



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

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Cure Violence Jacksonville Suppliers and Scopes of Services FY 2022 - 2023

Grant Recipient #1: Cure Violence Global, Inc.

Service: Training and Technical Assistance

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. Cure Violence's ultimate goal is to provide quality TTA services to assist in ending the violence epidemic.

Cure Violence will provide comprehensive and intensive training, support and guidance This includes: (staffing patterns, staff recruitment planning and hiring guidance, onsite trainings, e-learning, peer learning, database management, teleconference and meeting 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 & Refresher Courses (VIRT)
- Management Training: Interruption and Outreach
- Database and Documentation
- Research / Analysis Support
- Conflict Mediation Techniques
- Recruitment of Highest Risk Individuals
- Engaging and Building Rapport with Highest Risk Individuals
- Risk Reduction Strategic Planning
- Utilization of data for strategic planning
- Utilization of data to evaluate performance outcomes and opportunities to advance the program

Technical Assistance

- Programmatic and data TTA
- Data Reports
- Site Visits
- Ongoing support -Quarterly calls with the City of Jacksonville
- Monthly Virtual Technical Assistance virtual Strategic Planning Meetings

Advanced Training / Program Support

- Leading with Equity - Annual Site Review
- Program Progress - Presentation Preparation

Cost: This TTA package is valued at **\$85,000.00**.

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

Grant Recipient #2: Family Foundations of Northeast Florida, Inc.

Service: Mental Health and Financial Wellness & Wrap Around Services

The City of Jacksonville will use funding to further expand the local Cure Violence initiative and support the further development of the Mayor’s Violence Reduction Center. This project will support the City's efforts to train staff, participants, and secure wrap around services for clients.

- Conducting community engagement activities and providing services directly to high-risk individuals
- Developing interactive dashboards and conducting data analysis
- Providing professional services for trauma-informed support, including mental health and financial wellness services; and
- Providing additional social services, including but not limited to job preparation and housing support for the target community

Family Foundations proposes to provide mental health and financial wellness services to Cure Violence staff members at the three sites: Bridges to Cure, Noah’s Ark, and the Sites. Family Foundations will also provide mental health and financial wellness services to Cure Violence program participant referrals and administer wrap around services that will be made available to them. Our services are intended to assist clients with becoming emotionally and financially stable. Through a combination of group meetings, psycho-educational and financial education group sessions, individual counseling, and case management services, Family Foundations will provide clients with tools and skills to address barriers that have impacted their personal and professional relationships and prevented them from achieving financial goals.

PROGRAM SCOPE OF WORK AND DELIVERABLES:

- **Staffing and support to expand the Mayor’s Violence Reduction Center:** Cure Violence local partner staff will be available to respond to murders/shootings as needed to provide services and assistance as described in the scope of work. The MVRC will provide wrap around services.
- **Procure services to provide data analytics and support regarding Jacksonville’s Cure Violence initiative.** Delivery and receipt of the goods/services procured as attested on the expenditure report.
- **Contract with local vendors to provide social services for individuals identified through the Cure Violence initiative.** Local vendors will be available to provide social services as needed as described in the scope of work. Minimum performance will be the completion of the activities identified in the scope of work.
- **Group Sessions:** Mandatory group counseling sessions will be conducted. These sessions provide opportunities for clients to discuss a variety of topics, feelings, and emotions to help them learn how to manage the stress and anxiety experienced during their work in the community. Sessions focus on building interpersonal skills and teamwork and also provides participants with tools and techniques to address their emotions, manage conflict, and de-escalate tense situations. Finally, group sessions address home/domestic issues as we have learned during the past year that these issues have impact on the participants’ abilities to successfully fulfill their roles in the program. Participants learn how to balance work and home priorities and also how to separate/compartmentalize issues so as not to have negative impact on either.

- **Individual Sessions:** Individual counseling sessions will be offered to all participants. Participation in these sessions will be voluntary and at the request of the participant. Participants may also be referred by Program Management to address work/disciplinary issues. Each participant who participates in individual counseling will receive the following: Intake Process Counseling Assessment, Treatment Plan/Plan Updates, and Counseling Interventions are a regular part of the process.
- **Educational Workshops:** Bi-monthly educational workshops are designed to provide a series of skills and decompression techniques to help team members deal with life events so that they can focus on the primary work that they do in the community. Workshops will be developed/facilitated to address topics/issues experienced by Cure Violence participants. Topics will also adhere to Cure Violence's national program model. Below is a partial list of sessions/topics that will be conducted.

