

MEMORANDUM OF AGREEMENT

This Memorandum of Agreement ("MOA" or "Agreement") between three parties ("Parties"): Guilford County ("COUNTY"), City of Greensboro ("CITY"), collectively "Funders," and One Step Further, Inc. ("OSF") is made and entered into as of the _____ day of _____, 2019;

WHEREAS, the Funders desire to provide for the creation, financing, and monitoring of a community initiative in Guilford County, based on the Cure Violence model and its components, which is designed to address, reduce and eliminate violence occurring in the City of Greensboro and in Guilford County and to provide a mechanism for monitoring the success of any such program;

WHEREAS, the Funders desire to have OSF serve as the designated Community-Based Organization responsible to carry out the Guilford County Cure Violence Initiative known as Gate City Coalition of Guilford County ("Program");

NOW, THEREFORE, in consideration of the mutual covenants contained in this MOA, and based on other good and valuable consideration, the receipt and sufficiency of which is acknowledged, the Funders and OSF, agree as follows:

ARTICLE I Purpose

This MOA outlines the basic goals and objectives agreed by the Parties to implement a Cure Violence Model program in Guilford County, which is designed to reduce and eliminate violence occurring within the City of Greensboro and within Guilford County, and sets out the duties and responsibilities of each of the Parties.

ARTICLE II Financial Duties of the Parties

1. Guilford County shall provide annual funding in the amount of up to One Hundred Ninety-Nine Thousand Eight Hundred Twenty Seven Dollars (\$199,827) (equal to one half of the agreed OSF annual budget of \$399,654 for the Program) of which up to the full \$199,827 shall be paid to OSF annually for direct expenses incurred to carry out the Program and 10% of the direct expense amounts for indirect/administrative costs, all subject to the payment provisions contained herein.

2. City of Greensboro shall provide annual funding in the amount of up to One Hundred Ninety-Nine Thousand Eight Hundred Twenty Seven Dollars (\$199,827) (equal to one half of the agreed OSF annual budget of \$399,654 for the Program) of which up to the full \$199,827 shall be paid to OSF annually for direct expenses incurred to carry out the Program and 10% of the

direct expense amounts for indirect/administrative costs, all subject to the payment provisions contained herein.

ARTICLE III Duties of Guilford County

1. COUNTY's primary role shall be as a funder, as described above. In addition to its financial duties, however, COUNTY, through its County Manager or his/her designee, will provide oversight and monitoring of OSF's performance of this Agreement and of the progress of the Guilford County Cure Violence Initiative towards meeting its goals ("the oversight and monitoring"). The County Manager and City Manager may agree on additional persons to assist in the oversight and monitoring. Any such additional person(s) may assist in the oversight and monitoring subject to the continued agreement of the County Manager and City Manager. The oversight and monitoring shall include reviewing financial, personnel, data reports, and other requested information, to be delivered by OSF on a schedule as set forth in this Agreement. The oversight and monitoring shall not include the authority to supervise or control OSF's officers, agents, and employees. Its purpose shall be solely to ensure the effective use of public resources. As such, COUNTY is the only intended beneficiary of COUNTY's oversight and monitoring.

2. COUNTY representatives will attend a quarterly meeting, as arranged by the Parties, to provide the oversight and monitoring described herein.

3. COUNTY will assist in building relationships between OSF and other members of the Program with county agencies, to further the work of the Program;

4. COUNTY will assist in promoting the public health message of the Program and will assist and participate in public forums regarding the Program.

5. COUNTY will contract with the Public Health Institute of Metropolitan Chicago on behalf of Cure Violence Global for the provision of training and technical assistance ("TTA") to the Parties in connection with the Program ("the TTA Contract") and will contribute up to \$50,000.00 annually (though a lesser amount is expected after the first year) towards the services to be provided under the TTA Contract, subject to the terms of the TTA Contract.

