



Baltimore City Health Department  
Office of Youth Violence Prevention

REQUEST FOR PROPOSALS



Bidders' conference	<b>September 23, 2015, 9:30am</b>
Proposal due date	<b>October 9, 2015, 5:00pm</b>
Site visits of top 3 applicants	<b>October 22 &amp; 23, 2015</b>
Announcement of award	<b>October 26, 2015</b>

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## Table of Contents

### **Part I: Description of Proposed Project and Terms**

Introduction	3
Scope of Services	5
Personnel Policy and Procedures	9
Training	11
Fiscal	13
Term of Agreement	13
General Terms and Conditions of the City of Baltimore	19

### **Part II: Proposal Requirements**

Application Deadline and Filing Instructions	22
Proposal Ranking and Review Process	23
Proposal Narrative Requirements	26
Proposal Budget Requirements	27
Bidders' Conference	29
Timeline	30

Attachment A: Safe Streets Description	31
Attachment B: Job Descriptions	33
Attachment C: Sample Policy for Hiring Ex-Offenders	41
Attachment D: Budget and Fiscal Forms	43
Attachment E: Program Forms - Documentation & Monitoring	52
Attachment F: Maps of Eligible Community (3)	59
Attachment G: Checklist for Application	62

**Baltimore City Health Department**  
**Safe Streets Request for Proposals in the Sandtown-Winchester/West Side Area**

**Part I: Description of Proposed Project and Terms**

**INTRODUCTION**

In 2002 the Baltimore City Health Department (“BCHD”) and the Mayor of Baltimore responded to the epidemic of increasing youth violence and homicide in the City by creating the Office of Youth Violence Prevention (“OYVP”). Since then, the OYVP’s priority has been to provide intensive services to youth most at risk of becoming victims or perpetrators of violence. In 2007, Safe Streets was added to OYVP as another strategy to reduce youth violence and homicide.

Through this Request for Proposals (“RFP”), the OYVP is looking to offer one award to a Provider to implement an additional Safe Streets site, preferably in the Sandtown-Winchester community or neighboring areas. Funding for this project is available through grants from the the Abell Foundation.

The success of this project will rely on the Provider and other stakeholders in Sandtown-Winchester, or neighboring communities, to mobilize community members against shootings and homicides. This request for proposals outlines the role of the Provider and the BCHD in the project.

**Safe Streets Baltimore** Safe Streets Baltimore is a program designed to combat shootings and homicides in targeted communities in Baltimore. It is a replication of the “Cure Violence” model, a highly successful Chicago program created by the School of Public Health at the University of Illinois at Chicago. Safe Streets maintains that violence is a learned behavior that can be prevented using disease control methods. This intervention targets at risk youth, aged 14 to 25, through regular individual interactions, conflict mediation, media campaigns and community mobilization. The program aims to prevent violence through a three-prong approach: (1) identification and detection (2) interruption, intervention, and risk reduction, and (3) changing behavior and norms. Safe Streets Baltimore has realized significant success, with three sites having at least one twelve month period with no homicides.

Because of the unique nature of the program, attendance at the bidder’s conference is **mandatory** for all applicant entities. **FAILURE TO ATTEND THE BIDDER’S CONFERENCE WILL RESULT IN DISQUALIFICATION OF THE PROVIDER’S BID.**

**Eligible Areas**

The current Request for Proposals is seeking a Provider to implement the Safe Streets program in, or near, the community involved in the Spring 2015 civil unrest which would include the

preferred community of Sandtown-Winchester area Community Statistical Area (CSA) or areas closely neighboring it. Police Posts listed below are eligible.

**Online Map**

An interactive Google Map of eligible posts highlighted in green is located at: <https://goo.gl/mkZzUd>.

The search bar can be used to look for the location of a specific address. or place. Safe Streets [boundaries are based on corresponding Police Posts.](#) The program is also evaluated by this geographic/administrative unit.

Eligible police posts: 711, 712, 721, 723, 724, 725, 731, 812, 814, 836, 933, 934 Equivalent CSAs: Sandtown-Winchester/Harlem Park, Southwest Baltimore, and Greater Rosemont. For equivalent neighborhoods, please see the table below.

Table: Eligible Police Posts, CSAs, and Neighborhoods

<b>Police Post</b>	<b>Corresponding CSA</b>	<b>Neighborhood(s), Parts of....</b>
711	Southwest Baltimore	Franklin Square
712	Southwest Baltimore	Franklin Square and Poppleton
721	Southwest Baltimore	Penrose/Fayette Street Outreach
723	Greater Rosemont	Evergreen Lawn/Rosemont Homeowners
724	Sandtown-Winchester/Harlem-Park	Multiple (Bridgeview/Greenlawn, Easterwood, Midtown,...)
725	Greater Rosemont	Bridgeview/Greenlawn
731	Sandtown-Winchester/Harlem-Park	Sandtown-Winchester
812	Greater Rosemont	Walbrook, Fairmont, Mount Holly
814	Greater Rosemont	Rosemont, Winchester
836	Southwest Baltimore	Shipley Hill
933	Southwest Baltimore	Union Square
934	Southwest Baltimore	Carrollton Ridge

Please see **Attachment F** for three maps of the eligible community and nearby areas. Highlighted areas in green are eligible.

Proposals submitted for the community of Sandtown-Winchester will be considered first. If BCHD is unable to award a contract to Sandtown-Winchester, an additional round of consideration shall be made of all areas set forth above.

## **SCOPE OF SERVICES**

### **OVERVIEW**

#### **Role of the Applicant**

The Provider will have the autonomy to hire and manage all project staff, alone or in partnership with another agency, subject to BCHD oversight. In addition, the Provider will be coordinating community mobilization, planning and participating in community activities and public education efforts, assisting with coalition building, leading and participating in other activities to engage the community in this intervention, and working with the program evaluators. BCHD will serve as the technical support advisor and assist in the Safe Streets model implementation.

#### **Role of BCHD**

BCHD will serve as the leading technical support advisor for the Provider by providing training of project staff, participating in community activities, and supporting the Provider in effectively adapting the model to individual communities impacted by violence.

#### **Requirements for the Provider**

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

- Is currently designated as a 501(c)(3) organization by the IRS;
- Is currently designated as a tax exempt organization by the State of Maryland; AND
- Has obtained and maintained in good standing all licenses and registrations necessary to operate as a tax-exempt organization in the State of Maryland.
- The Provider must currently operate in posts applied for.
- If the Provider does not currently have an office in the requested post, the Provider must secure an office space that is in or close proximity to the post (2-3 blocks from the post boundary).
- The Provider must employ direct service staff to work in the post applied for.

- The Provider must demonstrate financial ability to meet payroll for project staff for at least thirty days in the event that payment under the contract is delayed or a financial penalty for inadequate performance is applied.

### **WORK TO BE PERFORMED**

The Provider asserts that the elimination of violence is part or all of its written mission statement and to that end agrees to implement the Safe Streets Model (hereinafter known as “SSM”) using the Cure Violence techniques with fidelity. The SSM focuses on mediations, because mediation has been shown to be most effective in reducing shootings and homicides in Baltimore.

The SSM utilizes Violence Interrupters and Outreach Workers to sustain previous efforts to eradicate violence by focusing on using the following approach:

- Identifying and detecting potential shooting events
- Identifying and detecting individuals and groups at highest risk of involvement of shooting or killing
- Interrupting potential violence by mediating conflicts and preventing retaliation
- Changing behaviors and norms of those at highest risk of involvement of shooting or killing
- Using data to inform daily efforts and make necessary changes to interruption strategies

**The Cure Violence/Safe Streets Model** is a health derived strategy aimed at reducing gun violence. The target populations are individuals at high risk of involvement in shootings and killings. Project staff, Violence Interrupters and Outreach Workers must engage with key individuals on the Streets. Key individuals are those individuals who meet a minimum of four of the following criteria:

1. Member of a gang known to be actively involved in violence;
2. History of criminal activity including crimes against persons;
3. Leader of a gang actively involved in violence;
4. Pending or prior arrest(s) for weapons offenses;
5. Victim of a recent shooting;
6. Recently released from prison; and
7. Between the ages of 14 and 25.

### **PROVIDER DELIVERABLES:**

#### **IDENTIFICATION AND DETECTION OF POTENTIAL SHOOTING EVENTS**

Provide support for the team of Violence Interrupters and Outreach Workers who, among other duties:

- Canvass the target area on a daily basis to determine potential hot spots
- Convene or attend daily meetings to review crime data, as well as information acquired through canvassing and community contacts
- Develop a daily plan to address confirmed hot spots

### **IDENTIFICATION AND DETECTION OF INDIVIDUALS AND GROUPS AT HIGHEST RISK OF INVOLVEMENT IN SHOOTINGS/KILLINGS**

Ensure that Violence Interrupters and Outreach Workers have the credibility, rapport, and knowledge to identify and work with individuals/groups at highest risk for involvement in shootings and killings, to include the ability to:

- Use past and developed relationships with key individuals/groups to promote use of nonviolence and prevention of shooting incidents, including retaliations
- Establish rapport with new key individuals/groups (individuals returning to the community, etc.)
- Meet with key individuals/groups on a daily basis
- Conduct monthly reviews of Violence Interrupter and Outreach Worker documentation to ensure that staff members have the necessary relationships and are working with the highest risk

### **INTERRUPTION OF POTENTIAL VIOLENCE**

Ensure that Violence Interrupters and Outreach Workers are using the following strategies to interrupt potentially violent incidents:

- Conduct mediations between individuals and/or groups by employing mediation strategies and techniques learned during comprehensive training
- Meet with individuals/groups at highest risk for retaliation to conduct mediation(s) and/or establish resolutions to the conflict
- Ensure staff members are following up with parties involved in the conflict on a consistent basis

### **CHANGE BEHAVIOR AND NORMS**

Through credibility and rapport, ensure that Violence Interrupters and Outreach Workers are working to change the behaviors and norms supportive of violence in target community. To include:

- Distribution of public education materials promoting the use of nonviolence
- Providing information regarding available resources (job training, education, substance abuse treatment, etc.)

