

Service: Execution and operation of the Cure Violence Public Health Model
Scope of Services
Cure Violence Jacksonville Program
The Potter's House Community Development Empowering Center

This Scope of Work Statement outlines existing services and additional services to be provided by the Potter's House Community Development Empowering Center to stop (if possible) or reduce the shootings and killings occurring in westside, north and northwest Jacksonville neighborhoods for its amended FY2023 contract. Hereafter, the provider may be referred to as "Site."

- The Site is responsible for implementing the Cure Violence Public Health Violence Reduction Model and providing the Cure Violence Services described herein with a high degree of fidelity and in accordance with the terms of this Contract.
- The Site shall fully implement and monitor a Violence Reduction Strategy for the target area(s), and the Services shall only be performed in and for the benefit of residents of Duval County, Florida within the designated target catchment map. This strategy shall be approved by the City's Grants Administrator and should be updated on no less than on 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 Grants 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:
 - Detect and interrupt violent crime (murders and shootings),
 - Change the behaviors of high-risk individuals, and
 - Change the norm of violence in the communities within the target area.
- Compliance with all requirements of the Contract is considered essential to the successful implementation of the Model. Therefore, the Site must:
 - Coordinate with the City as needed to ensure successful implementation, including, when necessary, engaging with the Mayor's Office, State Attorney's Office, Office of the Sheriff, and City departments and divisions unrelated to the Services.
 - 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. The 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.
- Ensure that the hiring of staff positions at the new site follow the following requirements:
 - The Site Director, Program Manager and Supervisors shall be hired from a pool of candidates generated from a public posting of the positions unless prior written approval of a waiver for this requirement is obtained from the City's Grants Administrator.
 - 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 the Provider are only eligible if they left in good standing.
- 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 the Site, 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.
 - No candidate(s) shall be offered employment without the agreement of all members of the community hiring panel. The Site will not hire individuals who are currently on probation or who have been off probation for less than six (6) months. The Site will also not hire individuals when less than one (1) year has lapsed since the applicant was released from incarceration or completed probation (whichever has last occurred) for a conviction of a violent crime.
 - 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 interviews. Hiring or reinstatement of any personnel shall be contingent upon these individuals successfully passing a criminal background check and drug screening.
 - If the Site desires to promote an internal candidate to any senior level position (Site Director, Program Manager, or Supervisor), the availability of the position must be announced to all staff and all qualified candidates shall be interviewed by the community hiring panel.
 - All potential hires must adhere to the Site’s approved ex-offender hiring policy.
 - The Site must notify the City’s Grants 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 contract default by the City.
 - The Site 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). The Site 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 Grants 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, must be suspended pending the disposition of the offense. Any employee convicted of a felony or misdemeanor must be terminated.
 - 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. The site 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 the Site in a secure location and made available for City review upon request.
 - Criminal background checks must be completed for each individual 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 the Site in a secure location and made available for City review upon request.
 - The Site must submit its Ex-offender Hiring, Arrest/Conviction and Substance Abuse policies to the City for approval upon execution of the Contract.

- Individuals hired by The Site, 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).
- 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 employment. Employees must provide supporting documentation of enrollment or test date. Employees enrolled in an educational program must attend said program until successful attainment of a GED or high school diploma. Attendance must be verified by the educational entity and the Site must attach this documentation to its monthly invoice. The Site may request alternate educational requirements on behalf of an employee in writing, which must be approved by the City's Grants Administrator before the employee may pursue the alternate educational requirement.
- 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 the Site if the training is available in Jacksonville or at another site nationwide.
- All senior staff candidates (Site Director, Outreach Worker Supervisor, and Violence Interrupter 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.
- Employees who were previously employed by a Site as an Outreach Worker, Outreach Worker Supervisor, Violence Interrupter 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.
- The Site shall deploy outreach workers and interrupters during the hours when shootings are most likely to occur. Typically, these hours are during the nighttime 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 workdays and hours may be adjusted based upon review of data to better align when shootings historically take place in the site's target area.
 - 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 another site 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 the Site's files. Outreach staff are 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.
 - Supervisors and direct service staff must be visible in the 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.
 - The City may issue photo identification (badge) credentials to Site staff, so they have official credentials identifying them as violence reduction workers and credible messengers. 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. The Site 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 the Site or is in any way no longer providing services as contemplated under this Contract, the Site 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

- Supervisors, Managers and the Site Director must:
 - Maintain appropriate supervision of the site and staff associated therewith to ensure management protocols are implemented, including:
 - Daily briefings and debriefings.
 - Weekly staff meetings.
 - Regular individual staff supervision to discuss progress towards outcomes and address any site identified issues/need.
 - Ensure all necessary and required data is entered into the appropriate database.
 - Develop a plan for staff well-being and professional development. Each staff member shall have a personal and professional development plan to promote his or her well-being utilizing the Cure Violence Global 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. Management must identify and connect staff and participant with resources.
- Develop a brand for the Site and the Services, as well as a plan for brand promotion.
- Notify the City if sufficient staff, facilities, or equipment necessary to deliver the Services cannot be maintained.
- Provide the City with an annual budget prior to execution of the Contract for review and approval by the City's Grants Administrator.
- Submit a monthly programmatic report with an invoice that describes how the Site complied with its Violence Reduction Strategy. The Site should maintain records of violence detection and interruption of violent crimes (murders and shootings), changed behaviors of high-risk individuals, norm changes of violence, assistance with staffs' personal and professional development, and how social media was utilized as part of the site's activities.
- Coordinate with other sites, supporters, volunteers, and other groups on a regular basis to further the mission of the Services.
- The Site shall cooperate with the City to provide information to the City and be accessible for City inspection of as necessary with 24 hours' notice; to allow the City to complete a Site Review Chart, but no more frequently than once a month. The Site Review Chart utilizes a point system to monitor the site's progress toward outcome

