



**VIOLENCE IS CONTAGIOUS; WE CAN
TREAT AND, ULTIMATELY, CURE VIOLENCE
USING A HEALTH APPROACH**

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Cure Violence Training and Technical Assistance Scope of Services: Jacksonville

Cure Violence has provided an array of Training and Technical Assistance (TTA) to over 100 communities in over 10 countries. The services are adapted to each unique community based on the needs and capacity of the local partners. The following is a proposed TTA plan to implement two (2) new replication sites in coordination with Jacksonville Mayor's Office. Cure Violence's ultimate goal is to provide quality TTA services to assist in ending the violence epidemic.

Full Replication

Cure Violence will provide comprehensive and intensive training, support and guidance throughout the pre-implementation, implementation, and evaluation stages. This includes pre-implementation assistance (staffing patterns, staff recruitment planning and hiring guidance), onsite trainings, e-learning, peer learning, database management, conference participation, communications assistance, policy development and advocacy and overall project management. Cure Violence will provide its core training modules, as stipulated in the Schedule of Activities, which includes:

Training

- Violence Interruption and Reduction Training (VIRT)
- Management Training: Interruption & Outreach
- Database and Documentation
- Conflict Mediation Techniques
- Recruitment of "Highest Risk"
- Engaging and Building Rapport (Highest Risk)
- Risk Reduction Planning
- Using Data to Leverage Program Implementation
- Using Data to Evaluate Success or Opportunities

Technical Assistance

- Embedded Cure Violence Staff TTA
- Site Visits
- On-going Support (weekly calls, etc.)

Advanced Training

- Leading with Equity
- Spokesperson Training
- Addressing Trauma
- Building a Health System to Prevent Violence

Suggested Schedule of Activities

- Weekly calls
- Weekly data reports
- Management Training
- VIRT
- Database Training
- Embedded TTA
- Site Certification Visit

Cost

This TTA package is valued at \$150,000. Travel, lodging and administrative services are included in this cost.

Term

October 2020-September 2021

Scope of Services

Cure Violence Public Health Model Implementation

This Scope of Work Statement outlining services to be provided by both Reintegration Solutions (d.b.a. Noah's Ark Project) and Bridges to the Cure (BTTC) to stop or, if that is not possible, reduce the shootings and killings occurring in the northwest Jacksonville neighborhoods immediately adjacent to downtown.

Bridges to the Cure and Noah's Ark Project assert that the elimination of violence is part or all of its written mission statement and to that end agrees to implement the Cure Violence public health model and all its components with fidelity. The three components to the model are as follows:

- Interruption of violent conflicts
- Changing behaviors of high risk individuals
- Changing community norms

The provider deliverables within the components of the Bridges to a Cure model include:

1. Interruption of Violent Conflicts

Trained staff from the community know as violence interrupters prevent shootings and killings by detecting and interrupting potentially lethal conflicts in the community and mediating them to a peaceful end.

- Prevent retaliations
- Mediate ongoing conflicts
- Follow up to maintain peace

2. Changing Behaviors of High-risk Individuals

Outreach workers identify people at the highest risk for violence and work side by side with them to reach and maintain a non-violent path to conflict resolution.

- Challenge thinking on use of violence
- Provide support at critical times
- Connect with job opportunities and social services

3. Changing Community Norms

Violence Interrupters and outreach workers engage community leaders, residents, business owners, faith leaders, social service providers, and those at highest risk to reject the idea of violence as an acceptable behavior to resolve conflict in their neighborhood.

- Respond to every shooting
- Organize community activities
- Spread positive norms

Ongoing Program Implementation

- Weekly calls
- Weekly data reports

- Ongoing Site Certification Visits
- Ongoing Technical Assistance and Training

Food

Backup documentation will be provided for all food expenditures. Expenditures for food will not exceed 5% of the total amount.

Term: October 1, 2020 thru September 30, 2021

Cost:

Bridges to the Cure - \$800,000

Noah's Ark Project - \$725,000

Bridges to the Cure FY2021 Budget	
I. Employee Compensation [13]	
Personnel - 01201	Annual
Subtotal Employee Compensation [14]	\$ 560,000.00
Subtotal Taxes and Benefits [15]	\$ 130,000.00
Total Employee Compensation [16]	\$ 690,000.00
II. Operating Expenses	
Occupancy Expenses	\$ 48,500.00
Office Expenses	\$ 33,000.00
Travel Expenses	\$ 7,500.00
Direct Client Expenses - 08301	\$ 21,000.00
Total Operating Expenses [17]	\$ 110,000.00
Total Capital Outlay [18]	\$ -
Expenses Total [19]	\$ 800,000.00