- Develop community responses to shootings, Within seventy-two (72) hours of a shooting, Safe Streets organize a community activity to call attention to the shootings and killings and to urge community members to join with others in speaking out against violence **should violence occur**
- Partnering with community groups/organizations to conduct quarterly events
- Communicating nonviolence strategies to key individuals/groups

### **USE DATA TO INFORM INTERRUPTION EFFORTS**

- Develop and implement a strategy for engagement with law enforcement to ensure notification of shootings, as well as receipt of crime data for target area.
- Provide a letter from the local police district agreeing to provide data related to shootings and homicides occurring in and around assigned police post, identifying the mechanism by and timeframe within which data will be related (i.e. email, fax, telephone).
- Ensure project staff are conducting daily briefings and debriefings to discuss information gleaned from canvassing efforts and contact with key individuals.
- Ensure project staff are mapping all data associated with the intervention to include:
  - Locations of violent crimes
  - Locations of canvassing/interruption efforts
  - Locations of established relationships with key individuals
  - Confirmed hot spots
  - Locations of mediations
- Ensure project staff are using data to inform interruption strategies and identify daily plan.
- Expressly agree to strictly comply with all applicable state and federal CJIS laws, regulations and policies governing the use and dissemination of criminal history.

**PERSONNEL POLICIES AND PROCEDURES:  
PERSONNEL SELECTION**

The Provider is responsible for ensuring compliance with all personnel requirements identified below for staff funded in whole or in part by the Safe Streets program.

All staff shall be selected by a “Community Panel” consisting of a representative of the Provider, a representative of BCHD, a Law Enforcement representative, and at least one other individual who lives or works in the community. However, staff selected by the Community Panel will be hired by and responsible to the Provider.

The Site Director and Violence Prevention Coordinator shall be selected from a pool of candidates identified as a result of the position being announced in appropriate forums and various media sites unless prior written approval for a waiver of this requirement is sought from and given by BCHD.

Outreach Staff: The outreach supervisor and direct service staff shall be selected from a pool of candidates that may include community residents, ex-offenders (except those convicted of domestic violence, child abuse or a crime of a sexual nature unless the candidate was convicted of domestic violence ten or more years ago), and others with a demonstrated ability to relate to the target population. Unless the individual to be hired was previously employed by the Provider in the position s/he would fill and s/he vacated the position in good standing, outreach workers and supervisors shall be hired upon the recommendation of the community panel. Hiring of any personnel shall be contingent upon these individuals successfully passing a criminal background check, drug screening, mental health assessment, financial screening and other appropriate reviews that would deem a candidate is fit for the position.

Inclusion of other community representatives on the hiring panel is encouraged. Up to two representatives of a single organization may participate on a panel provided the organization has only one “vote” in the selection of candidates to whom offers of employment will be extended. No candidates shall be offered employment without the agreement of BCHD, law enforcement and the Provider.

Candidates who are deemed qualified by the panel but are not offered a position will be considered eligible for hiring for up to four months following the date of their interview with the panel. Hiring or reinstatement of any personnel shall be contingent upon these individuals successfully passing a criminal background check, drug screening, mental health assessment, financial screening and other appropriate reviews that would deem a candidate is fit for the position .

Providers desiring to promote an internal candidate to any senior level position (Site Director, Violence Prevention Coordinator, or Outreach Supervisor) must announce the availability of the position and interview all qualified candidates based on the hiring panel model. The promotion of any personnel shall be contingent upon these individuals successfully passing a criminal background check, drug screening, mental health assessment, financial screening and other appropriate reviews that would deem a candidate is fit for the position.

#### Violence Interruption Staff:

Violence Interrupters must possess knowledge of the target area (assigned Police Post and surrounding areas) and the ability to work with key individuals at greatest risk for involvement in shootings/killings. They must maintain credibility and the respect of the individuals they aim to work with, this includes a demonstrated ability to mediate conflicts likely or very likely to result in a shooting/killing.

The team of Interrupters, including the Lead Violence Interrupter, shall be selected from a pool of candidates that may include current outreach workers, community residents, ex-offenders (except those convicted of domestic violence, child abuse or a crime of a sexual nature unless the candidate was convicted of domestic violence ten or more years ago), and others with a demonstrated ability to relate to the target population. Unless the individual to be hired was previously employed by the Provider in the position s/he would fill and s/he vacated the position in good standing, Interrupters shall be hired upon the recommendation of the Community Panel. Inclusion of other community representatives is encouraged. Up to two representatives of a single organization may participate on a panel provided the organization has only one “vote” in the selection of candidates to whom offers of employment will be extended. Hiring of any personnel shall be contingent upon these individuals successfully passing a criminal background check, drug screening, mental health assessment, financial screening and other appropriate reviews that would deem a candidate is fit for the position. Safe Streets will not hire individuals who are currently on probation or who have been off of probation for less than two years. No candidates shall be offered employment without the agreement of BCHD, law enforcement and the Provider (**see attachment C, Policy Guidelines for Hiring Ex-Offenders**).

All potential hires must adhere to the Provider’s approved ex-offender hiring policy. Providers are strongly encouraged to use Attachment C in forming their policy.

Providers, with assistance from BCHD, must evaluate all staff members at a minimum of once per quarter to ensure that team members still possess the credibility and skills needed to work with key individuals/groups. Individuals must pass random health checks and monthly criminal background checks. Individuals that do not pass the random health checks and monthly criminal background checks are subject to immediate dismissal.

All providers must submit an ex-offender hiring policy, which must be approved by BCHD. All potential hires must adhere to the Provider's approved ex-offender hiring policy. A sample policy is provided in **Attachment C**.

Provider Deliverable:

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

**REIMBURSEMENTS FOR COMPENSATION PAID TO PERSONS HIRED IN VIOLATION OF THE PROCESSES AND POLICIES INDICATED IN THIS RFP WILL NOT BE APPROVED.**

**TRAINING**

Provider Deliverable:

- Successful candidates are required to complete the basic outreach worker training delivered by Safe Streets/Cure Violence and BCHD within 30 days of their employment with the Provider, if the training is available in Baltimore or at another site nationwide.
- Successful candidates are required to complete 40 hours of Advanced Interruption Techniques training delivered BCHD within 30 days of their employment with the Provider.
- All senior staff candidates (Lead Violence Interrupter) must complete management training within 45 days of their employment or promotion in addition to completing basic Violence Interrupter training, if the training is available in Baltimore or at another site nationwide.
- Workers who were previously employed by the Provider as a Violence Interrupter, Outreach Worker, Outreach Supervisor or Site Director and are rehired after a lapse of no more than 60 days need only attend a booster session.
- Participation of staff in all trainings, problem-solving and information sharing sessions, and other meetings required by the BCHD; notice of these meetings will be forwarded to the Provider by BCHD in advance of the meetings.

## **EQUIPMENT**

### Provider Deliverable:

Individuals hired will be provided with the equipment they need to fulfill their duties, including cell phones and access to a computer with internet service, and a base of operation that is located in or in close proximity to the target post.

## **PERSONNEL MONITORING**

### Provider Deliverable:

- Notification to BCHD, in writing, of vacancies, suspensions or terminations of staff within 48 hours of any employee's change in status. Failure to maintain a minimum of four (4) Violence Interrupters per site for more than 30 days can result in suspension/termination of the contract.
- Providers must conduct monthly checks every thirty (30) days during the employee's length of employment to ensure that they have not been arrested and/or convicted of any new law charge(s). The Provider may obtain this information via their law enforcement contact or the State of Maryland's criminal database, which is available to the public (Maryland Case Search). All arrests and convictions must be reported to BCHD within one (1) business day. Any worker arrested and charged with a felony or serious misdemeanor must at minimum, be suspended pending review by a personnel committee. Any employee convicted of a felony or misdemeanor must be terminated.
- Providers must agree to institute disciplinary measures for employees who fail to perform job duties. Disciplinary actions should include, but are not limited to, verbal warnings, written warnings, suspension and termination.
- The Provider, with BCHD assistance, will conduct an assessment of each staff member on a yearly basis, at minimum, to ensure that they possess the skills and knowledge necessary to provide violence interruption for their assigned area. Staff members who no longer possess the credibility or required relationships with key individuals/groups may be terminated from employment.
- The Provider must perform random drug testing for all Safe Streets staff. The Provider must ensure that all staff members are randomly tested at a minimum of four (4) times per contract period.
- Results of criminal background checks and drug tests should be retained by the Provider in a secure location and available for review during the monthly audit.
- The Provider must submit their Arrest/Conviction and Substance Abuse policies to BCHD.

## **TERM OF AGREEMENT**

The agreement shall be for a term of one year.

## **FUNDING**

### **Approximately \$350,000 will be available for one (1) award.**

The Provider should consider the cost for training and recruiting staff, providing adequate equipment, office supplies, communications, and other costs in developing a budget.

The Provider must maintain compliance with all applicable laws and regulations.

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

## **FISCAL/BUDGET**

### **Provider Deliverable:**

- The Provider must create a budget that provides the reasonable allocations to each budget line and must submit the budget to BCHD for approval.
- The Provider must submit the budget using the appropriate forms provided in **Attachment D** as well as a budget narrative.
- The following positions must be included in the budget; Director, Violence Prevention Coordinator, Violence Interrupter, and Outreach Supervisor
- **The Provider must secure a 10% match of the annual budget in subsequent years of grant renewal. The source of matching funds, as well as how the match will be allocated must be identified by this date.**
- Modifications made to the budget that involve more than a 10% adjustment within line items require prior written approval of the BCHD.
- All purchases in excess of \$500 require prior BCHD approval, unless items are covered in the approved budget

## **REIMBURSEMENT**

The Provider may request that payment be made quarterly. BCHD shall reimburse the Provider for satisfactorily rendering services, at the sole discretion of BCHD. BCHD shall use reasonable efforts to make payment within thirty (30) days of presentation of a request for payment by the Provider.

All reimbursement requests must be submitted using the *Report of Actual Expenses and Receipts form and the Quarterly Reimbursement Request Chart (Attachment D)*.

