please describe, including how long they served and when they were released)

(A8.) On Probation: □ Yes □ Completed terms of Probation □ No

(A9.) On Parole: □ Yes □ Completed terms of Parole □ No

(A10.) Pending Cases: □ Yes □ No (If yes, please describe)

(A11.) Employment: □ Not interested in employment □ Unemployed □ Seeking employment □ Part-time employment □ Full-time employment
SAFE STREETS Risk Reduction Plan

Section D: IDENTIFICATION INFORMATION

(D1.) Participant ID number: ___________________________ (D2.) Outreach Worker: ___________________________

(D3.) Date: ___________________________

Section E: Please check the types of assistance requested by participant at the time of intake

(E1.) [ ] Life Skills Training:
     - □ Mentoring
     - □ Resolving conflicts/problems without violence
     - □ Re-entry Issues
     - □ Mental Health
     - □ Family issues
     - □ Anger Management

Comments: ____________________________________________

(E2.) [ ] Assistance with Employment:
     - □ Job readiness (i.e. clothing, state IDs, transportation, drop, etc.)
     - □ Job preparation (i.e. resume applications, mock interviews, etc.)
     - □ Job training program enrollment

Comments: ____________________________________________

(E3.) [ ] Assistance with Substance Abuse:
     - □ Detox
     - □ Substance abuse program enrollment
     - □ Self-help group enrollment (i.e., AA, NA, etc.)

Comments: ____________________________________________

(E4.) [ ] Assistance with enrolling in an education program:
     - □ Pre-GED tutoring/ESL
     - □ College/University
     - □ GED/High School
     - □ Alternative School/Trade School

Comments: ____________________________________________

(E5.) [ ] Other: ________________________________________

Comments: ____________________________________________
Safe Streets Outreach - Case Note

Section A: Time, Date, and Type of Contact

(A1) Participant ID number: ______________________ (A2) Outreach Worker: ______________________ (A3) Date: ______________________

(A4) Time spent with client (in minutes): ___________ (A5) Type of contact: □ Home visit □ Street □ Office □ Phone

(A6) Time of contact: □ Regular hours □ Late night □ Attempted contact □ Accompanied client to referral

Section B: Please check off current participant status and relevant actions taken with participant during session

(B1) Violence: □ has been violent recently (within last 30 days) □ voices threats of violence □ has not recently displayed/experienced violence

□ Discussed the use of non-violent means to solve problems/conflicts/issues/etc.

□ Mediated conflict with participant (please fill out Conflict Mediation Form)

□ Referred to Anger Management/Life skills program:

□ Other:

(B2) Employment: □ Not interested □ unemployed □ actively looking for employment □ employed part-time □ employed full-time

□ Discussed employment needs

□ Assisted with job readiness (i.e., clothing, state IDs, transportation, drop, etc.)

□ Assisted with job preparation (i.e., resume, applications, mock interviews, etc.)

□ Referred to employment:

□ Other:

(B3) Substance Abuse: □ currently abusing substances □ interested in seeking treatment □ in treatment □ no substance abuse issues

□ Discussed substance abuse issues

□ Referred to substance abuse treatment program:

□ Other:

(B4) Education: □ not in school □ interested in enrolling in school □ in school □ finished school

□ Discussed education issues

□ Referred to Education institution/program:

□ Other:

(B5) Probation/Parole: □ on probation/parole (circle which) □ completed terms of probation/parole (circle which) □ not on probation/parole

□ Discussed need for participant to comply with terms of probation/parole

□ Met with participant’s Probation Officer/Parole

□ Other:

(B6) Justice System involved: □ Yes □ No □ If yes, reason:

□ Visited participant in jail

□ Appeared in court with participant

□ Other:

(B7) Community agency referrals (other than those checked above): □ Referred to agency

Section C: Please summarize the meeting you had with the participant and detail next actions (Use back if necessary)

(C1) __________________________________________

_____________________________________________

_____________________________________________
SAFE STREETS
Participant Close Out Form

Section A: Participant ID, Outreach Worker, and Date

(A1.) Participant ID number: ________________  (A2.) Outreach Worker: ________________

(A3.) Date of last contact with client: ________________  (A4.) Date file closed: ________________