Race/ Culture: Identifies and focuses on cultural biases that impact the target communities where Cure Violence work is being performed.

Boundary Issues: Focuses on why and how setting health boundaries in the workplace/community is important. Includes discussions of physical, mental, and emotional boundaries in relationships

Conflict Resolution: Team Members have learned conflict resolution techniques that they can use in their interactions with each other, management, and participants in their assigned zip codes. These techniques and methods are designed to ensure that the stress and anxiety that they face can be channeled towards a positive resolution of daily incidents. Virtual sessions have allowed Team Members to explore how to manage home and work scenarios in the community during COVID-19 restrictions. The shift in environment where Team Members spend a majority of their time with family members has raised additional tension that adds to the stress and conflict that they face on the streets.

Trauma-Informed Counseling: Family Foundations offers trauma-informed counseling that focuses on the psychological distress Team Members may face following exposure to a traumatic or stressful event. This counseling is centered on a fear-based reaction and helps Team Members externalize angry and aggressive symptoms. Both sites have learned how to recognize chronic trauma symptoms. Counseling sessions focus on the type of exposure to trauma they may face and how they occur across gender, race, ethnic communities, and socio-economic groups. Counseling also provides insight into the basics of how social impact of trauma manifests itself on communities and individuals.

Mental Health First Aid USA Training: This course is designed to help Team Members recognize and respond to a person experiencing a mental health crisis. The first aid taught in this course allows Team Members to provide appropriate treatment and support until First Responders arrive. Team Members learn how to assess the risk, listen non-judgmentally, give reassurance and encourage self-help and other support strategies. Participants receive a certificate from MHFA USA at the conclusion of the course and also gains access to the MHFA website and resources.

Case Management Services: Family Foundations will assist Team Members with accessing community resources to address personal/family needs. This may include accessing food, housing, or other benefits.

Financial Education: The goal of the Financial Education/Coaching sessions is to help participants change their behavior with money. Family Foundations will conduct two 6-week sessions on basic financial skills and concepts to include topics such as: developing a sustainable budget, principals of savings, understanding credit/credit scores, responsible use of credit/debt, and homeownership. In addition, participants will complete **Credit When**

Credit is Due, a self-paced course about the responsible use of credit. At the completion of the course, participants can add a note to their credit file and potentially receive a boost in their credit score.

Financial Coaching/Counseling: Participants will receive individual coaching/counseling to assist them in reaching specific financial goals. Each participant will receive a minimum of 4 counseling sessions. Participants will develop a budget and savings plan and a work plan will be developed to assist them in reaching their goals. Participants with more complex financial goals/issues will receive financial coaching services which are designed to assist the client over a longer period of time. Team Members interested in home ownership will be able to participate in Family Foundations' Homebuyer's Club. The Club works with participants to prepare and qualify for buying a home.

PROGRAM COSTS/PAYMENT TERMS:

One (1) - Full-time Program Manager - The Program Manager will serve as the MVRC's City's resource for violence reduction/prevention and community-based intervention. In partnership with other internal and external partners, this position will coordinate a comprehensive effort to address gun violence. They will develop, coordinate, and lead activities at the MVRC. The MVRC Community Services Manager collaborates with internal and external partners to provide supportive services to participants.

One (1) - Full-time Outreach Worker - will work with the community on events and enhancing the program to those in the communities served by the Cure Violence three sites.

One (1)- Full-time Change Engineer (Case Manager) - Change Engineers work with participants through the process of intake, assessment, referral, education, and vocational placement.

One (1)- Full-time Master's level or Licensed Mental Health Counselor's time - The counselor will be responsible for conducting group educational sessions, crisis intervention/de-briefing sessions, and case management services. The counselor will also provide individual counseling services for Cure Violence team members requesting services.

One (1) - Full-time Financial Coach/Counselor – The coach/counselor will conduct group educational sessions to provide basic tools on money management. The coach/counselor will also provide initial individual financial assessments for all staff and conduct individual sessions for Cure Violence team members requesting services.

One (1) - PT Case Manager – The case manager will work with Cure Violence team members to coordinate access to resources for food, housing, emergency assistance, etc. The case manager will also support the counselors in conducting workshops and coordinating counseling sessions.