### Provider Deliverable

- Fiscal Activity Reports: The Provider agrees to submit invoices for billing in a format prescribed by BCHD on a quarterly basis. All invoices shall be signed and dated by authorized personnel on the site. Failure of the Provider to submit required invoices in a timely manner will be considered immediate grounds for the suspension and justification for non-renewal of future contracts.
- The Provider shall submit requests for payment within 15 days of the end of the quarter. In the event that the 15<sup>th</sup> day does not fall on a business day, the request for payment shall be sent on the next business day. Provider's request for payment shall indicate the time periods and services for which payment is requested, and shall adhere to instructions and format to request payment for services provided.
- The Provider is expected to retain all original source documentation for examination by BCHD (bills, invoices, receipts, payroll registers, timesheets etc.) for a period of three years after the date of the final payment.

### **PROGRAM DOCUMENTATION**

The Provider is responsible for maintaining records in the Cure Violence Database to document all program activity including but not limited to:

- Violence Interrupter logs
- Shooting/Homicide details
- Conflict Mediations
- Team Meeting forms
- Individual Supervisions

### Program Deliverable:

- The Provider agrees to maintain the records required by BCHD to document activity completed by personnel, to complete the work and achieve the results expected of the grant.
- The Provider agrees to oversee the completion, at a minimum, of the forms listed in **Attachment E**. All documentation must be stored in a locked file cabinet and be made available for review by BCHD.
- Timesheets for all staff funded are required to be maintained on site, approved by a supervisor, and available for review during the BCHD monthly audit. Documentation of work completed by funded staff should reflect the time staff are paid.

### **REPORTING REQUIREMENTS**

Monthly Program Activity Reports measure the efforts of the team for the reporting period.

Monthly reports must contain the following (reporting document to be provided):

- A brief (one to two page) narrative describing activities undertaken for the month and plans for the next month
- Number of key individual contacts
- Number of mediations conducted
- Identification of confirmed hot spots
- Copies of completed Conflict Mediation and Mediation Follow-Up forms
- Copies of completed Shooting Incident Review forms
- Copies of daily Interrupter Logs
- Copies of Weekly Team Meeting forms
- Criminal background checks

*Additional information may be requested*

Provider Deliverable:

- The Provider agrees to submit program data and other information required by BCHD regarding activities and outcomes in a form and manner according to a schedule specified by BCHD.
- Reports are to be submitted by the 10<sup>th</sup> day of each month (reporting documents will be provided). If the 10<sup>th</sup> falls on a weekend or holiday, reports will be submitted on the next business day.
- Narrative reports documenting activity performed on behalf of Safe Streets are required for all staff with 15% or more of their salary funded and whose work is not otherwise reflected in the monthly activity reports (i.e. Administrative Assistants).

**PROPERTY**

Equipment procured is to be used to implement the Safe Streets program in the community served by the Provider. Items with a purchase value in excess of \$500 shall become the property of BCHD.

**PROVIDER OVERSIGHT**

Compliance with all requirements is considered essential to the successful implementation of Safe Streets. Therefore, the Provider must:

- Maintain appropriate supervision and overall management of the project;
- Ensure that program staff are adhering to all conditions;
- Have knowledge of site operations, progress towards outcomes and areas in need of improvement; and,
- Must be involved in the creation and implementation of a corrective action plan, if required by BCHD.

The Provider will receive the Site Review Chart (**Attachment E**) on a monthly basis. This chart utilizes a point system to monitor site progress toward outcome measures. In any given month, if a site falls below an average of one (1) in any of the sections, BCHD may allow the Provider five (5) business days to submit a Corrective Action Plan (**Attachment E**) which is acceptable to BCHD. Further, upon written notice from BCHD, the Provider shall immediately cease to use the Safe Streets logo on any and all publications, promotional materials, articles of clothing and other surfaces and to refer to their work as implementing any or all parts of the Cure Violence/Safe Streets model.

## **MEDIA**

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

### **Provider Deliverable:**

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

## **BRANDING AND USE OF LOGO**

Unauthorized use of the Safe Streets brand can result in contract termination and/or legal action.

### **Provider Deliverable:**

- The Provider agrees to utilize the Safe Streets logo on its publications and acknowledge BCHD as a co-sponsor of its anti-violence events.
- The Provider shall submit a request 48 hours prior using the logo on any public education messaging including but not limited to, printed materials (fliers, posters, event promotions, promotional materials, etc.), videos and collateral items.
- The Provider agrees to utilize funds received to implement Safe Streets from other sources to implement the strategies described in this RFP. Any funding received from additional sources to implement, maintain, or enhance the Safe Streets initiative must be reported to BCHD in writing within 30 days of receipt.

- Funding for enhancements must be in adherence to the Cure Violence/Safe Streets model and cannot be for projects outside of the scope of work. Enhancements to the program must be reported to BCHD in writing prior to implementation.

## **RELATIONSHIP TO BCHD**

The Provider will work with BCHD staff to complete community specific short (and intermediate) term objectives for the Provider’s Safe Streets post(s). These goals include anticipated reductions in shootings and killings in Safe Streets posts, and participation in regularly scheduled meetings for the purpose of administrative oversight and technical support. These meetings will provide a forum for training, problem-solving, and reporting the progress toward community goals.

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

- Technical assistance, both on and off-site, to Provider to facilitate the successful implementation of Safe Streets. This includes:
  - Assisting the Provider to implement and sustain the initiative according to the model; AND
  - Providing onsite assistance for analysis of all crime data relevant to the project.
- Initial and Ongoing Training for all site staff related to the successful implementation of Safe Streets.
- Materials, if available, to be used in public education and other efforts to persuade those at risk of involvement in shootings or killings to change their behavior and members of their community to become involved in Safe Streets.
- Documentation information and data about the impact of Safe Streets in partner communities and any research that supports the work BCHD and its partners are engaged in.
- Publicize the work of the project and its partners.
- Monitoring its work and that of partners to ensure that professional management of all aspects of Safe Streets, including BCHD’s fiduciary duties. This includes:
  - Monthly review of program files.
  - BCHD staff will visit each site at least once per week to verify compliance with this scope of work statement and to help the site to maintain “fidelity to the model”.
  - Site visits may include shadowing or “walk-alongs” with Violence Interrupters.
  - BCHD will collect and review performance data on a regular basis. This data will be used to assist the Provider to plan its activities and strategies and to address any problems quickly and effectively.

- Fiscal Support including training on preparation and submission of required reports and reimbursement for invoices within 30 days of receipt of all required documentation

As part of its monitoring efforts, BCHD shall have the right to direct the Provider to engage in certain project activities, such as the canvassing of confirmed hot spots and responses to violent events.

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

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

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

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

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

The Provider will be expected to participate in City-wide Violence Interrupter meetings consisting of the lead agencies from all target communities, representatives from community coalitions, BCHD, and others as required.

## **PUBLICATION**

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

The Provider agrees that any publication (written, visual or sound, including press releases, newsletters, and issue analyses) issued by the Provider describing this project shall contain the following statement: “This project was supported by the Baltimore City Health Department with funds awarded by the Abell Foundation. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the Baltimore City Health Department or its funders.”

## **GRIEVANCE PROCEDURES**

Only grievances with respect to individual awards will be addressed. A grievance should be submitted in writing to the Commissioner of Health. Procedures governing the City of Baltimore bid and contract process will be followed.

## **GENERAL TERMS AND CONDITIONS OF THE CITY OF BALTIMORE**

The BCHD shall be responsible for reimbursement of services performed under this program. Payment shall be based on quarterly invoices with supporting source documentation as required by BCHD. Required documentation may include receipts, records of salaries and fringe paid, performance measures, narrative progress reports, and other material as provided in the contract. Every effort will be made to make payment under the contractual agreement within thirty days of presentation of a request for payment.

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

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

BCHD is responsible for the proper stewardship of all grant funds and activities. The Provider is expected to maintain sound and effective business management systems to assure the proper stewardship of funds and activities. These systems must meet the requirements outlined by the Office of Management and Budget (OMB) and the Office of Justice Programs for recipients of Federal funding. Relevant information can be found in the following federal materials (all OMB Circulars are available at <http://www.whitehouse.gov/omb/circulars/index.html>):

For All Institutions/Organizations (non-profit or for-profit): Office of Justice Programs Financial Guide (at <http://www.ojp.usdoj.gov/FinGuide/>), particularly information in Chapter 3 related to sub-recipients, Chapter 4, and Chapter 19; and OMB Circular A-87 Cost Principles for State and Local Governments.

For Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations: OMB Circular A-110 Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations; OMB Circular A-122 Cost Principles for Non-Profit Organizations; and OMB Circular A-21 Cost Principles for Educational Institutions.

The Provider shall obtain an audit in accordance with the Chapter 19 of the Office of Justice Programs Financial Guide and (if applicable) the revised OMB Circular A-133 - Audits of Institutions of Higher Education and Other Non-Profit Institutions. A copy of the audit needs to

be forwarded to the Fiscal Office at the BCHD. BCHD requires a “certificate of good standing” from the MD Dept. of Assessments and Taxation.

The PROVIDER shall not commence work under this Agreement until it has obtained all the insurance required under this section. Further, such insurance shall remain in force during the life of this Agreement. The PROVIDER shall name the Mayor and City Council of Baltimore City as additional insured on all policies. The PROVIDER, at its sole expense, shall procure and maintain during the life of this Agreement the following required insurance coverage:

Professional Liability, Errors and Omissions Insurance, with annual, aggregate limits of no less than One Million Dollars (\$1,000,000), pertaining to services rendered by professionals on behalf of the Provider. If coverage is purchased on a “claims made” basis, the Provider warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period from the date of contract termination, and/or conversion from a “claims made” form to an “occurrence” coverage form

Commercial General Liability Insurance at limits of not less than One Million Dollars (\$1,000,000) per occurrence for claims arising out of bodily injuries or death, and property damages. With those policies with aggregate limits, a minimum limit of Three Million Dollars (\$3,000,000) is required. This policy shall include broad form property damage if the Provider uses any City of Baltimore owned facility (or facilities). Such insurance shall include (a) contractual liability insurance and (b) sexual and/or physical abuse liability coverages.