Section B: Reason(s) for closing file

(B1.) Reason for closure: ☐ No longer qualifies as high risk
☐ Long-term prison sentence
☐ No contact (For more than 1 quarter)
☐ Deceased
☐ Other: ________________

Please explain: ____________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

Section C: Participant risk factors at time of closure (Please check the following that apply):

(C1.) ☐ Gang/Crew Involvement; participant is thought to be a member of gang or crew known to be actively involved with violence

(C2.) ☐ Key role in gang/crew; participant is thought to have key role in gang or crew known to be actively involved with violence

(C3.) ☐ Prior Criminal History; including crimes against persons, pending or prior arrests for weapons offenses

(C4.) ☐ High-risk street activity; participant is thought to be involved in street activity that is highly associated with violence

(C5.) ☐ Recent victim of shooting; participant has been shot within last 90 days

(C6.) ☐ Between the ages of 14 and 25

(C7.) ☐ Recently released from prison or juvenile detention; underlying offense was crime against person(s)

Section D: Outreach Supervisor

(D1.) Outreach Supervisors Signature*: ________________________________  (D2.) Date: ________________

(D3.) Comments: ____________________________________________________________
                                                                                           
                                                                                           
*Outreach Supervisor's signature signifies that the client's file will be closed
Safe Streets Conflict Mediation Form

Section A: Location of Conflict Mediated

(A1.) Neighborhood/Post: __________________________ (A2.) Address/Street of conflict: __________________________

(A3.) Date of conflict: __________________________ (A4.) Date(s) of mediation: __________________________

(A5.) Mediator(s) of conflict: __________________________

(A6.) Staff completing Form: __________________________

Section B: Type of Conflict/Risk factors/Outcome

(B1.) How did you find out about conflict? □ Personal contact □ BCHD □ Street □ Hospital □ Police □ Other

(B2.) Number of people involved in the conflict: __________________________

(B3.) Primary reason for conflict: (Please check one) □ Gang □ Altercation (personal) □ Narcotics □ Domestic Violence

□ Child abuse □ Robbery □ Retaliation □ Unknown □ Other: __________________________

(B4.) Secondary reason for conflict: (Please check one, if applicable) □ Gang □ Altercation (personal) □ Narcotics □ Domestic Violence

□ Child abuse □ Robbery □ Retaliation □ Unknown □ Other: __________________________

(B5.) Risk factors of conflict mediated (please check all boxes that apply)

□ One or more of the people involved in the conflict are thought to be members of a gang or crew actively involved in violence

□ One or more of the people involved in the conflict are thought to have a history of violence

□ Conflict is thought to be related to high risk street activity

□ Conflict is thought to be retaliation to a recent shooting (within last 90 days)

□ One or more of people involved in the conflict are thought to be between the ages of 14 and 25

□ One or more of people involved in the conflict are thought to have been recently released from prison

□ Weapon is thought to be involved in and/or at the scene of the conflict

(B6.) Could this conflict have led to a shooting? □ Very Likely □ Likely □ Unlikely □ Unknown

(If very likely or likely is checked, please fill out Section C)

(B7.) Type of mediation: □ Phone □ One on one □ Small group □ Diplomacy between groups □ 3rd party intervention

(B8.) Outcome of mediation: □ Conflict resolved □ Conflict resolved temporarily □ Conflict ongoing □ Unknown

Section C: Potential Shooting Information

(C1.) Was this potential shooting retaliation to a previous event? □ Yes □ No

(C2.) How did you prevent or stop the shooting? __________________________
SAFE STREETS
Mediation Follow-Up Form

Section A: Mediation Information

(A1.) Post: ________________  (A2.) Date of Original Mediation: _______________________

(A3.) Primary Reason for Conflict:  Gang Altercation Narcotics Domestic Violence
    Robbery Retaliation Child Abuse Unknown Other: _______________________

(A4.) Staff Person(s) completing this form: ________________________________

Section B: Follow-Up

(B1.) Date(s) of Follow-Up Efforts: ________________________________

(B2.) Staff Involved in Follow-Up: ________________________________

Section C: Status & Update

(C1.) Please describe your efforts in continuing to mediate, or monitor, this conflict:

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SAFE STREETS
Shooting Incident Review

