

## **Request for Proposals: Atlanta Cure Violence**

August 26, 2019

### **Summary**

The Community Safety Committee of Neighborhood Planning Unit-V and its supporters are pleased to present this Request for Proposals (RFP) to implement a community-based violence intervention program in the Neighborhood Planning Unit-V (NPU-V) neighborhoods of Atlanta, based on the Cure Violence ([www.cureviolenceglobal.org](http://www.cureviolenceglobal.org)) model. This will be the first Cure Violence affiliated program in Georgia. This RFP seeks a qualified non-profit organization that embraces a public health approach to gun violence, has strong community ties, and has the capacity to attract and manage diverse funding sources. As this RFP describes, some funding commitments have been obtained, but the non-profit organization will need to assist with additional fundraising in order to prepare to launch the Cure Violence model in early 2020.

### **Context**

According to the Centers for Disease Control and Prevention, gun violence is the leading cause of death for young black males, ages 15 to 24. It is an epidemic that disproportionately affects low-income communities and communities of color at an alarming rate. The neighborhoods southwest of downtown Atlanta continue to experience a disproportionate burden of violence and its corollary effects on investment, civic participation and community development. Furthermore, many of the residents of these neighborhoods suffer the direct effects of repeated trauma and the indirect effects of unhealed past traumas. Recent months have also seen a disturbing increase in gun violence, including homicides, in the NPU-V neighborhoods (Peoplestown, Summerhill, Mechanicsville, Pittsburgh, Adair Park and Capitol Gateway).

The Community Safety Committee of NPU-V and its supporters are initiating this Request for Proposals to implement a community-based violence intervention program in the NPU-V neighborhoods that would coordinate with the local hospital-based violence intervention program (PIVOT) and would be based on the Cure Violence model. Gun violence in NPU-V remains some of the highest in the entire city. Although the population within NPU-V is less than 4% of the total population in Atlanta, the area experiences 31% of gun-caused homicides.

As is further described below, to address this gun violence, neighborhood residents and organizations have identified a community safety strategy that includes direct violence interruption as a key component. The Cure Violence model was chosen as the evidenced-based intervention for this component. Cure Violence utilizes street and hospital level intervention techniques based on a public health perspective. Having a presence within Neighborhood Planning Unit-V of people who can affect change and disrupt patterns of violence or 'credible messengers', with support from local agencies and law enforcement, will enable the 3-tiered approach of Cure Violence to be effective. Credible messengers are people who are

influential with the individuals at highest risk of committing shootings. They are able to build trusting relationships with the drivers of violence in a community, due to their own past experiences on the street (for greater understanding of the role of violence interrupters and outreach workers within the Cure Violence model, see <https://www.pbs.org/wgbh/frontline/film/interrupters/> and <http://cureviolence.org/post/cv-video/eddie-bocanegra-violence-interrupter/>, as well as other resources on the Cure Violence website). Cure Violence works by interrupting the transmission of retaliatory violence, facilitating behavior change by individuals identified as high-risk for committing violence through connections to resources and ongoing support, and organizing community members to change community norms towards a non-violent culture. The Cure Violence model has been implemented in cities across the United States as well as the world and has been shown effective by multiple studies.

### **NPU-V Community Safety Initiative History**

In 2016, in response to the ongoing community trauma from gun violence, the Annie E. Casey Foundation's (the Casey Foundation) Atlanta Civic Site launched an exploratory research and design process to begin equipping residents and other leaders in the community with the tools they need to effectively address violence. A resource assessment was conducted to identify existing community safety initiatives in Atlanta. The Foundation also hosted a community workshop where representatives from violence prevention organizations across the country shared strategies so community members could explore multiple models of violence prevention.

An advisory committee of 35 local partners and residents was convened to explore the needs of the NPU-V neighborhoods and develop suitable interventions. This Community Safety Committee became a space where residents have a voice and connection to a network of agencies that promote safety. The Committee allows representatives from the hospital, police, faith community, juvenile justice, public health, victim's assistance, social services and many other stakeholders to collaborate on promoting safety in NPU-V.