Business Automobile Liability Insurance at limits of not less than One Million Dollars (\$1,000,000) per occurrence for all claims arising out of bodily injuries or death and property damages. The insurance shall apply to any owned, non-owned, leased, or hired automobiles used in the performance of this Agreement.

Workers’ Compensation coverage as required by the State of Maryland, as well as any similar coverage required for this work by applicable federal or “other state’s” state law.

The Mayor and City Council of Baltimore, its elected/appointed officials, employees, and agents shall be covered, by endorsement, as an additional insureds as respects to: liability arising out of any activities performed by or on behalf of the Provider in connection with this Agreement.

The Provider’s insurance shall apply separately to each insured against whom claim is made and/or lawsuit is brought, except with respect to the limits of the insurer’s liability.

To the extent of the Provider’s negligence, the Provider’s insurance coverage shall be primary insurance as respects the City, its elected/appointed officials, employees, and agents from any liability arising out of the Provider’s performance of the services hereunder. Any insurance and/or self-insurance maintained by the City, its elected/appointed officials, employees, or agents shall not contribute with the Provider’s insurance or benefit the Provider in any way.

Coverage shall not be suspended, voided, canceled, or reduced in coverage or in limits, except by the reduction of the applicable aggregate limit by claims paid, until after forty-five (45) days prior written notice has been given to the City. There will be an exception for non-payment of premium, which is ten (10) days' notice of cancellation.

Insurance is to be placed with insurers with a Best's rating of no less than A:VII, or, if not rated with Best's, with minimum surpluses the equivalent of Best's surplus size VII and said insurers must be licensed/approved to do business in the state of Maryland.

The Provider shall furnish to the City a "Certificate of Insurance", with a copy of the additional insured endorsement as verification that coverage is in force. The City reserves the right to require complete copies of insurance policies at any time.

Failure to obtain insurance coverage as required or failure to furnish Certificate(s) of Insurance as required may render this Agreement null and void; provided however, that no act or omission of the City shall in any way limit, modify or affect the obligations of the Provider under any provision of this Agreement.

The Provider shall include all subcontractors as insureds under its policies or shall furnish separate certificates of insurance and policy endorsements for each subcontractor. Insurance coverage's provided by subcontractor as evidence of compliance with the insurance requirements of this contract shall be subject to all of the requirements stated herein.

If the Provider is self-insured for any of the above requirements, a certification of self-insurance shall be attached hereto and be incorporated by reference herein, and shall constitute compliance with this section. Any deductibles or self-insured retentions must be declared to an approved by the City, and shall be the sole responsibility of the Provider.

The Provider, at its sole expense, shall secure a fidelity bond to insure the City against any and all loss of funds provided hereunder due to misuse, mismanagement, and/or theft of such funds by the Provider, its officers, employees, agents or assigns. The amount of this bond shall be thirty-three percent (33%) of the reimbursement award provided for in this Agreement.

Compliance with Tax Obligations - Prior to the execution of a contractual agreement, the provider must be in compliance with federal, state and local tax requirements.

Confidentiality - all records and other identifying information shall be maintained in a secure place. The Provider shall follow all confidentiality practices prescribed by federal, state and local laws, ordinances, rules and regulations. Provider will expressly agree that it will strictly comply with all applicable state and federal CJIS laws, regulations and policies governing the use and dissemination of criminal history.

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

BCHD reserves the right to charge the vendor a minimum of 10% of the contract costs for non-compliance with program and fiscal report submission deadlines.

BCHD reserves the right to increase or decrease awards within the funding period due to failure to achieve contracted goals and objectives in a timely fashion.

Provider will be required to agree to indemnify the City and will be required to abide by all applicable Local Hiring and Women/Minority Owned Business regulations and any other City requirements..

### **APPLICATION DEADLINE AND FILING INSTRUCTIONS**

**Deadline for Submission:** The deadline for submitting the Safe Streets proposal is **October 9, 2015**. A completed application must be received by BCHD no later than 5:00 PM Eastern Standard Time to meet the mandated deadline. **Submit one original and four copies to the address below.**

**NO PROPOSAL RECEIVED AFTER THIS DEADLINE WILL BE CONSIDERED.**

**DELIVER APPLICATIONS AND SEND OTHER CORRESPONDENCE TO:**

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

**Extensions:** There are no extensions allowed. In the event that the Health Department is closed due to weather or other conditions on the due date, the application will be due at noon the following business day.

**Proposal Formatting Requirements:** The proposal must be prepared using the format outlined in this RFP. In preparing the proposal, please adhere to the following specifications:

- Applications must be in English

- Applications should be no more than fifteen (15) pages in length, not including attachments, budget narrative and forms, and the title page and table of contents.
- Submit **an original and four unbound copies**. Place each copy, including the original, in an envelope addressed as indicated in item 1 above.
- Use a standard 12-point font.
- Use 8.5” by 11” white paper that can be photocopied.
- Top, bottom, left, and right margins may not be less than one (1) inch each.
- Text must be double-spaced.
- Do not submit double-sided copies.
- Do not use photo reduction or include photos or oversized documents.

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

## **PROPOSAL RANKING AND REVIEW PROCESS**

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

**Proposal Evaluation:** Proposals from Sandtown/Winchester shall be reviewed first. Other proposals will be evaluated only if BCHD determines that no proposal from Sandtown/Winchester can be awarded. Considered proposals will undergo three rounds of scoring. Proposals will be scored independently against a set of criteria. Proposals that do not meet the minimum requirements outlined in this document will not be scored.

**Round 1 Scoring.** In the first round of scoring, the review board will assign numeric values to each criterion stated below and a score will be determined for each proposal. Proposals must receive a minimum score of twenty-five to pass to the second round.

**Round 2 Scoring.** In the second round of scoring, the review board will discuss each proposal, assign numeric values to each criterion stated below and a score will be determined for each proposal. The review board will forward the top four proposals from round 2 to a third round of scoring. If fewer than four proposals are forwarded from round 1 to round 2, all proposals scored in round 2 will be forwarded to round 3.

**Round 3 Scoring.** Only proposals proceeding from Round 2 Scoring will be considered for Round 3 Scoring. In the third round of scoring, the review board will assign numeric values based on the criterion stated below for the interview and site visit and a score will be determined for each proposal.

**Decision of Award.** After the third round of scoring, the review board will recommend one proposal from the Sandtown-Winchester community or, if no Sandtown-Winchester proposal forwarded, then a proposal from a neighboring community for selection by a designated official of the BCHD. Notwithstanding the review board’s recommendation, the BCHD reserves the

right to make the final decision regarding selection of a proposal(s) under this Request for Proposals (RFP).

The BCHD reserves the right to: (1) reject any and all proposals; (2) waive any minor irregularities or technicalities in proposals received; (3) make a single award or multiple awards under this RFP for the performance of any, all or any combination of the items delineated under the Scope of Services or otherwise stated in this RFP; or (4) cancel this RFP in its entirety or any portion thereof. The BCHD's reservation of rights shall in no way affect the formation of a contract upon written notice of award by the BCHD to the successful provider. BCHD does not guarantee (i) any minimum amount of a contract awarded hereunder; nor (ii) the extent, quantity or portion of any services to be performed or items to be provided pursuant to an award to any one or all of the successful providers. Unless otherwise specifically provided for elsewhere in the proposal document, the designated official of the BCHD reserves the right to make award(s) to the most responsive and responsible provider based upon a combination of the criteria stated below.

### Round 1 Scoring Criteria

#### **Adherence to Proposal Guidelines: 5 points**

- Does Proposal meet all the formatting requirements?
- Has Provider submitted all of the requested information?

#### **Responsiveness to Request for Proposals: 45 points**

- Completeness of proposal
- Quality and comprehensiveness of proposal

### Round 2 Scoring Criteria

#### **A. Provider's Experience: 40 points**

- Qualifications and experience of Provider and staff
- Experience providing community outreach services to target population
- Experience providing violence prevention services
- Experience with coalition building
- Demonstrated ability to implement and manage a program of this size
- History of compliance with regulations, statutes, and contract requirements
- Reputation and credibility in the target community
- History of working with Baltimore City Health Department and other target agencies
- Other factors related to the experience and reputation of the provider and its staff

#### **B. Technical Proposal: 45 points**

- Ability to define level of need, as shown by trends in shootings and homicides.
- Demonstrated understanding of Sandtown-Winchester community
- Size and demographics of the Sandtown-Winchester community
- Demonstrated understanding of the Safe Streets model

- Demonstrated ability to implement Safe Streets
- Philosophy and approach to service delivery
- Clear articulation of proposed activities and implementation plan
- Description of program activities
- Timeline for project implementation
- Quality and comprehensiveness of implementation and staffing plan.
- Other factors relating to the quality and comprehensiveness of the proposal.

**C. Budget/Price Proposal: 15 points**

- Cost
- Additional resources offered by provider
- Quality and comprehensiveness of budget and price proposal
- Extent to which proposed budget would adequately support the project
- Adherence to guidelines set forth in this Request for Proposals

Round 3 Scoring Criteria

**Interview: 35 points**

- Applicants will be required to participate in an interview conducted by the Review Committee. Applicants will be given the opportunity to elaborate on their proposed service plan, their organization’s experience, and to respond to questions by the Review Committee. Applicants will be scored based on their presentation and responses. This interview will occur at the same time as the site visit described below.

**Site Visit: 15 points**

- The Review Committee will conduct a site visit to inspect the facilities of the applicant. Applicants will be scored based upon the adequacy of their resources and facilities to support their proposed program plan.

At the option of the City, bidders may be required to furnish evidence of sufficient financial responsibility to fulfill this contract and that they have, or can obtain, the necessary equipment, manpower, office space, or other resources necessary to ensure delivery within the parameters of this contract at the time of their interview.

Prior to awarding this contract, the City reserves the right to inspect the facilities of any responsive bidder. The reputations of bidders regarding adequacy of their resources and facilities, as well as past records of their performance of work of the type and magnitude required herein shall be considered when making the award.