Section A: Shooting Information

(A1.) Community Site: ____________________________  (A2.) Post of shooting: ____________________________

(A3.) Date of shooting: ____________________________  (A4.) Time of shooting: ____________________________

(A5.) Address/Street of shooting: ____________________________

(A6.) Who notified Safe Streets of the shooting: □ Client □ Community □ BCHD □ Hospital □ Police □ Other

(A7.) Date Safe Streets was notified of the shooting: ____________________________

(A8.) How were you notified of the shooting: □ Phone □ Fax □ In person □ Via email

(A9.) Perpetrator of the shooting  Age: ________ Gender: ________ Possible Gang/Crew affiliation: ____________________________

(A10.) Victim of the shooting  Age: ________ Gender: ________ Possible Gang/Crew affiliation: ____________________________

(A11.) Did the victim of the shooting die? □ Yes □ No □ Unknown

(A12.) Did the victim know the perpetrator? □ Yes □ No □ Unknown

(A13.) Reason for the shooting: (Please check one)

□ Gang □ Altercation (personal) □ Narcotics □ Domestic Violence

□ Child abuse □ Robbery □ Unknown □ Retaliation □ Other: ____________________________

(A14.) Please explain:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

(A15.) Was this shooting a retaliation? □ Yes □ No □ Unknown

(A16.) If this shooting was a retaliation, could there be retaliation to this incident? □ Very Likely □ Likely □ Not Likely

□ No □ Unknown

Section B: Immediate Outreach Intervention (Please check all that apply)

□ Outreach staff is working on mediating and diffusing further conflicts, retaliations, etc. related to this shooting

□ Outreach staff is saturating area of shooting with presence and public education materials

□ Faith Leaders/community partners are working with related parties of the shooting to mediate and diffuse further violence from occurring

□ Other (please specify): ____________________________
SAFE STREETS
Shooting Incident Follow-Up Form

Section A: Shooting Information

(A1.) Community Site: ____________________ (A2.) Date of Shooting: ____________________

(A3.) Address/Streets of Shooting: _____________________________________________

(A4.) Staff Person(s) completing this form: ______________________________________

Section B: Follow-Up

(B1.) Date(s) of Follow-Up Efforts: ____________________________________________

(B2.) Staff Involved in Follow-Up: ____________________________________________

Section C: Status Update

(C1.) Please describe the actions taken to reduce potential retaliation and/or address the shooting/homicide that occurred:

____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
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____________________________________________________________________________

1
# Safe Streets Weekly Outreach Supervision Form

Outreach Worker: ___________________________  Month: ___________  Week: 1 2 3 4

<table>
<thead>
<tr>
<th>Client ID #</th>
<th>Date Participant was seen</th>
<th>Attempts Y/N</th>
<th>Status W/S/O</th>
<th># of Referrals (Include Type)</th>
<th>Next Steps/Goal</th>
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<tr>
<td>Activity Information</td>
<td>Participants in Activity</td>
<td>Public Education</td>
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<tr>
<td>Date M/D/Y</td>
<td>Type of Activity</td>
<td>Activity Planner</td>
<td>Time</td>
<td>Post</td>
<td>Location (Cross streets)</td>
</tr>
<tr>
<td>1/15/2011</td>
<td>Midnight BBQ</td>
<td>C. Smith</td>
<td>10pm</td>
<td>115</td>
<td>Madison G Pulewski</td>
</tr>
</tbody>
</table>

Signature of Violence Prevention Coordinator:

Last updated 7/30/04
Safe Streets Monthly Report Form

Site: ___________________________ Month: ___________________________ Site Director: ___________________________

I. Outreach:

<table>
<thead>
<tr>
<th>Worker Name</th>
<th>Total # of participants enrolled</th>
<th>Total # of current participants</th>
<th>Overall # of In-person Contacts</th>
<th>Home Visits</th>
<th>Attempted In-person Contacts</th>
<th>Referrals</th>
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</table>

Totals

Number of Conflicts mediated: ______  Number of trainings attended: ______

<table>
<thead>
<tr>
<th>Total # of Participants Discharged</th>
<th># of Participants Discharged Successfully</th>
<th># of Participants Discharged Unsuccessfully</th>
<th># of Participants Currently Detained</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