Noah Ark Project FT 2021 Budget

Categories and Line Items	FY2021
I. Employee Compensation	
Subtotal Employee Compensation	\$ 442,500
Subtotal Taxes and Benefits	\$ 158,500
Total Employee Compensation	\$ 601,000
II. Operating Expenses	
Occupancy Expenses	\$ 55,750
Office Expenses	\$ 29,350
Travel Expenses	\$ 8,400
Equipment Expenses	\$ 10,500
Direct Client Expenses - 08301	\$ 12,500
Total Operating Expenses	\$ 116,500
III. Operating Capital Outlay (OVER \$1,000)	
Total Capital Outlay	\$ 7,500
Expenses Total	\$ 725,000

**Cure Violence
Program Scope of
Services
Family Foundations**

DESCRIPTION OF GOODS/SERVICES: To provide mental health and financial wellness services for the Cure Violence program.

Family Foundations of Northeast Florida, Inc. ("Family Foundations") has demonstrated and proven experience working with individuals from "high-risk" backgrounds and environments. Prior to our work on the Cure Violence assessment, Family Foundations gained considerable experience in providing trauma-informed care to high-risk individuals through our work in the United Way of Northeast Florida's Full-Service Schools initiative ("FSS") and the Partnership for Child Health's Criminal Justice Reinvestment Grant ("CJRG").

Family Foundations has conducted group crisis intervention, post crisis debriefing and grief/loss sessions for individuals with first-hand exposure to violence - i.e. experienced a shooting, witnessed a shooting, or was a shooting survivor. These group crisis intervention sessions were designed to reduce the re-traumatizing of individuals exiting a violent street event. We have also worked directly with individuals who are openly grieving the murder of a child, the murder of a parent and the murder of a friend and/or relative. Some of these individuals have experienced all four within a short time span. We found in our work that traumatic experiences complicate an individual's capacity to make sense of their lives and make meaningful consistent relationships with their families and in their work in the community. Our group crisis intervention, grief loss sessions and trauma-informed group sessions include a focus on the three "E's" of trauma: the **Events**, the **Experience**, and the **Effect**. The outcome is that trauma-informed group crisis intervention forms a potential pathway to recovery.

Family Foundations has provided group educational counseling to individuals who have a history of violence through a gradual and phased in approach in weekly sessions. We used educational group sessions to discuss variables in their violent past that they would like to change and how they feel their past behaviors were impacting the new path they chose. Counseling sessions were open entry/exist because of the addition/deletion of staff. This allowed for continuity of weekly sessions. The crisis work done by these individuals was stressful and unpredictable. By using a gradual approach, we encouraged individuals to specifically focus on their violent past by identifying unwanted behaviors and showing them ways to alter the patterns they had learned and practiced. The educational group sessions also allowed them to develop new skills, recognizing triggers to past violent behavior. The sessions guided them through the process of how and when to apply learned coping techniques on the behaviors they wanted to change. The outcome was to assist them with eliminating unwanted behaviors associated with their past, practice new behaviors as replacements and work towards the path they selected. We introduced positive affirmations and encouraged positive reinforcement.

To ensure the educational concept worked we introduced 6 key principles of a trauma-informed approach to reducing violent behavior. The group learned the principle of (1). Safety for each member of the community, (2). How the principle of trustworthiness and transparency reduces suspicion, distrust and doubt, (3). How peer support and team building result in shared ideals and goals, (4). How collaboration distributes the weight equally among the team, (5). How empowerment, voice and choice eliminate the distraction of competing groups, and (6). How the principle of understanding cultural norms

educates the team about it's past, redirecting attention from the individual's past to the team. It was critical in sessions that we promoted the link to recovery and resilience to changed behavior that would positively impact their children and families, who also experienced their violence and subsequent trauma.

Trauma-Informed Care is the basis for all of the work and counseling we provide. We fully understand that our clients suffer from various types of trauma: violence, drug addiction, foster care, incarceration, and poverty. It is incumbent upon us to recognize and provide appropriate responses to the trauma and help clients effectively deal with the impact by using trauma-specific interventions and providing a physical, psychological, and emotionally safe environment. Family Foundations incorporates the Four Rs of trauma-informed care in all of its mental health:

- **Realize** - the widespread impact of trauma and understand paths for recovery
- **Recognize** - the signs and symptoms of trauma in clients, families, staff, and others involved with the system
- **Respond** - by fully integrating knowledge about trauma into policies, procedures, and practices; and
- **Resist**- re-traumatization of individual.

Moreover, all mental health staff receive training on trauma-informed care and regularly participate in continuing education to learn new strategies, techniques, and interventions to assist clients who have an/or are currently experiencing trauma.