Any award to a provider by the City of Baltimore pursuant this RFP is contingent upon approval of a formal contract by the Board of Estimates of Baltimore City.

## **PROPOSAL REQUIREMENTS**

**Narrative Description:** The following should be included:

**Executive Summary of Proposal** (suggested length – ½ - 1 page): Should describe the Sandtown-Winchester community and demonstrate an understanding of the project's Scope of Services, Goals, and other requirements.

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

Experience providing violence prevention services;

Experience providing services and working with the target community;

Longevity and consistency of the program staff;

Experience providing services to the target population; AND

Knowledge of the geographical area and provider community of the target population.

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

Description of Police Post (population size and demographics, etc.)

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

Explanation of how the Provider will coordinate its activities with stakeholders, including BCHD, Baltimore City Police Department (BPD), and other community based organizations, faith organizations, and others

Description of how Provider intends to secure and maintain community support and engagement

Description of how the Provider intends to secure matched funds prior to the start of Fiscal Year 2016

Timeline for project transition to the Provider

Explanation of how the Provider will respond to emergency situations

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

A description of program functions and professional qualifications of key positions;

A summary of the Provider's hiring criteria, to include qualifications of each position listed in the staff plan, with an explanation of the staff selection process;

A hiring plan describing how the Provider plans to hire new staff for the project;

A summary of how the program will be overseen, how each direct service position will be supervised and by whom, and a description of contingency staffing plans; AND

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

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

Outcome measures specific to the proposed project should be clearly defined. Include outcome measures listed in the proposal, as well as any other measures identified by the Provider; AND

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

**BUDGET/PRICE PROPOSAL REQUIREMENTS:**

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

It is strongly recommended that the Provider include "flexible funds" in the budget in order to meet key individuals' needs.

It is strongly recommended that the Provider set salaries and benefits at a level sufficient to recruit and retain qualified staff.

The budget may include an administrative cost allocation to cover the cost of administering the program (accounting, insurance, supervision, etc.). The amount allocated for administrative cost may not exceed 10% of direct costs.

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

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

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

Documentation of licensure/accreditation/certification/registration of organization, including documentation of 501(c)(3) status and of Maryland tax exempt status.

Documentation that agency has obtained or will, prior to beginning services, obtain the required insurance coverage.

A copy of the most recent independent audit conducted of the agency.

Letter from the President, Executive Director, or the agency's equivalent, indicating the person authorized to sign contracts for the agency.

Reference letters from at least two sources who are directly familiar with the provider's work and have worked with the provider on a project serving high-risk youth and/or ex-offenders. All references must include a contact person to provide further information about the Provider's ability to execute the contract;

Additional letters of support from community-based organizations and/or community associations is recommended

Timeline for work plan

Resumes of all proposed key staff to be involved in the project

Job Descriptions for staff proposed for the project

Organizational chart for the agency positions relevant to the program

Policy on hiring ex-offenders for the project

Results of satisfaction surveys and outcome measures of any related programs currently offered by the Provider, if available

Compliance with MBE/WBE and Local Hiring/Employ Baltimore

## **MANDATORY BIDDER'S CONFERENCE**

**A Bidder's Conference is scheduled for Wednesday, September 23, 2015 at 9:30am at the Baltimore City Health Department, 1001 E Fayette St, Baltimore, MD 21202. It is mandatory that interested providers send one or more representatives to the conference.** As a part of this conference, a workshop detailing the Cure Violence Model and Safe Streets will be given. We request that interested Bidders RSVP their attendance to Dedra Layne at 443-984-3566 or by email at [dedra.layne@baltimorecity.gov](mailto:dedra.layne@baltimorecity.gov).

**TIMELINE**

Bidders conference	<b>September 23, 2015, 9:30am</b>
Proposal due date	<b>October 9, 2015, 5:00pm</b>
Site visits of top 3 applicants	<b>October 22 &amp; 23, 2015</b>
Announcement of award	<b>October 26, 2015</b>

## **Attachment A**

### **Safe Streets Description**

Safe Streets Baltimore is a unique, interdisciplinary, public health approach to violence prevention. A replication of the Cure Violence model, we maintain that violence is a learned behavior that can be prevented using disease control methods. Using proven public health techniques, the model aims to prevent violence through a three-prong approach:

1. Identification & detection
2. Interruption, Intervention, & risk reduction
3. Changing behavior and norms

#### **Identification & Detection**

Safe Streets Baltimore is a data-driven model. Through a combination of statistical information and street knowledge we identify where we concentrate our efforts, focus our resources, and intervene in violence. This data guides us to the communities most impacted. It provides a picture of those individuals at the highest-risk for violence. And, most importantly, it shows us how we can intervene.

#### **Interruption, Intervention, & Risk Reduction**

Safe Streets Baltimore intervenes in crises, mediates disputes between individuals, and intercedes on group disputes to prevent violent events. Our staff is seasoned, well-trained professionals from the communities they represent with a background on the streets. In other words, they know who has influence, who to talk to, and how to de-escalate a situation before it results in bloodshed.

Most program participants are beyond the reach of traditional social support systems. They have dropped out of school, exhausted social services or aged out, and many have never held a legitimate job; their next encounter with the system is either to be locked up behind bars or laid out in the emergency room. Our staff gets in where others can't, meets the participant where they are at, works to change their behavior and connect them to resources that would otherwise be out of reach.

#### **Change Behaviors & Norms**

Safe Streets Baltimore works to change the thinking on violence at the community-level and for society-at-large. For disproportionately impacted communities violence has come to be accepted as an appropriate—even expected—way to solve conflict. At the street-level we provide tools to resolve conflict in another way.

Safe Streets Baltimore looks to shift the discourse toward the view of violence as a disease and placing the emphasis on finding solutions to end this epidemic.

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

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

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

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

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

**Safe Streets** is based on the highly successful Cure Violence model developed at the University Of Illinois School Of Public Health in Chicago.

**Attachment B**  
**Job Descriptions**

## Safe Streets Site Director

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

Safe Streets Site Director must meet the following criteria:

Proven successful track record in project and staff management

- Familiarity with Baltimore City communities
- Experience in community-based mobilization
- Experience in development of violence prevention/reduction strategies
- Ability to represent Safe Streets effectively
- Ability to promote program to local media, politicians, and funders
- Ability to articulate program's goals and philosophy
- Comprehension of Safe Streets' five core components including, community mobilization, outreach, public education, faith-based leader involvement, and criminal justice participation

The successful applicant for this position will have experience and/or competence in:

- Program development and management
- Public Speaking
- Violence Prevention efforts
- Verbal and written communication
- Mediation and resolving group conflicts
- Grant writing and resource development
- Community development and organizing

The Site Director for Safe Streets will be responsible for:

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

- Criminal Justice Participation – Communication with BCHD to communicate with BCPD to gain support for shooting responses and other Safe Streets activities.
- Oversee and implement technical assistance when needed to Safe Streets communities.
- Represent Safe Streets site at conferences, governmental events, and other venues (as needed).

The Safe Streets Site Director must possess a Master's degree in the human services field or a Bachelor's degree with equivalent experience. Salary is commensurate with experience.

## **Violence Prevention Coordinator**

The BCHD Office of Youth Violence Prevention is working with community residents and businesses and community-based organizations to implement Safe Streets: The Campaign to Stop the Shooting. Operation Safe Streets is a coordinated strategy to address shootings in Baltimore. Skilled Violence Prevention Coordinators are a key ingredient to the success of this initiative.

### Responsibilities:

- Convene and lead a group that is representative of the community to develop violence prevention plan to reduce shootings and killings in their community.
- Ensure that the planning committee:
  - Includes the following in their violence prevention plan: an assessment of the nature and extent of shootings and killings in the Safe Streets community using data and other community input;
  - Utilizes the “framework for violence prevention: provided by the BCHD to prioritize strategies and identify outcomes;
  - Produces a written violence prevention plan tailored to specific needs of Safe Streets communities that specifies short and long-term goals that are consistent with the goals of the Safe Streets BCHD.
- Documentation of meetings, including minutes of planning committee sessions, and correspondence to area residents and community partners, etc.
- Facilitate implementation of the strategies identified in the plan with an emphasis on maximum engagement of community residents and existing community services.
- Develop relationships with local service providers
- Participate in evaluation activities of the community-based violence prevention program and organize and participate in a review of program progress,
- Participate in regular meetings with Baltimore BCHD staff to 1) review and assess progress of the program; 2) assess relevance and adequacy of the plan as it is developed; 3) refocus the plan as needed based on these meetings; and 4) determine other priority needs and goals.
- Attend Intercommunity Forum (ICF) meetings and contribute to the success of the forum by contributing to the agenda, participating at meetings and by interacting with representatives from other agencies that do similar work in the city.
- Plan and implement responses to shootings with community residents and other local partners.
- Publicize Safe Streets educational messages throughout the year including supervision of canvassers if they work with the BCHD.
- Plan and oversee the conduct of a range of activities celebrating Safe Streets week.

### Qualifications

- BS/BA in Human Service field (i.e., Sociology, Social Work, etc.) or equivalent experience
- Excellent communication skills
- Proven ability to document program details
- Experience and/or training in crisis intervention and staff supervision
- Valid Maryland driver’s license, insurance, and good driving record
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence

## **Violence Interrupter**

Violence Interrupters assist BCHD Safe Streets sites in by providing conflict mediation services throughout the targeted Baltimore City neighborhoods.