One (1) - Finance & Administration Manager – An allocation of the fiscal manager's time will be included to support grant administration, billing, and reporting.

One (1) - Family Foundation Executive Director – An allocation of management's time to include general oversight of the entire Cure Violence initiative working with the City and issues to reduce crime and violence in impacted areas.

PROGRAM IMPACT & REPORTING - Proposed objectives for the program:

Mayor's Violence Reduction Center

- Completion of at least one activity activities identified in the scope of work
- Delivery and receipt of the goods/services procured as attested on the expenditure report
- Track and report on the number of referrals of individuals impacted by crime
- Track and report on the number of actual services received by program participants
- Track and report on referral sources and agencies

- Provide monthly Performance Reports to the City of Jacksonville Office of Grants and Contract Compliance attesting to the progress towards deliverables and to validate the required minimum acceptable level of service.
- Track the return on investment or benefits of this program for the City of Jacksonville and the communities.
- Hire and Train staff using Cure Violence Global interview process and background checks

Mental Health and Life Skills

- 95% of staff will participate in weekly group sessions at each site
- 95% of staff will participate in bi-monthly educational workshops
- 75% of participants will indicate increased knowledge of de-escalation skills
- 100% of participants will complete Mental Health First Aid Training
- 40% of participants will complete individual counseling sessions
- 100% of individual counseling participants will receive a comprehensive assessment and evaluation

Financial Wellness and Education

60% of participants will complete the 6-week financial education series

90% of staff will participate in individual counseling sessions

100% of participants who begin individual counseling will receive the following:

- credit report w/credit score
- assistance with developing a budget
- individual work plan that addresses goals and specific steps to achieve them

(all participants may receive items above regardless of their on-going participation in individual counseling)

30% of participants who begin individual counseling will request assistance with housing counseling/education or debt management

During the current fiscal year, Family Foundations has achieved the following through the end of June:

- conducted 21 financial education sessions
- provided individual financial coaching/counseling to 5 individuals (time of sessions issues)
- provided individual mental health counseling sessions to 5 individuals (time of sessions issues)
- conducted 13 psychoeducational sessions
- conducted 36 weekly sessions at Bridges to Cure, Noah's Ark, Potters House (goal changed from individual site meeting to combined site meetings)

Family Foundations' role in the Cure Violence program does have a direct impact on residents; our role is to provide support to the staff of the programs which allows them the emotional and financial stability needed to effectively perform their jobs. The impact on residents is therefore measured by the reduction in violence achieved by the direct services performed by the Cure Violence team members. The ultimate goal is to create safer communities throughout Jacksonville, and specifically in the communities in which Cure Violence operates.

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

Cost: The program cost is **\$880,733**. Family Foundations is requesting **\$700,000** from the City of Jacksonville. The remaining funds will be provided through agency funding and an allocation of funding from a small private grant.

FY 2023 Cure Violence/ City Grant - Program Budget Detail

Lead Agency:
Family Foundations of Northeast Florida, Inc.
Program Name:
Cure Violence

