

## **Exhibit 4**

### **SCOPE OF SERVICES**

#### **The Potter's House Christian Fellowship, Inc. – Cure Violence**

- A. The Potter's House Christian Fellowship, Inc. ("Potter's House") is responsible for implementing the Cure Violence Public Health Violence Reduction Model (the "Model") and providing the Cure Violence services described herein (the "Services") with high degree of fidelity and in accordance with the terms of the contract between the City of Jacksonville and Potter's House (the "Contract").
- B. Potter's House shall fully implement and monitor a Violence Reduction Strategy for its target area, and the Services shall only be performed in and for the benefit of residents of Duval County, Florida. This strategy shall be approved by the City's Grant Administrator and should be updated on no less than a quarterly basis to respond to any new data, information, or better understanding of the target area. Any updates or changes shall be communicated to the City's Grant Administrator prior to being implemented. The City shall have thirty (30) days from receipt of the updates or changes to raise any concerns or objections; otherwise, the changes may be implemented. The Violence Reduction Strategy shall address how the site will:
1. Detect and interrupt violent crime (murders and shootings),
  2. Change the behaviors of high-risk individuals, and
  3. Change the norm of violence in the communities within the target area.
- C. Compliance with all requirements of the Contract is considered essential to the successful implementation of the Model. Therefore, Potter's House must:
1. Coordinate with City as needed to ensure successful implementation, including, where necessary, engaging with the Mayor's Office, State Attorney's Office, Office of the Sheriff, and City departments and divisions unrelated to the Services.
  2. Provide appropriate staff positions to successfully implement the Services and the Model. All staff shall be provided with an hourly or salaried wage, along with unemployment compensation, social security benefits, and healthcare coverage. Each site shall have at least one (1) full time Site Director and one (1) full time Program Manager, one (1) full time outreach supervisor, two (2) outreach workers, and two (2) violence interrupters. Any additional staffing requirements shall be evaluated and implemented by the Site Director and Program Manager, which costs shall be included in the annual budget.
  3. Ensure that the hiring of staff positions follow the following requirements:
    - a) Site Director and Program Manager shall be hired from a pool of candidates generated from a public posting of the position, unless prior written approval of a waiver for this requirement is obtained from the City's Grant Administrator.

- b) Outreach supervisors, outreach workers and violence interrupters shall be selected from a pool of candidates that may include community residents, others with a demonstrated ability to relate to the target population, and 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 (10) or more years ago). Former employees of Provider are only eligible if they left in good standing.
- c) Program Managers, outreach supervisors, outreach workers and violence interrupters shall be hired upon the recommendation of a community hiring panel. The community hiring panel shall consist of the following representatives: one (1) representative of Cure Violence Global, one (1) representative of Potter's House, one (1) representative of the City, one (1) law enforcement representative, and at least one (1) other individual who lives or works in the community. Inclusion of other community representatives is encouraged. Up to two (2) 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.
- d) No candidate(s) shall be offered employment without the agreement of all members of the community hiring panel. Potter's House will not hire individuals who are currently on probation or who have been off probation for less than six (6) months. Potter's House will also not hire individuals where less than one (1) year has elapsed since the applicant was released from incarceration or completed probation (whichever has last occurred) for a conviction of a violent crime.
- e) Candidates who are deemed qualified by the community hiring panel but are not offered a position will be considered eligible for hiring for up to six (6) months following the date of their interview. Hiring or reinstatement of any personnel shall be contingent upon these individuals successfully passing a criminal background check and drug screening.
- f) If Potter's House desires to promote an internal candidate to any senior level position (Site Director, Program Manager, or Outreach Supervisor), the availability of the position must be announced to all staff and all qualified candidates shall be interviewed by the community hiring panel.
- g) All potential hires must adhere to the site's approved ex-offender hiring policy.
- h) Potter's House must notify the City's Grant Administrator, in writing, of vacancies, suspensions or terminations of staff within forty-eight (48) hours of any employee's change in status. Failure to maintain the minimum staffing outlined in this for more than thirty (30) days may be deemed an event of default by the City.
- i) Potter's House must conduct monthly checks during the employee's entire length of employment to ensure that they have not been arrested and/or convicted of any new criminal charge(s). Potter's House may obtain this information via its law enforcement contact or other available means. Any employee arrest and/or

conviction must be reported to City's Grant Administrator within two (2) business days of the Site Director and/or Program Manager becoming aware of such arrest or conviction. Any employee arrested and charged with a felony crime of violence or serious misdemeanor must, at a minimum, be suspended pending the disposition of the offense. Any employee convicted of a felony or misdemeanor must be terminated.