Violence Interrupters are assigned to work in one or more Safe Streets communities by:

- Identifying and detecting potential shooting events, individuals and groups at highest risk of involvement in a shooting or killing
- Formulating action plans to resolve conflicts
- Developing relationships with all key individuals
- Meeting with key individuals on a daily basis
- Helping individuals deal with “in the moment” stressful events or situations without shooting
- Mediating conflicts between individuals and/or groups
- Preventing larger scale events or retaliatory violence before it occurs
- Informing and training individuals and groups on specific strategies to bring about behavior change
- Using data to inform all efforts
- Documenting all conflict mediations (form provided by BCHD)
- Keeping daily log documenting all efforts (form provided by BCHD)
- Attending daily briefings and debriefings
- Attending weekly team meeting
- Attending biweekly citywide Violence Interrupter Meeting

### Administrative Duties:

1. Violence Interrupters are expected to work 40 hours per week.
2. Violence Interrupters are expected to attend weekly supervision.
3. All documentation must be completed in a timely fashion

### Qualifications:

- High School diploma or GED, or equivalent combination of education and experience
- Experience working with at-risk youth and gang members
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence
- Excellent communication skills
- Experience and/or training in crisis intervention
- Knowledge of Baltimore communities
- Valid Maryland driver’s license, insurance, and good driving record preferred

## **Outreach Supervisor**

The BCHD Office of Youth Violence Prevention is working with community residents and businesses and community-based organizations to implement Safe Streets: The Campaign to Stop the Shooting. Operation Safe Streets is a coordinated strategy to address shootings in Baltimore. Skilled Outreach Supervisors are a key ingredient to the success of this initiative.

### **Responsibilities:**

- Plan the day-to-day and week-to-week activities with and for the outreach staff
- Plan and hold daily meetings to review current shootings and assess what additional interventions are needed
- Connect with additional resources from neighboring communities (e.g., gang mediation assistance) to get needed support, when necessary
- Supervise staff of outreach workers, including daily communication with each staff
- Outreach to the community to build strong relationships with youth, residents, businesses, and community groups
- Coordinate interview panels to hire outreach staff
- Attend BCHD weekly supervision meetings every week as set by the BCHD
- Advocate for youth through court testimonies, when necessary
- Increase staff visibility when shootings/killings take place (developing networks with other outreach program workers to coordinate an inclusive and immediate strategic response)
- Investigate the causes of shootings/killings to assist in mediating situations and preventing retaliation between individuals and groups (working with the community, outreach programs and local law enforcement to gain information that may be helpful in preventing additional killings)
- Identify and diffuse “hot spots” for shootings and violence (conducting eyeball surveys with residents and community organizations to identify areas frequented by potential offenders)
- Attend and participate in meetings with law enforcement, community outreach workers, prosecution, probation, and agencies providing opportunities, to discuss recent situations and coordinate efforts collectively to stop the killing
- Facilitate violence prevention and life skills workshops in local schools, parks, and community organizations
- Document detailed client case notes and overall coordination of all staff reports

### **Qualifications:**

- High School diploma or GED, plus four years’ experience in youth development, violence prevention, social work, or similar field, or equivalent combination of education and experience
- Extensive experience working with at-risk youth and gang members
- Excellent communication skills
- Experience and/or training in crisis intervention and staff supervision
- Valid Maryland driver’s license, insurance, and good driving record preferred
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence

## **Outreach Worker**

- **Reports to: Outreach Supervisor**

### **Responsibilities:**

Stopping Shootings by doing all that is required individually and in a team to prevent all shootings in the neighborhood assigned, including:

- Getting to know all the highest risk persons and the people who know them
- Letting it be known that outreach workers are there to stop shootings and that community members should inform the team when or other violence might happen so that the team can intervene
- Working to intervene in circumstances in which violence is likely, including possible retaliation
- Working to understand why a shooting happened and to determine why it is that the team was not informed – developing strategies to be better informed the next time
- Working to gain trust of the community and the highest risk persons
- Calling for assistance when situations require it

Full participation in Safe Streets, which includes:

- Anticipating and responding to Outreach Supervisor's requests and needs
- Continuously keeping Outreach Supervisor informed as to what is going on (this includes: what is going right, what is going wrong and anticipating what might go wrong)
- Working as a member of a team – work together to ensure that shootings are reduced
- Conducting outreach to the community (individually and as a team member) to build strong relationships with youth, residents, businesses, and community groups
- Identifying youth who are gang members and those at-risk for joining gangs and intervening in their lives through case management to aid in solving current problems and preventing future ones
- Linking individuals to services and opportunities in the community (job programs, GED, drug treatment, and mentoring)
- Advocating for youth in court, when necessary
- Participating, as necessary, in organizing responses to shootings and increasing visibility when shootings/killings take place, including developing networks with other outreach program workers to coordinate an inclusive and strategic response)
- Understanding the causes of shootings/killings to assist in mediating situations and preventing retaliation between individuals and groups (working with the community, outreach programs and local law enforcement to gain information that may be helpful in preventing additional killings)
- Identifying “hot spots” for shootings and violence (conducting eyeball surveys with residents and community organizations to identify areas frequented by potential offenders) and provide documentation
- Document shootings and other acts of violence prevented

- Respond to shootings in other communities, when necessary
- Document detailed client case notes and other duties as assigned

**Qualifications:**

- High School diploma or GED, or equivalent combination of education and experience
- Experience working with at-risk youth and gang members
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence
- Excellent communication skills
- Experience and/or training in crisis intervention
- Knowledge of Baltimore communities
- Valid Maryland driver's license, insurance, and good driving record preferred

**Attachment C:  
Policy Guidelines for Hiring Ex-Offenders**

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

BCHD will conduct a criminal background check for each candidate that is being considered for employment with the program. Offers of employment will be contingent upon the results of the background check.

- 1) Safe Streets will not consider candidates for employment and will permanently discharge employees who have been convicted of or receive probation before judgment for:
  - a. Crime(s) involving child abuse or neglect, or the failure to report abuse or neglect
  - b. Any sexual offense involving a minor, non-consenting adult, or a person who is mentally defective, mentally incapacitated, or physically helpless.
- 2) Safe Streets will not hire individuals who are currently on probation or who have been off of probation for less than two years.
- 3) Safe Streets will not hire individuals with less than two years having elapsed since the applicant was released from incarceration or completed probation (whichever last occurred) for a conviction of a violent crime, as defined in §14-101(a) of the Maryland Criminal Law Article.
- 4) Safe Streets reserves the right to exclude from employment anyone with past arrests or criminal convictions, based on a review of the individual's criminal history. Factors to be considered include the nature and frequency of convictions or arrests, and the time elapsed since the last conviction or arrest.
- 5) Safe Streets employees serving as Outreach Workers and Violence Interrupters shall serve no longer than 4 years in these positions unless a waiver is given by BCHD to extend the employment period.
- 6) Safe Streets Outreach Workers and Violence Interrupters shall be engaged in employment development activity as a requirement of employment. Employment development may include additional education, apprenticeships, job training or other activity that will further the employment opportunities for the worker.
- 7) Individuals being considered for employment must demonstrate the completion of a minimum of 90 days community service/volunteer work in the community where employment is being considered. Candidate must be able to obtain a letter of recommendation for hire from the sponsoring agency.

- 8) Newly hired staff are required to obtain/maintain a professional mentoring relationship for the first six months of employment.

ATTACHMENT D

PROGRAM BUDGET

PROGRAM ADMINISTRATION: \_\_\_\_\_  
 GRANT NUMBER: \_\_\_\_\_ DATE SUBMITTED: \_\_\_\_\_  
 CONTRACT PERIOD: \_\_\_\_\_ FISCAL YEAR: \_\_\_\_\_  
 ORGANIZATION: \_\_\_\_\_ PHONE #: \_\_\_\_\_  
 STREET ADDRESS: \_\_\_\_\_  
 CITY, STATE, COUNTY: \_\_\_\_\_ ZIP: \_\_\_\_\_  
 PROGRAM TITLE: \_\_\_\_\_

LINE ITEMS	FUNDING REQUEST	TOTAL OTHER FUNDING*	TOTAL PROGRAM BUDGET
SALARIES/SPECIAL PMTS			\$0
FRINGE			\$0
CONSULTANTS			\$0
EQUIPMENT			\$0
COMMUNITY EVENTS			\$0
COMMUNITY MEETINGS			\$0
PARTICIPANT ACTIVITIES			\$0
PARTICIPANT SUPPORT SVCS			\$0
STAFF DEVELOPMENT			\$0
TRANSPORTATION/TRAVEL			\$0
RENT			\$0
UTILITIES			\$0
MOBILE PHONE SERVICE			\$0
MAINTENANCE			\$0
OFFICE SUPPLIES			\$0
OFFICE FURNITURE			\$0
PRINTING			\$0
PUB ED MATERIAL			\$0
ADVERTISING			\$0
OTHER (Attach Itemization)			\$0
TOTAL DIRECT COSTS	\$0	\$0	\$0
INDIRECT COST			\$0
TOTAL	\$0.00	\$0.00	\$0.00

\* Including Match

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**ANTICIPATED SOURCES OF FUNDING**

SOURCES	AMOUNT
BCHD AWARD	
BCHD SUPPLEMENT	
ADDITIONAL LOCAL GOV'T ENTITIES	
OTHER AWARD - FED, STATE OR PRIVATE AGENCY (SPECIFY)	
OTHER - IDENTIFY	
FUNDRAISING/DONATIONS -	
UNITED CHARITIES	
INTEREST	
Total Funding (Must Equal Total Costs in Total Program Budget on Budget Face Sheet)	\$0
IN-KIND CONTRIBUTIONS (IDENTIFY)	VALUE
	\$0
<b>TOTAL CASH PLUS IN-KIND</b>	<b>\$0</b>

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**ATTACHMENT D**

**BALTIMORE CITY HEALTH DEPARTMENT  
SAFE STREETS AGREEMENT  
REPORT OF ACTUAL EXPENSES AND RECEIPTS**

**SECTION I.**

1) VENDOR NAME \_\_\_\_\_

2) VENDOR ADDRESS \_\_\_\_\_

3) CITY/STATE/ZIP \_\_\_\_\_

4) PROJECT TITLE \_\_\_\_\_

5) TELEPHONE NUMBER \_\_\_\_\_

6) CONTACT PERSON \_\_\_\_\_

7) DIRECTOR'S NAME \_\_\_\_\_

8) FEDERAL EMPLOYER ID \_\_\_\_\_

9) CONTRACT AWARD# \_\_\_\_\_

10) FISCAL YEAR \_\_\_\_\_

11) REPORT PERIOD \_\_\_\_\_ to \_\_\_\_\_

By my signature, I attest that the information contained is correct, that payment requested is just and correct and that payment has not been requested previously.