BUDGET

Categories and Line Items	Total Est. Cost of Program FY 2022-2023	Agency Provided Funding	Funding Partner
			City of Jacksonville (City Grant)
I. Employee Compensation			
Personnel - 01201 (list Job Title or Positions)			
1 Executive Director	\$105,000.00	\$95,000.00	\$10,000.00
2 VRC Program Manager	\$60,000.00	\$0.00	\$60,000.00
3 Outreach Worker	\$50,000.00	\$0.00	\$50,000.00
4 Change Engineer	\$40,000.00	\$0.00	\$40,000.00
5 Weekly Group Session	\$45,000.00	\$0.00	\$45,000.00
6 Individual Counseling Sessions	\$28,000.00	\$0.00	\$28,000.00
7 Education Workshops	\$12,500.00	\$0.00	\$12,500.00
8 Case Manager	\$52,500.00	\$45,000.00	\$7,500.00
9 Financial Education/Coaching	\$29,000.00	\$8,400.00	\$20,600.00
10 Financial Management	\$41,712.00	\$26,712.00	\$15,000.00
Subtotal Employee Compensation	\$463,712.00	\$175,112.00	\$288,600.00
Fringe Benefits			
Payroll Taxes - FICA & Med Tax - 02101	\$62,055.50	\$23,412.00	\$38,643.50
Health Insurance - 02304	\$40,500.00	\$0.00	\$40,500.00
Retirement - 02201	\$23,088.00	\$0.00	\$23,088.00
Dental - 02301	\$643.50	\$0.00	\$643.50
Life Insurance - 02303	\$1,854.00	\$700.00	\$1,154.00
Workers Compensation - 02401	\$2,783.00	\$1,051.00	\$1,732.00
Unemployment Taxes - 02501	\$1,443.00	\$0.00	\$1,443.00
Subtotal Taxes and Benefits	\$132,367.00	\$25,163.00	\$107,204.00
Total Employee Compensation	\$596,079.00	\$200,275.00	\$395,804.00
II. Operating Expenses			
Occupancy Expenses			
Rent - Occupancy -04408	\$1.00		\$1.00
Telephone - 04181	\$1.00	\$0.00	\$1.00
Utilities - 04301	\$1.00	\$0.00	\$1.00
Maintenance and Repairs - 04603	\$1.00	\$0.00	\$1.00
Insurance Property & General Liability - 04502	\$1.00	\$0.00	\$1.00
Office Expenses			
Office and Other Supplies - 05101	\$3,000.00	\$0.00	\$3,000.00
Postage - 04101	\$1,050.00	\$50.00	\$1,000.00
Printing and Advertising - 04801	\$1,150.00	\$150.00	\$1,000.00
Publications - 05216	\$900.00	\$0.00	\$900.00
Staff Training - 05401	\$6,500.00	\$1,500.00	\$5,000.00
Directors & Officers - Insurance - 04501	\$0.00	\$0.00	\$0.00
Professional Fees & Services (not audit) - 03410	\$59,588.00	\$1,500.00	\$58,088.00
Background Screening - 04938	\$5,350.00	\$350.00	\$5,000.00
Other - Equipment under \$1,000 - 06403	\$2,000.00	\$0.00	\$2,000.00
Travel Expenses			
Local Mileage - 04021	\$8,000.00	\$0.00	\$8,000.00
Parking & Tools - 04028	\$2,000.00	\$0.00	\$2,000.00
Equipment Expenses			
Rental & Leases - Equipment - 04402	\$5,000.00	\$0.00	\$5,000.00
Vehicle Fuel and Maintenance - 04216	\$5,000.00	\$0.00	\$5,000.00
Vehicle Insurance -04502	\$7,000.00	\$0.00	\$7,000.00
Direct Client Expenses - 08301			
Client Rent	\$20,000.00	\$0.00	\$20,000.00
Client Utilities	\$20,000.00	\$0.00	\$20,000.00
Client Food	\$20,000.00	\$0.00	\$20,000.00
Client Medical	\$20,000.00	\$0.00	\$20,000.00
Client Educational	\$15,000.00	\$0.00	\$15,000.00
Client Personal	\$20,000.00	\$0.00	\$20,000.00
Total Operating Expenses	\$221,543.00	\$3,550.00	\$217,993.00
III. Operating Capital Outlay (OVER \$1,000)			
Machinery & Equipment - 06402	\$21,913.00	\$0.00	\$21,913.00
Computers & Software - 06427	\$15,000.00	\$0.00	\$15,000.00
Other - (Physical Enhancements)	\$49,290.00	\$0.00	\$49,290.00
Total Capital Outlay	\$86,203.00	\$0.00	\$86,203.00
Direct Expenses Total	\$903,825.00	\$203,825.00	\$700,000.00
Percent of Budget	100.0%	22.6%	77.4%

Exhibit 3

Grant Recipients 3, 4, 5:

Grant Recipient 3: The Potter's House Community Development Empowering Center

Grant Recipient 4: Bridges to the Cure, LLC

Grant Recipient 5: Reintegration Solutions, Inc. d/b/a Noah's Ark Project

Service: Execution and operation of the Cure Violence Public Health Model

Scope of Services

Cure Violence Jacksonville Program

This Scope of Work Statement outlines services to be provided by the Potter's House Community Development Empowering Center, Bridges to the Cure, LLC, and Reintegration Solutions (d/b/a Noah's Ark Project) to stop (if possible) or reduce the shootings and killings occurring in northwest, eastside and westside Jacksonville neighborhoods. Hereafter, the providers are 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 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:

Additional services to be provided by **The Potter's House Community Development Empowering Center**, for its amended FY 2022-2023 contract:

- 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: \$2,595,000

\$1,369,583 - The Potter's House Community Development Empowering Center

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

\$360,417 - Bridges to the Cure, LLC

Term: October 1, 2022, through February 28, 2023

\$865,000 – Reintegration Solutions, Inc. d/b/a Noah's Ark Project

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

The Potter's House CDEC - FY 2023 Budget	Annual
I. Employee Compensation	
Subtotal Employee Compensation	\$928,274
Subtotal Taxes and Benefits	\$168,000
Total Employee Compensation	\$1,096,274
II. Operating Expenses	
Occupancy Expenses	\$33,000
Office Expenses	\$93,082
Equipment	\$23,757
Travel Expenses	\$35,170
Direct Client Expenses	\$16,600
Total Operating Expenses	\$201,609
III. Total Capital Outlay	\$71,700
Total	\$1,369,583

Northwest Jacksonville CDC - Bridges to the Cure, LLC	Annual
I. Employee Compensation	
Subtotal Employee Compensation	\$258,000
Subtotal Taxes and Benefits	\$48,000
Total Employee Compensation	\$306,000
II. Operating Expenses	
Occupancy Expenses	\$18,125
Office Expenses	\$12,500
Equipment	\$8,000
Travel Expenses	\$3,200
Direct Client Expenses	\$2,892
Total Operating Expenses	\$9,700
III. Total Capital Outlay	\$54,417
Total	\$360,417

Reintegration Solutions of Jacksonville, Inc. D/b/a Noah's Ark Project FY 2023 Budget	Annual
I. Employee Compensation	
Subtotal Employee Compensation	\$629,700
Subtotal Taxes and Benefits	\$119,000
Total Employee Compensation	\$748,700
II. Operating Expenses	
Occupancy Expenses	\$17,468
Office Expenses	\$38,000
Equipment	\$5,000
Travel Expenses	\$12,000

Direct Client Expenses	\$6,500
Total Operating Expenses	\$78,968
III. Total Capital Outlay	\$37,332
Total	\$865,000

Grant Recipient 6:

**Justice & Security Strategies, Inc.
Scope of Services**

Collaborate with the Jacksonville Sheriff's Office Crime Analyst Team and other data sharing partners to clean, format and analyze law enforcement data across the city and within the target area, located within the target zones to establish the context for Cure Violence site efforts and canvassing.

- Collect, compile and analyze key data for the target area, including census data and other data for the target area.
- Develop survey sampling frame and provide guidance for door-to-door surveying in the target area.
- Extract, transform and load data into dashboard for ease of use and tracking of key performance indicators to facilitate communication with the community, City of Jacksonville Administration, and law enforcement.
- Integrate, analyze, and summarize data from all sources to prepare a draft report with recommendations to the Cure Violence site, City Administration, law enforcement, and residents.

Task & Deliverables:

Attend meetings, establish points of contact, obtain data, and review starting documents. Provide consultation on the proper types of analysis and metrics to be used in the evaluation.	Proposed analysis and metrics presentation
Work with the sites, Office of Grants and Contract Compliance and the Administration to develop progression and analysis reports for Cure Violence Jacksonville Plan	Reports
Collaborate with the Jacksonville Sheriff's Office Crime Analyst Team and other data sharing partners to clean, format and analyze law enforcement data across the city and within the target area to establish the context for the site.	Data Presentations
Work with the sites and MVRC team to coordinate and conduct interviews and focus groups regarding CURE Violence Jacksonville efforts	Interview/ Focus Group & SSO Planning
Conduct Systematic Social Observations (SSO) of the target neighborhoods	Systematic Social Observation Presentations
Integrate, analyze and summarize data from all sources to prepare draft report with recommendation.	Draft and Final Summary Reports
Incorporate edits and updates based on feedback from project coordination	Provide Cumulative Annual Report

Cost: This package is valued at **\$150,000**

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

Additional Grant Terms and Conditions: Each of the Recipient's expenditures of City funds for the Program and the provision of services shall be subject to Chapter 118, Parts 1, 2, 4, and 5 of the Jacksonville *Ordinance Code*, and the terms and conditions of any contract entered into between the City and each Recipient. The Recipients shall use the City funds for the Program in accordance with the City Council approved Term Sheet and Program budget. The City's Grants Administrator may amend this Term Sheet or the approved Program budget consistent with the Program's needs, provided that any substantial change to this Term Sheet or the approved Program budget will require City Council approval.