- j) 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. Potter's House must perform random drug testing for all staff at a minimum of one (1) time per contract period. Results of drug tests should be retained by Potter's House in a secure location and made available for City review upon request.
- k) 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. Results of criminal background checks should be retained by Potter's House in a secure location and made available for City review upon request.
- l) Potter's House must submit its Ex-offender Hiring, Arrest/Conviction and Substance Abuse policies to the City for approval upon execution of the Contract.
- m) Individuals hired by Potter's House pursuant to the Contract 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 area(s).
- n) All employees who do not currently possess a high school diploma or general equivalency diploma (GED) must enroll in an educational program or sign up to take the GED within ninety (90) days of the start of their employment. Employees must provide supporting documentation of enrollment or test date. Employees enrolled in an educational program must attend said program until successful completion of a GED or high school diploma. Attendance must be verified by the educational entity and Potter's House must attach this information to its monthly invoice. Potter's House may request alternate educational requirements on behalf of an employee in writing which must be approved by the City's Grant Administrator before the employee may pursue the alternate educational requirement.
- o) Successful Outreach Worker candidates are required to complete the basic Outreach Worker training delivered by Cure Violence Global and the City within sixty (60) days of their employment with Potter's House, if the training is available in Jacksonville or at another site nationwide.
- p) All senior staff candidates (Site Director, Violence Prevention Coordinator and Outreach Worker Supervisor) must complete management training within sixty (60) days of their employment or promotion in addition to completing basic

Outreach Worker training, if the training is available in Jacksonville or at another site nationwide.

- q) Employees who were previously employed by Potter's House as an Outreach Worker, Outreach Worker Supervisor or Site Director and are re-hired after a lapse of no more than sixty (60) days need only attend a refresher session approved by the City and in accordance with the Model.
4. Potter's House shall deploy outreach workers and interrupters during the hours when shootings are most likely to occur. Typically, these hours are during the daytime and early evening hours on Tuesday, Wednesday and Thursday from 2:00 PM to 10:00 PM, and on Friday and Saturday from 6:00 PM to 2:00 AM. Specific work days and hours may be adjusted based upon review of data to better align with when shootings historically take place in the Potter's House site's target area.
  5. Outreach staff are expected to build a caseload of fifteen (15) to twenty (20) clients by the employee's fourth month on the job and maintain a minimum of fifteen (15) high-risk clients thereafter. Individuals who are currently enrolled in another program of Potter's House and do not meet the Model eligibility criteria are not eligible to be considered part of this high-risk caseload. Eligibility of site participants and contact with them shall be documented in Potter's House's files. Outreach staff is expected to complete at least four (4) face-to-face contacts per month and document services provided with a minimum of eighty (80) hours per month spent with clients.
  6. Supervisors and direct service staff must be visible in Potter's House site for a minimum of twenty-four (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.
  7. The City may issue photo identification (badge) credentials to Potter's House staff so they have official credentials identifying them as violence reduction workers. These credentials are the property of the City. Credentials may only be used when conducting official business as contemplated by the Contract. Counterfeiting, altering, or misusing the badges constitutes a violation Chapter 815, Section 4 of the Florida Statutes. Potter's House shall adopt a policy regarding badge credentials provided by the City that covers appropriate use and return of credentials if no longer used for approved purposes. This policy must be approved by the City and may not be amended without prior City review and approval. If an employee leaves employment of Potter's House or is in any way no longer providing services as contemplated under this Contract, Potter's House shall collect the credentials and return them to:

Human Resources Division  
City Hall at St. James  
117 West Duval St., Suite 100  
Jacksonville, FL 32202

9. Maintain appropriate supervision of the Potter's House site and staff associated therewith to ensure management protocols are implemented, including:

- a) Daily briefings and debriefings.
  - b) Weekly staff meetings.
  - c) Regular individual staff supervision to discuss progress towards outcomes and address any site identified issues/need.
  - d) Ensure all necessary and required data is entered into the appropriate database.
  - e) Develop a plan for staff well-being and professional development. Each staff member shall have a personal and professional development plan to promote their well-being modeled off the participant assessment provided by Cure Violence Global, which is currently the Risk-Needs-Resilience Assessment; which includes, but is not limited to, assessment of each staff member's: violence safety; physical, mental and emotional health; legal issues; financial stability; formal and informal educational needs; housing needs; social health (including parenting needs). Each staff development plan should be developed within the first ninety (90) days of a staff member's start date. Thereafter, each staff member's development plan should be reviewed and updated on at least a quarterly basis. Each staff member should have a personal budget developed within the first thirty (30) days of a staff member's start date and reviewed at least annually by the Program Manager.
  - f) Identify and connect with resources for staff and site participants.
10. Develop a brand for the site and the Services, as well as a plan for promotion of the brand.
  11. Notify the City if sufficient staff, facilities, or equipment necessary to deliver the Services cannot be maintained.
  12. Provide the City with an annual budget prior to execution of the Contract for review and approval by the City's Grant Administrator.
  13. Submit a monthly programmatic report with its invoice that includes a one to three page narrative describing how Potter's House complied with its Violence Reduction Strategy. The narrative should discuss how the site detected and interrupted violent crimes (murders and shootings), changed the behaviors of high-risk individuals, changed the norm of violence, and assisted staff with personal and professional development, and how social media was utilized as part of the site's activities.
  14. Coordinate with other sites, supporters, volunteers, and other groups on a regular basis to further the mission of the Services.
- D. Potter's House shall cooperate with the City to provide information to the City and an opportunity for City inspection of Potter's House's sites as necessary with 24 hours' notice, to allow the City to complete a Site Review Chart, but no more frequently than on a once per monthly basis. The Site Review Chart utilizes a point system to monitor a site's progress

toward outcome measures. Measures are weighted relative to their importance towards accomplishing the goals of the Services. During any inspection, if a Potter's House site is non-compliant in any one activity or falls below fifty (50) points in its total score in all areas, Potter's House must submit, within five (5) business days, a corrective action plan that is acceptable to the City's Grant Administrator. Deference should be given to the Potter's House site when effort to achieve full or partial compliance has been made but not achieved, especially if for reasons outside Potter's House's control. Failure to submit a corrective action plan, or failure to successfully implement the corrective action plan and improve deficiencies may be considered an event of default by Potter's House. Potter's House is responsible for reviewing the Site Review Chart and must sign and return the document to City's Grant Administrator within three (3) days of Potter's House's receipt of the Site Review Chart.

- E. The City will provide the following to facilitate the successful implementation of the Model:
1. Technical assistance, both on and off-site, to Potter's House site leadership and staff.
  2. Training for all Potter's House staff on topics related to the successful implementation of the Model.
  3. 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 encourage members of their community to become involved in violence-reduction efforts.
  4. Information and data documenting the impact of the Model in partner communities and any research that supports the Services in which Potter's House and its partners are engaged.
  5. Publicizing the work of the Services.
  6. Monitoring Potter's House's Services and that of its partners to ensure the professional management of all aspects of the Potter's House's Services, including Potter's House's fiduciary duties. This may include:
    - a) Regular review of Potter's House Services and other files.
    - b) Site visits by City staff to each Potter's House site location upon 24 hours' notice to verify compliance with the Scope of Services as outlined in this Exhibit and to help Potter's House fully implement the Model. Site visits may include "walk-alongs" with outreach workers.
    - c) The City will collect and review performance data on a regular basis. This data will be used to assist Potter's House to plan its activities and strategies and to address any problems quickly and effectively.
  7. Fiscal support through training on preparation and submission of required reports and reimbursement for invoices submitted by Potter's House. Should monitoring reports identify administrative or programmatic deficiencies, Potter's House shall successfully

complete educational courses to remedy the deficiency, as required by the City's Grant Administrator.

- F. Potter's House must cooperate and be responsive to City's monitoring efforts. As part of the City's monitoring efforts, the City reserves the right to direct Potter's House to engage in certain activities, meetings, or other community events reasonably requested by the City, such as "Youth Violence Prevention Week", responses to violent events, and other anti-violence activities.
- G. Potter's House shall promote a message of "No Shooting" targeting high-risk individuals in the community at-large. Potter's House should develop public education materials to convey this message. Public education materials must be pre-approved by the City. These materials shall include the language required in Section H below, unless otherwise agreed to by the City.
- H. Potter's House agrees to include the statement "***Potter's House to the Cure, LLC, is a certified Cure Violence Health Model Site, funded by the City of Jacksonville, working to stop violence in our community before it starts.***", or similar language agreed to in writing by both parties when referring to the Services.
- I. The City may separately provide support for a third-party evaluation of the Services. Potter's House agrees to cooperate fully with the City 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 Services.