During a nine-month research and design process the committee examined local data and a range of models. The committee prioritized the models they felt would have the greatest effect on increasing safety in the NPU-V neighborhoods. The members identified a two pronged-intervention pilot including the Cure Violence Model as the second stage.

The first stage of piloting these safety interventions in NPU-V included creating a Trauma Response Network and regularly holding Healing Circles. The Casey Foundation invested in the first phase through a competitive grant making process, through which the nonprofit CHRIS 180 was selected. The first phase has also included supporting and partnering with PIVOT, a violence intervention program based at Grady Hospital.

The Healing Circles supported by CHRIS 180 are safe spaces that bring people together to provide support for people who have been affected by acts of violence. Healing Circles include several listening and reflection rituals that allow multiple perspectives to be heard. When used in response to a specific conflict or wrongdoing, healing circles provide an opportunity for victims, direct and indirect, to be heard and hear from others. CHRIS 180 trains community residents to be facilitators for NPU-V Healing Circles, and the facilitators receive a stipend for their facilitation work.

The Trauma Response Network integrates residents trained by CHRIS 180 as second responders with first responders such as law enforcement to intervene promptly after a violent incident. Community members are certified in trauma response protocols, such as providing comfort and helping to stabilize those affected by a homicide or other act of violence. Secondary trauma responders provide information, act as a conduit for referrals to clinical services and help begin the process of healing. They provide a listening ear for those who are affected; notifying loved ones and neighbors of the passing of a community member are among the many roles a trauma responder may assume.

These interventions have started the processes of reclaiming public places as safe spaces and of community healing that NPU-V residents called for. The Community Safety Committee has grown and continues to meet on a quarterly basis. There has also been engagement with Morehouse School of Medicine's Prevention Research Institute to establish an evaluation framework for both phases of the initiative. Implementing a community-based intervention team that will coordinate with the hospital intervention workers, based on the Cure Violence model, represents the second stage of this work that residents and partners in NPU-V have identified as critical to ending gun violence. The local Cure Violence team will be expected to cooperate with the evaluation by Morehouse School of Medicine, as well as conduct data collection, data entry and reporting per the Cure Violence national methodology.

## **Eligibility**

Proposals are sought from non-profit organizations that meet the expectations listed below. Proposals from partnering organizations or collaborations are welcomed, as long as an eligible, lead non-profit entity is clearly identified. The review committee reserves the right to not make an award if no applicants exhibit the ability to meet the qualifications:

- Existing relationships with NPU-V neighborhoods;
- Willingness to hire and support credible messengers, including people with criminal records;
- Track record of hiring people who reflect the community that they serve;
- Willingness to embrace the public health approach to violence;
- Operates from an asset-based approach to community work;
- Demonstrated ability to track, document and report on results;

- Track record of partnerships with other organizations;
- Culture of transparency, accountability, flexibility and trust building;
- Commitment to racial equity;
- Willingness to operate during weekends, evenings, and late nights;
- Organizational capacity to handle risk and liabilities, including a strong governance structure, insurance and financial stability; and
- Experience managing diverse types of funding.

## **Description of Project Services**

Through this Request for Proposals, the Community Safety Committee and its funders seek to identify an organization to implement a street intervention program that will coordinate with a hospital-based intervention program, based on the Cure Violence model, including the scope of services described below. In particular, a community-based organization or other nonprofit entity would implement these activities with an initial focus on the NPU-V neighborhoods, where there are high rates of gun violence incidents and admissions to Grady Hospital. These neighborhoods include: Peoplestown, Pittsburgh, Mechanicsville, Adair Park, Capitol Gateway and Summerhill. Specifically, entities should describe their strategy and qualifications to implement the following:

- Advertise, recruit, vet, and hire credible messengers as violence interrupters, outreach workers and supervisors, with support from Cure Violence national office (to note, the Community Safety Committee has already been in discussions with several credible messengers who are potential candidates; also see resources on the Cure Violence website including: <http://cureviolence.org/wp-content/uploads/2015/05/VIRT-Team-Roles-Professionalism-1.pdf>);
- Support initial new staff training and ongoing staff professional development, with technical assistance from the Cure Violence national office;
- Identify referral partner organizations, conduct site visits, develop agreements and maintain relationships;
- Establish and maintain database management system with support from Cure Violence national;
- Work with the Atlanta Police Department including attending the weekly roll call meetings to receive information on high risk individuals and provide APD with training and resources for interaction with these individuals;
- Respond to all shootings in NPU-V as soon as possible (maximum of 72 hours) to meet with involved individuals, interrupt retaliatory violence, peacefully mediate conflicts, and gain community buy-in to commitment of nonviolence;
- Assign staff to work with high risk individuals who are willing to engage for six months to a year, connecting with the individual three or more times a week to reinforce nonviolence as the new norm;
- Use the Cure Violence screening tool to assess potential participants, identifying the highest risk individuals and their needs. Connect participants to community partners to

address areas of need and advocate for them to receive services to achieve individual service plan goals such as employment, education, family reunification, trauma, drugs or alcohol abuse, criminal issues and reentry, and related life skills;

- Hold community events to increase visibility of the program, cultivate community buy in, build rapport, and provide education about nonviolence;
- Attend the majority of the community meetings in NPU-V including the Community Safety Committee and build relationships with residents and community organizations. Ensure that updates on the community safety work are provided at neighborhood association and other community meetings;
- Work in collaboration with Grady Hospital and the Atlanta Police Department to access data on NPU-V incidents and high risk NPU-V residents. Conduct an analysis of every shooting that occurs in or near the target area to determine the causes, the necessary response to prevent a retaliatory act of violence, the reason the shooting was not prevented and what the program site can improve to prevent shootings in the future. Document activities, responses and community resident involvement;
- Stay up-to-date and informed about evolving practices in violence intervention work nationally to ensure that the best practices are being utilized by the local team, including methods of coordinating with the hospital;
- Periodically consult evaluators and examine results to date and make program improvements; and
- Develop a long-term funding sustainability plan.

**Award**

The intention is to select one qualified, lead entity from this RFP process. Currently, the following sources have been committed for this project:

Sources of Funds	Year 1	Year 2
Kendeda Fund	\$75,000	\$75,000
The Annie E. Casey Foundation	\$100,000	\$100,000

Additionally, several other funders are interested and are considering commitments. The Annie E. Casey Foundation staff have been leading the fundraising efforts to date. After this RFP process, the selected entity would receive the fundraising contacts and history and would begin to take the lead on fundraising, with accompaniment and support from the Annie E. Casey Foundation staff. It is anticipated that the first year of operating support will need to be a little over \$500,000, with a reduction from that in year two due to certain start-up costs not being necessary. The business plan and support letters that have been the basis for fundraising are available and will be shared with applicants during the information session described below.

**Timeline**

The applicant should be prepared to react to and refine the following sample implementation schedule. This sample timeline includes extensive technical assistance and training from the

national Cure Violence office. Cure Violence will assist with developing a recruitment plan and selecting, hiring and training staff.

#### Phase I: Planning and Program Set-Up (Fall 2019 – First Quarter 2020)

- Utilize existing fundraising contacts and establish new fundraising contacts to finalize funding sources in cooperation with existing funders
- Refine and finalize budget
- Establish base location for program staff
- Identify lead staff with guidance from Cure Violence national
- Advertise, recruit, vet, and hire program staff with guidance from Cure Violence
- Cure Violence national staff provide on-site training to local program staff
- Develop the program infrastructure (physical/policy/processes), including establishing the Cure Violence data management system and protocols for access to Grady Hospital
- Initiate evaluation participation
- Refine and strengthen relationships with key program partners, including the Atlanta Police Department, and establish partnership agreements
- Participate in the Community Safety Committee for NPU V meetings

#### Phase II: Program Implementation (Second Quarter 2020 – First Quarter 2021)

- Begin receiving referrals and information from Atlanta Police Department, Grady Hospital and Chris 180/Trauma Response Network;
- Utilize Cure Violence tracking system
- Intervene, mediate, and offer services to high risk individuals in NPU-V
- Provide ongoing case management services to high risk individuals
- Periodically consult evaluators and examine results to date and make program improvements
- Continue to build community resource partners who can support alternative pathways for individuals who have perpetrated violence
- Conduct community education and engagement events
- Develop funding sustainability plan