measures. Measures are weighted relative to importance towards accomplishing the goals of the Services. During any inspection, if the Site is noncompliant in any one activity or falls below fifty (50) points in its total score in all areas, will be placed on corrective action.

- If noncompliant, the Site must submit, within five (5) business days, a corrective action plan that is acceptable to the City's Grants Administrator. Deference should be given to the Site when effort to achieve full or partial compliance has been made but not achieved, especially if for reasons outside the Site'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 and breach of contract by the Site. The Site is responsible for reviewing the Site Review Chart and must sign and return the document to City's Grants Administrator within three (3) days of the Site's receipt.
- The City will provide the following to facilitate the successful implementation of the Model:
 - Technical assistance, both on and off-site, to site leadership and staff.
 - Training for all Site staff on topics related to the successful implementation of the Model.
 - 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.
 - Information and data documenting the impact of the Model in partner communities and any research that supports the Services in which the Site and its partners are engaged.
 - Publicizing the work of the Services.
 - Monitoring the Site's Services and that of its partners to ensure the professional management of all aspects of the Site's Services, including fiduciary duties. This may include:
 - Regular review of Services and other files.
 - Site visits by City staff to with no less than 24 hours' notice to verify compliance with the Scope of Services as outlined in this Exhibit and to assist the site with full implementation of the Model. Site visits may include "walk-alongs" with outreach workers.
 - The City will collect and review performance data on a regular basis. This data will be used to assist the Site to plan its activities and strategies and to address any problems quickly and effectively.
 - Fiscal support through training on preparation and submission of required reports and reimbursement for invoices submitted by the Site. Should monitoring reports identify administrative or programmatic deficiencies, the Site shall successfully complete educational courses to remedy the deficiency, as required by the City's Grants Administrator.
- The Site 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 the Site to engage in certain activities, meetings, or other community events reasonably requested by the City, such as Council Meetings, Violence Prevention events, Community events, Responses to violent events, and other anti-violence activities.
- The Site shall promote a message of "No Shooting" targeting high-risk individuals in the

community at-large. The Site 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: "Name of Site, 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.

- The City may separately provide support for a third-party evaluation of the Site's Services. The Site 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.

**The Potter's House Community Development Empowering Center
Expanded Scope of Services**

March 1, 2023 – September 2023:

Additional services to be provided by **The Potter's House Community Development Empowering Center:**

- The Potter's House Community Development Empowering Center, Inc. (hereafter referred to as The Potter's House) currently provides the Cure Violence public health model program services in designated target catchment areas on the westside of Jacksonville. Effective March 1, 2023 and through September 30, 2023, The Potter's House will expand these program services to specified target areas in North and Northwest Jacksonville currently provided by Bridges to the Cure, LLC, October 1, 2022 through February 28, 2023.
- The Potter's House will fully staff and administer a North/Northwest Cure Violence site within the Johnnie Walker Community Center, located at 2500 West 20th Street, Jacksonville, FL 32209, which will be a Violence Reduction Center and community resource center.
- The Potter's House shall coordinate and plan with the Violence Reduction Center staff and community partners to promote effective and efficient delivery of participant referrals, case management, and wrap around services, as well as community resident engagement.
- The Potter's House shall fully implement and monitor a Violence Reduction Strategy for the North and Northwest target area(s), and the Services shall only be performed in and for the benefit of residents of Duval County, Florida within the designated target catchment map. This strategy shall be approved by the City's Grants Administrator and should be updated on no less than on 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 Grants 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:
 - Detect and interrupt violent crime (murders and shootings),
 - Change the behaviors of high-risk individuals, and
 - Change the norm of violence in the communities within the target area.
 - The Site shall deploy outreach workers and interrupters during the hours when shootings are most likely to occur. Typically, these hours are during the nighttime 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 workdays and hours may be adjusted based upon review of data to better align when shootings

- historically take place in the site's target area.
- The Site will ensure Outreach staff will build a caseload of fifteen (15) to twenty (20) clients **by the employee's second month on the job if an employee has recent previous Violence Reduction job experience (within the last 2 months) or by the employee's fourth month on the job, if the employee does not have previous experience**; and maintain a minimum of fifteen (15) **high-risk clients thereafter. Individuals who are currently enrolled in another program of another site 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 the Site's files. Outreach staff are 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.**

Food Disclaimer:

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

TOTAL COST: \$1,369,583

\$865,000 – Westside Catchment Area

Term: October 1, 2022, through September 30, 2023

\$504,583 – North and Northwest Catchment Area

Term: March 1, 2023, through September 30, 2023