Over the past four-months, Family Foundations has engaged with Interrupters in each of the two Jacksonville locations to get a sense of the types of crisis and violence responses they encounter. We looked at how trauma-informed counseling could reduce the initial distress caused by exposure to these traumatic events. We determined that using short and long-term adaptive functioning and coping skills could be helpful techniques that Interrupter could use to manage the impact of violence intervention. Family Foundations also found that use of case management services would help to wrap around provide support services to their network.

It is clear that the work of an Interrupter is stressful work and that an appropriate level of counseling, crisis interventions, de-briefings, strategies and case management can help to minimize stress, improve coping skills and reduce turnover and burnout. Our method has been to use techniques and interventions consistent with research evidence on risk and resilience following exposure to crisis/trauma events. Our approach has been to convene 11 group sessions (6 on the eastside and 5 on the north-side) in applicable and practical field settings appropriate to engage dialogue and listen carefully to what they have to say about violence and trauma. An equally important early objective has been to build rapport and trust between the counselor and Interrupters in each cohort.

After conducting our early sessions, and meeting with both site Directors and Supervisors, we have identified three areas of trauma-care that will shape our counseling approach. All three are interconnected and integral, we believe, to the success of the program.

- **Self-Care:** Spiritual, mental, resilience, physical and healing
- **Family Care:** Social structure, education, economic, safety, cultural and health
- **Community Care:** Norms, violence, history, geography and language

It is our view that the Cure Violence model does a good job training Interrupters to deal with Community Care issues, but that Self-Care and Family Care are critical components to the work that they do which we feel is missing.

Finally, when dealing with the unique needs of this population, the counselor(s) need to have a perspective and understanding of the criminal justice system and be able to bond with individuals under care to establish critical rapport and trust.

Family Foundations' clinical counselor who was engaged to conduct the assessment and who led weekly group session is extremely familiar with the dynamics of the target population. He holds a Master's degree in Mental Health counseling and has several years of clinical experience dealing with high-risk populations. He also has extensive knowledge of the criminal justice system. He currently serves as Chair of the Duval Regional Juvenile Detention Center; he is a member of the 4th Circuit Juvenile Justice Board; and he previously volunteered as the Healing Officer/ Mediator for the 4th Judicial Circuit for Youth and Adults. He is also a former Chaplain at the UF Health Trauma Center where he has been called upon to counsel families in times of extreme stress, including the aftermath of violent crime.

In the mid-1970s, Family Foundations began providing budgeting and life skills training to individuals and families. These services were expanded to include a comprehensive array of Financial Wellness services when the organization acquired Consumer Credit Counseling Services of Jacksonville and became a member of the National Foundation for Credit Counseling ("NFCC").

As a member of NFCC, Family Foundations financial counseling staff achieve certification through a comprehensive program which empowers counselors to deliver high quality counseling and educational services. Additionally, the organization is required to maintain accreditation by the Council on Accreditation ("COA"), which is an independent third-party that conducts a *"rigorous assessment and determines that an organization meets all the most important standards...that they follow best practice and provide quality services"*. In addition to COA accreditation and NFCC certification, Family Foundations is a HUD-approved housing counseling agency and also approved by the Executive Office of U.S. Trustees to provide bankruptcy counseling and education. Finally, we are adopters of National Industry Standards for Homeownership Counseling and Education. This demonstrates Family Foundations' commitment to providing quality services that meet industry standards for excellence and best practices.

Through our Financial Wellness program, Family Foundations provides a vast array of counseling and education services to individuals and families to help them become financially stronger. These services include: financial counseling and education; debt management; credit counseling; pre-purchase housing counseling and education; foreclosure intervention; and bankruptcy counseling. Through our initial interactions with the Cure Violence cohorts, it is apparent that the cohort members would benefit from lessons regarding basic financial literacy, credit, and debt. In addition, we understand that there may be a need to move beyond basic financial education and empower them to examine their thoughts, feelings, attitudes, and beliefs about money that determine financial behavior: how one earns, spends, saves, shares and borrows.

Family Foundations proposes to allocate 75% of a Master's level or licensed Mental Health Counselor 's time to the Cure Violence initiative. The counselor will be responsible for

conducting group educational sessions, crisis intervention/de-briefing sessions, and case management services. Additionally, a certified Financial Counselor will conduct group educational sessions to provide basic tools on money management. Individual mental health and financial counseling services will also be available for individuals who choose to pursue more intense and personalized services. The mental health and financial counselors will be supported by the Clinical Manager who will oversee implementation of the Cure Violence initiative and the Finance and Administration Manager who will oversee grant compliance and billing.

Term: October 1, 2020 - September 30, 2021

Cost: \$120,000, billed at \$70/hr.