II. Public Education:

<table>
<thead>
<tr>
<th>Material</th>
<th>Posters</th>
<th>Fliers</th>
<th>Buttons</th>
<th>Bumper Stickers</th>
<th>T-shirts</th>
<th>Other</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td># Distributed</td>
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</table>

III. Community:

Number of Community Coalition meetings (please attach agenda/sign in sheet): ______
Number of community organization partners: ______
Number of Active Faith-Based Leaders (active in shooting responses and community activities): ______
Number of community meetings attended (Please attach agendas): ______
Other agencies your site has worked with this month:

IV.) Forms to be submitted with the monthly report:

___ Narrative  ___ Community Activities Log  ___ Community Meeting Agenda(s)
___ Shooting Incident Review Forms ___ Volunteer Sign-up sheets
___ Conflict Mediation Forms
___ Shooting/Homicide Response Log

*If there is any additional information about your community’s violence prevention effort that is not captured by the monthly reporting form please detail it in the Narrative

BCHD Staff Use Only:

___ Criminal Background Checks  ___ Drug Screen Results
___ Timesheets  ___ Individual Supervision Forms
___ Referral Chart

Comments:
Forms - Monitoring
<table>
<thead>
<tr>
<th>Safe Streets</th>
<th>Site Review Chart</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Post</strong></td>
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<tr>
<th>Outcome Measures</th>
<th>Wt</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Total</th>
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<tr>
<td><strong>Outreach</strong></td>
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<tr>
<td>Minimum number of High-Risk Participants per OW</td>
<td>8</td>
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<td>Average number of contacts per month per participant</td>
<td>14</td>
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<td>Minimum number of hours spent with participants each month</td>
<td>14</td>
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<td>Conflict Mediations</td>
<td>14</td>
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<td>Outreach Subtotal</td>
<td>50</td>
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<tr>
<td><strong>Community Mobilization</strong></td>
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<td>Minimum number of Safe Streets support material present/displayed in target area</td>
<td>5</td>
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<td>Shooting Responses conducted within 72 hours of knowledge of shooting/homicide</td>
<td>10</td>
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<tr>
<td>Minimum of 75 supporters present at Safe Streets events/responses per month</td>
<td>8</td>
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<tr>
<td>Anti-Violence event per month</td>
<td>12</td>
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<td>Community Mobilization Subtotal</td>
<td>35</td>
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<td><strong>Administration</strong></td>
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<td>All funded positions are filled or compliant with approved plans for hire</td>
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<td>All staff have been trained by Ceasefire or scheduled for the next available training</td>
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<td>All monthly reports are fully complete, accurate, and submitted to BCHD</td>
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<tr>
<td>All requests for payment are submitted with accurate and appropriate receipts/invoices to BCHD</td>
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<tr>
<td>Attendance of appropriate individuals at required meetings/trainings</td>
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<td>Random drug testing – at least 1 x per employee for 100% of employees</td>
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<td>Monthly arrest/conviction checks</td>
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<td>Administration Subtotal</td>
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<tr>
<td>COMMUNITY</td>
<td>Outreach Worker</td>
<td>CLIENTS</td>
<td>F-to-F CONTACTS</td>
<td>CDF</td>
<td>HV</td>
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**Color Code**
- **ORW Standards**
  - 15-20 clients
  - 60 contact hrs.
  - 4 F-to-F contacts

- **Exceeds Minimum Standards**
- **Does Not Meet Minimum Standards**

**Notes:**
- CHDF - Contact Hour Deficiencies
- HV - Home Visits
- ATT - Face-to-Face attempts
Attachment F

Maps of Eligible Communities
Midway/Coldstream Community Statistical Area

Legend:
- CSA Boundary
- Neighborhood

Map created by ENIA-JL, 2010
Belair-Edison Community Statistical Area

Legend:
- CSA Boundary
- Neighborhood

Baltimore City

Map showing the Belair-Edison Community Statistical Area in Baltimore City, with a legend indicating CSA Boundary and Neighborhood.
Better Waverly
Washington Village/Pigtown
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 ex-offenders.
- 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 ex-offenders 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 ARE DUE JANUARY 25, 2012 BY 12:00PM AT THE:
Baltimore City Health Department
1001 E. Fayette Street
Fiscal Conference Room
Baltimore, MD 21202