#### Phase III: Evaluation, Improvement and Expansion (Third Quarter 2021 and beyond)

- Continue ongoing implementation activities at initial site
- Examine interim evaluation results with stakeholders, community partners and the national Cure Violence office
- Plan any needed refinement to the model
- Explore the need for expansion to any additional communities
- Convene partners to consider expansion if the need and potential support the case

## **Application**

Your application for project funding must include:

1. Cover Letter: Provide a one page letter on your stationery, signed by your executive director or board chair, indicating why your organization is interested in hosting a Cure Violence site;

2. Narrative: Provide a narrative of no more than seven pages that includes:
- Organizational overview - describe your mission, a brief history of your organization, the geographic area served and your target population;
  - Statement of qualifications - respond to the eligibility criteria above, which includes describing your organizational capacity, experience with NPU-V neighborhoods and areas of high gun violence, prior documentation of results, experience with trauma informed practices for staff and customers/participants, experience forming partnerships, any previous work with a public health approach to safety, etc.;
  - Approach – describe how you would implement the scope of services and timeline described above, indicating your interpretation of the model, any enhancements your organization would bring, existing partners that would play a role or partnerships that you would create, and roles any existing staff would have with the project; and
  - Fund management and fundraising – Provide specific details of the entity’s experience with managing funding, in particular various public sector sources, and complying with reporting and regulatory requirements. Please also detail the entity’s experience raising funds from philanthropic, corporate and the public sector. To sustain the program long term, the entity will need to be able to build on the current funding and raise additional funds.
3. Project Budget/Budget Narrative: Use the chart below to provide budget estimates and indicate any in-kind or additional support your organization is able to provide in the sources. It is fine for the sources to not equal the uses at this point, as additional fundraising will be occurring in the months to come. Also, please feel free to include a budget narrative of up to one page if there are items that you feel you need to clarify.

Sources of Funds	Year 1	Year 2
Kendeda Fund	\$75,000	\$75,000
The Annie E. Casey Foundation	\$100,000	\$100,000
Funding Partner 3		
Funding Partner 4		
<b>Total Sources</b>		
Uses of Funds		
Salaries (2 FTE Violence Interrupters, 2 FTE Outreach Workers, 1 FTE Outreach Supervisor, 1 FTE Site Director)		
Fringe (estimated)		
Equipment		
Uniforms		
Community Events		
Participant Activities		
Participant Support Services		
Staff Training and Professional Development		
Transportation/Travel		
Estimated NPU-V Office Rent		
Utilities		
Mobile Phone Service		
Maintenance		
Office Supplies		
Office Furniture		

Printing		
Public Education Materials (t-shirts, posters, bumper stickers, flyers, handouts)		
<i>Add any additional line items</i>		
<b>Subtotal:</b>		
Estimated Cure Violence National Training and Technical Assistance	\$175,000	\$122,000
<b>Total Costs</b>		

4. Appendices:

- o Current Secretary of State Certificate;
- o Verification of tax-exempt status (IRS determination letter);
- o List of Board of Directors (noting if any board members are residents of NPU-V neighborhoods) and officers;
- o Organization’s annual operating budget, including funding sources;
- o Latest financial statement (audited, preferred) and IRS 990 Form;
- o Resumes of key staff;
- o Samples of past related work such as flyers or photos, not more than 4 pages; and
- o Partner support letters (limit to 4 letters).

**Information Session**

Interested applicants should plan to attend an information session on **Tuesday, September 17<sup>th</sup> from 3:30 – 5:00 pm** at the Dunbar Neighborhood Center, 477 Windsor Street, Suite 302, Atlanta, GA 30312. To RSVP for the informational session, please contact **cureviolenceproposal@outlook.com**.

**Due Date and Submission Process**

Completed applications should be submitted via email to **cureviolenceproposal@outlook.com** at any time before **5:00 pm on Tuesday, October 1, 2019.**

The review committee will likely schedule interviews with applicants in early October. The review committee anticipates finalizing its work by mid to late October.

Please send questions to **cureviolenceproposal@outlook.com**.