12) SIGNATURE \_\_\_\_\_

13) DATE \_\_\_\_\_

**SECTION II.  
SUMMARY OF EXPENDITURES**

Line items may not be changed	BCHD Approved Budget	Match/Other Funds Budget	BCHD Current Period Expenditures	Match/Other Current Period Expenditures	Previously Reported BCHD Expenditures	Previously Reported Match Expenditures	BCHD Total Expenditures Thru	BCHD Variance Under   Over
SALARIES							0.00	0.00
FRINGE							0.00	0.00
CONSULTANTS							0.00	0.00
EQUIPMENT							0.00	0.00
COMMUNITY EVENTS							0.00	0.00
MEETINGS							0.00	0.00
PARTICIPANT ACTIVITIES							0.00	0.00
PARTICIPANT SUPPORT SRVS							0.00	0.00
STAFF DEVELOPMENT							0.00	0.00
TRANSPORTATION/TRAVEL							0.00	0.00
RENT							0.00	0.00
UTILITIES							0.00	0.00
MAINTENANCE							0.00	0.00
MOBILE PHONE SERVICE							0.00	0.00
OFFICE SUPPLIES							0.00	0.00
OFFICE FURNITURE							0.00	0.00
PRINTING							0.00	0.00
PUBLISHED MATERIAL							0.00	0.00
ADVERTISING							0.00	0.00
OTHER							0.00	0.00
TOTAL DIRECT COSTS							0.00	0.00
INDIRECT COST							0.00	0.00
TOTAL							0.00	0.00

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**ATTACHMENT D**

**Safe Streets Quarterly Expenditure Reimbursement Chart**

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

City of \_\_\_\_\_

Fiscal Year \_\_\_\_\_

Report Period \_\_\_\_\_ to \_\_\_\_\_

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

Number	Date	Vendor	Purpose	Amount
0	7/8/2010	Sam's Club	Food for Monthly Event	\$500.00
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				

**ATTACHMENT E  
PROGRAM FORMS  
DOCUMENTATION & MONITORING**

*Violence Interrupter (VI) Daily Log*

This form details all locations visited by the VI during his/her shift. Reasons for visits are identified and the outcome of his/her efforts is documented.

*Daily Plan*

This form is completed during daily briefings. This form determines the plan for the day based on data, VI knowledge, and follow-up needs. Results are then filled in at the daily debrief.

*Team Meeting Agenda*

This document guides the team meeting discussion and provides a review of violent incidents, as well as the team's efforts to interrupt violence.

*Conflict Mediation Form*

This form details the type conflict, the status of the resolution and the likelihood that it would have resulted in a shooting. It is to be completed by one (1) Outreach Worker who assisted in the mediation. All mediations for a given month must be copied and submitted with the Monthly Report form.

*Conflict Mediation Follow-Up Form*

This follow-up form is to be completed if the conflict was not fully resolved, and was likely to result in a shooting.

*Shooting Incident Review Form*

This form details the information surrounding the shooting, the intervention conducted by the staff, and a review of how the incident was, and could've been, addressed by the team. This form is to be completed after a shooting/homicide occurs. The first section is to be completed soon after the incident, while the second page is to be completed at a briefing with all staff present. All Shooting Incident Review forms for the month must be copied and submitted with the Monthly Report form.

*Shooting Incident Follow-Up Form*

This follow-up form is to be completed when there is a potential for retaliation, as well as to document the efforts made to reduce the potential for additional violence, or to update the status of the incident.

*Individual Supervision Form*

This form is to be completed by the Supervisor during the weekly supervision session. It is the Supervisor's responsibility to ensure that staff are documenting their efforts and fully completing their paperwork. It also serves as a tool to provide any recommendations for strategies to interrupt violence. All Supervision forms must be available for review during the Monthly Audit.

*Monthly Report Form*

This form compiles all of the information regarding the total monthly efforts. The form also includes a list of documents that must be attached. The Monthly Report form is submitted by the 10<sup>th</sup> of each month.

Month: \_\_\_\_\_

Year: \_\_\_\_\_

**IDENTIFY & DETECT**

<b>Exceeds Expectations (2)</b>	<b>Meets Expectations (1)</b>	<b>Requires Improvement (0)</b>	<b>Comments</b>
<b>Outcome Measures</b>			
is target area daily to the hot spots			
meetings held to review data, VI info, etc.			
is developed to confirmed hot spots			
relationships with key individuals/groups to promote nonviolence and reduction of shooting including retaliations			
established rapport with individuals/groups returning to the community, etc.)			
with key individuals & on a daily basis			
review of information to ensure that necessary steps, & is working in areas with the highest			

**SECTION SCORE**

<b>CHANGE BEHAVIORS &amp; NORMS</b>				
<b>Outcome Measures</b>	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Requires Improvement</b>	<b>Comments</b>
Distributes public education materials promoting the use of nonviolence				
Provides information regarding available resources (job training, education, substance abuse treatment, etc.)				
Assists in <i>Shooting Responses</i> (if applicable)				
Partners with community groups/organizations to conduct quarterly events (if applicable)				
Communicates nonviolence strategies to key individuals/groups				
<b>SECTION SCORE</b>				
<b>USE DATA TO INFORM STRATEGIES</b>				
<b>Outcome Measures</b>	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Requires Improvement</b>	<b>Comments</b>
Conducts daily briefings and debriefings to discuss information gleaned from canvassing efforts and contact with key individuals				
Maps all data associated with the intervention				
Uses data to inform interruption strategies and identify daily plan				
<b>SECTION SCORE</b>				



Upon receipt of notification of noncompliance, sites may have, at the discretion of BCHD, five (5) business days to submit this corrective action plan to resolve the identified issue(s). Please detail the course of action you will take to remedy the Area(s) of Concern in the *Action Steps* section. Next to each step please identify the proposed date that the step will be completed.

Once the Plan is approved, sites may have thirty (30) days, at the discretion of BCHD, to enact the Plan and ensure compliance in each of the areas specified. Matters not resolved in accordance with the approved corrective action plan may, at the discretion of BCHD, result in the issuance of a written notice of contract suspension/termination.

**Area(s) of Concern -**

<b>Action Steps</b>	<b>Proposed Date of Step Completion</b>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

**Area(s) of Concern -**

<b>Action Steps</b>	<b>Proposed Date of Step Completion</b>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

\_\_\_\_\_  
Site Staff Signature

\_\_\_\_\_  
Date

BCHD Office Use Only:

*Date received:* \_\_\_\_\_

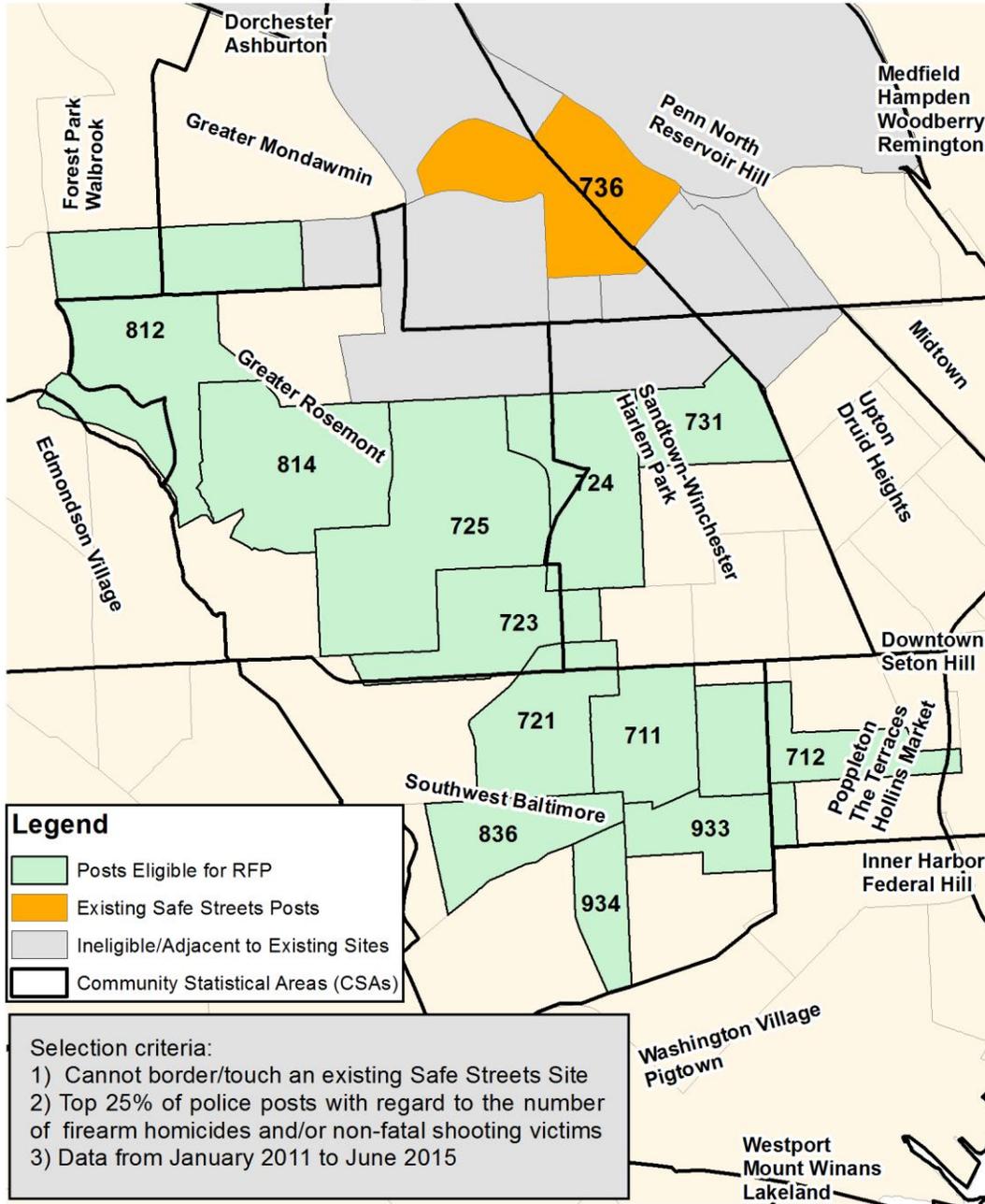
\_\_\_\_\_

*Plan Approved:*      *YES*                      *NO*

\_\_\_\_\_

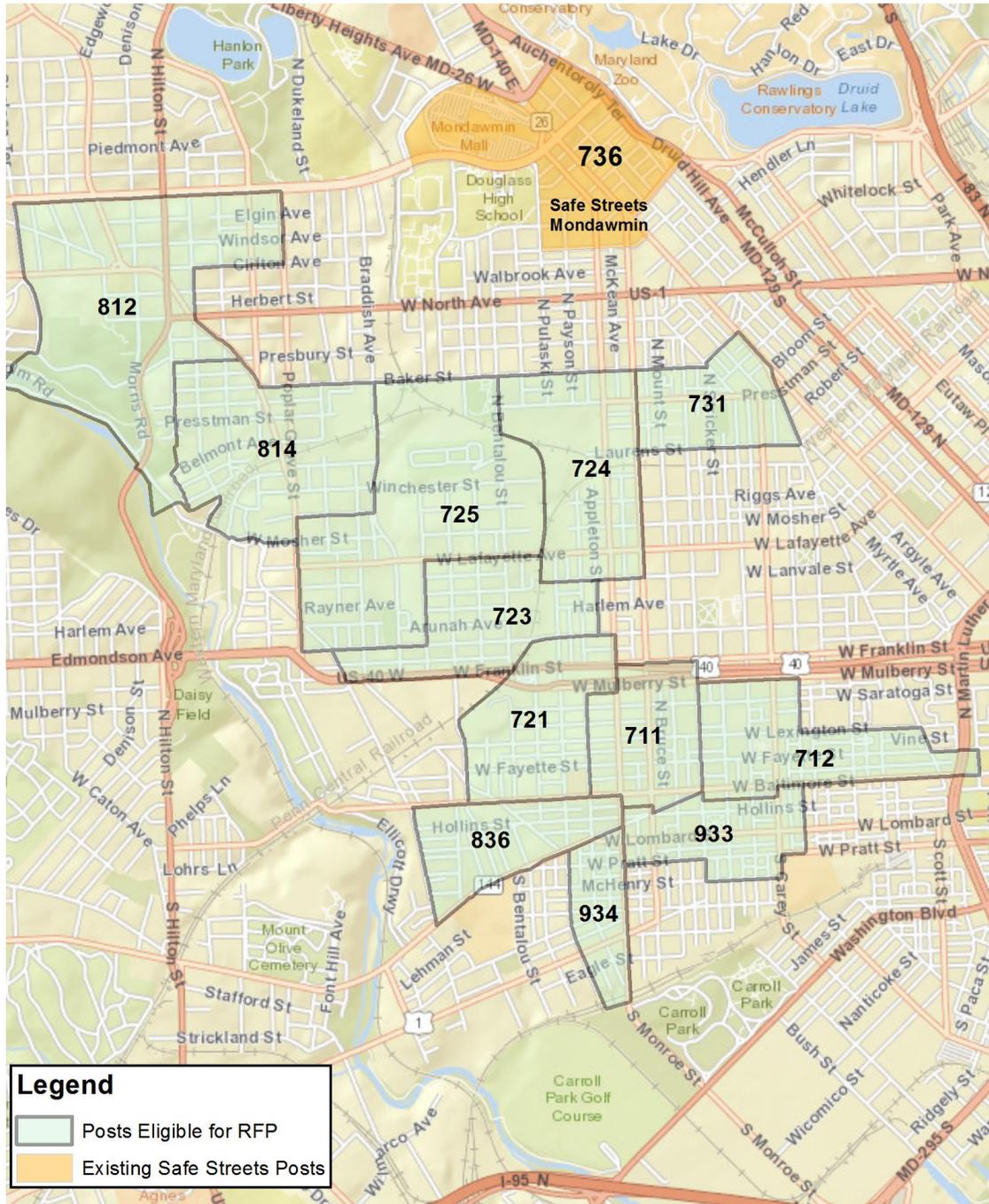
**ATTACHMENT F**  
**Map #1 of Eligible Community: Police Posts and CSAs**

**Site Eligibility for Safe Streets RFP**



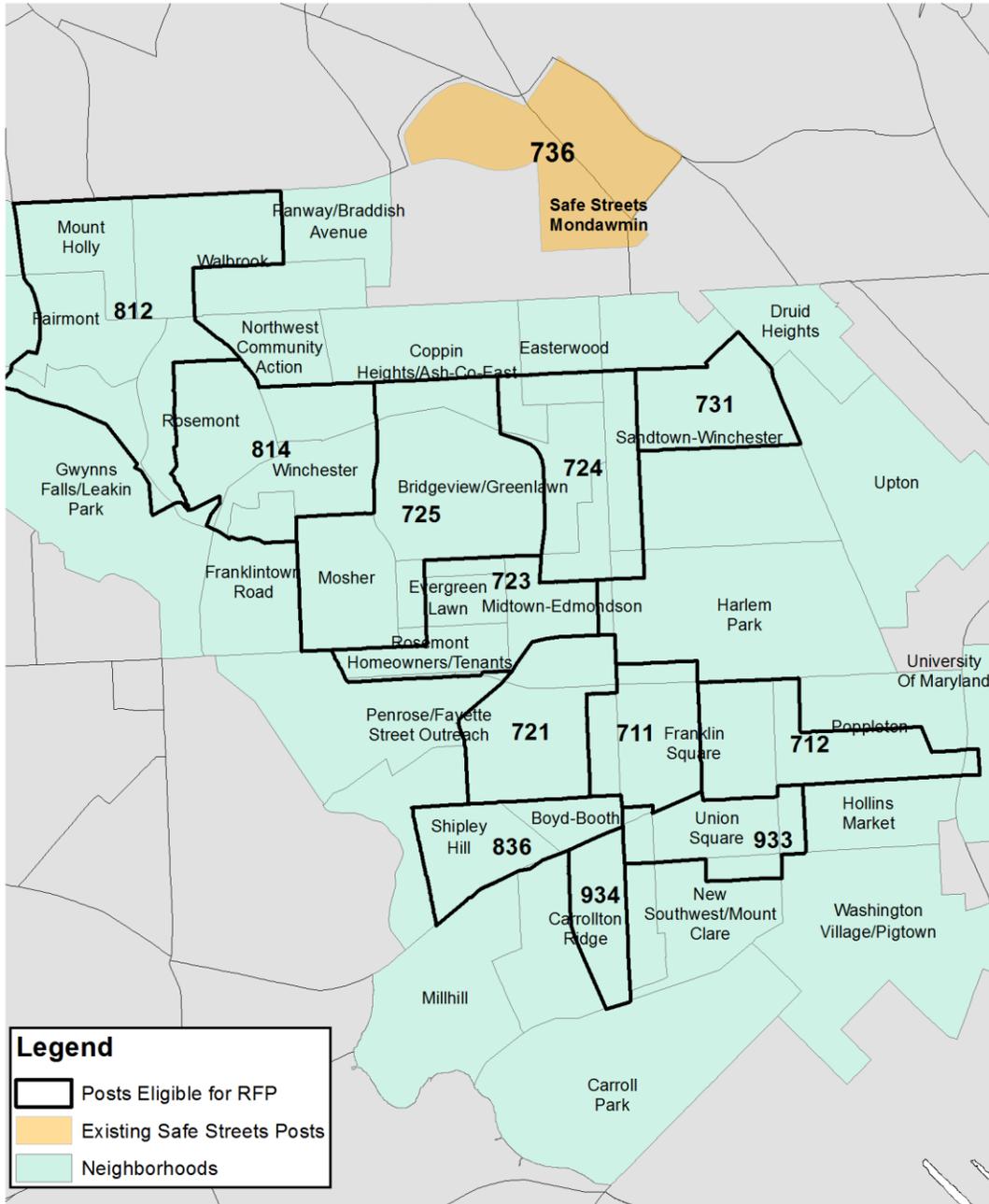
ATTACHMENT F  
Map #2: Streets around Eligible Areas

Site Eligibility for Safe Streets RFP  
Community Map



**ATTACHMENT F**  
**Map #3: Eligible Areas in Neighborhoods**

**Site Eligibility for Safe Streets RFP**  
**Neighborhoods**



**Attachment G**  
**Checklist for Applications**

**Technical Proposal (not to exceed 15 pages typed, double spaced, standard sized font)**

- \_\_\_\_\_ Executive Summary
- \_\_\_\_\_ Provider's Experience Summary
- \_\_\_\_\_ Work Plan
- \_\_\_\_\_ Staffing Plan
- \_\_\_\_\_ Performance Monitoring Plan

**Budget**

- \_\_\_\_\_ Budget Narrative
- \_\_\_\_\_ Budget Forms

**Attachments**

- \_\_\_\_\_ Documentation of licensure/accreditation/certification of agency
- \_\_\_\_\_ Documentation of insurance coverage
- \_\_\_\_\_ Most recent independent audit of agency
- \_\_\_\_\_ Letter from President, Executive Director, or the agency's equivalent, indicating the person authorized to sign contracts for the agency
- \_\_\_\_\_ Timeline for work plan
- \_\_\_\_\_ Reference letters from two sources who are directly familiar with the provider's work and have worked with the provider on a project serving high-risk youth and/or ex-offenders.
- \_\_\_\_\_ Resumes of all key staff involved in the project;
- \_\_\_\_\_ Job Descriptions for staff proposed for the project
- \_\_\_\_\_ Organizational chart for the agency positions relevant to the program;

\_\_\_\_\_ Copy of policy for hiring ex-offenders for the project

\_\_\_\_\_ Results of satisfaction surveys and outcome measures of any related programs currently offered by the Provider, if available.

**COMPLETED PROPOSAL ARE DUE  
October 9, 2015 BY 5:00PM  
AT THE:**

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

**AWARDEE WILL RECEIVE NOTIFICATION OF AWARDS BY OCTOBER 26, 2015**