ARTICLE IV Duties of City of Greensboro

1. CITY's primary role shall be as a funder, as described above. In addition to its financial duties as set forth above, however, CITY, through its City Manager or his/her designee, will provide oversight and monitoring of OSF's performance of this Agreement and of the progress

of the Guilford County Cure Violence Initiative towards meeting its goals ("the oversight and monitoring"). The County Manager and City Manager may agree on additional persons to assist in the oversight and monitoring. Any such additional person(s) may assist in the oversight and monitoring subject to the continued agreement of the County Manager and City Manager. The oversight and monitoring shall include reviewing financial, personnel, data reports, and other requested information, to be delivered by OSF on a schedule as set forth in this Agreement. The oversight and monitoring shall not include the authority to supervise or control OSF's officers, agents and employees. Its purpose shall be solely to ensure the effective use of public resources. As such, the CITY is the only intended beneficiary of CITY's oversight and monitoring.

2. CITY will provide data regarding shootings and homicides occurring in the Smith Homes neighborhood and the Martin Luther King, Jr. St. corridor on a schedule as agreed by OSF and the Greensboro Police Department.

3. CITY representatives will attend a quarterly meeting, as arranged by the Parties, to provide the oversight and monitoring described herein.

4. CITY will assist in building relationships between OSF and other members of the Program with city agencies, to further the work of the Program;

5. CITY will assist in promoting the public health message of the Program and will assist and participate in public forums regarding the Program.

6. CITY will contract with the Public Health Institute of Metropolitan Chicago on behalf of Cure Violence Global for the provision of training and technical assistance ("TTA") to the Parties in connection with the Program ("the TTA Contract") and will contribute up to \$50,000.00 annually (though a lesser amount is expected after the first year) towards the services to be provided under the TTA Contract, subject to the terms of the TTA Contract.

ARTICLE V

Duties of One Step Further

1. OSF will carry out the Program as fully set forth in the Scope of Services Agreement, a copy of which is attached as Exhibit A and incorporated into this Agreement. All services to be provided by OSF under this Agreement shall be provided during the term of this Agreement and in a timely and expeditious manner. Time is of the essence with respect to all provisions of this Agreement that specify a time for performance. The sites for the Program are the Smith Homes neighborhood and the Martin Luther King, Jr. St. corridor.

2. Notwithstanding anything else in this Agreement or in the Scope of Work, OSF agrees to fully cooperate with Funders in their monitoring process and to timely and expeditiously provide all documentation and/or information requested at any time by either Funder during and

after the term of this Agreement for the purpose of monitoring the services provided or to be provided by OSF under this Agreement.

3. OSF will coordinate, schedule and attend quarterly meetings with the Funders to provide information regarding the work of the Program.

4. OSF will assist in communication and coordination between the Funders and the staff of the Program as may be requested by either Funder for purposes of the oversight and monitoring.

5. OSF agrees that TTA will be provided by the Public Health Institute of Metropolitan Chicago on behalf of Cure Violence Global pursuant to a TTA Contract procured by Funders. OSF agrees that Funders are not responsible for the content or performance of the TTA. OSF has informed itself as to the suitability and sufficiency of the terms of the TTA Contract and finds them suitable and sufficient. Other than Funders' abiding by the terms of the TTA Contract, OSF agrees that Funders have no responsibility for any training or technical assistance needed by OSF to carry out the Program.

6. OSF, and not Funders, will employ, supervise and control all persons carrying out the Program.

ARTICLE VI Miscellaneous Provisions

1. **TERM.** The Term of this Agreement is from July 1, 2019 to June 30, 2020. The Term will automatically renew for an additional year, from July 1, 2020 to June 30, 2021, on the same terms and annual budget (with all dates adjusted accordingly), unless either Funder or OSF gives notice of non-renewal at least 120 days prior to the expiration of the initial Term.

2. **COST/PAYMENT.** CITY and COUNTY agree to each be responsible for one-half (1/2) of the actual costs of OSF's services and any related materials provided under this Agreement, up to an annual maximum of \$199,827.00 each. (As used herein, "actual costs" shall include, in addition to the reimbursable expenses incurred, an additional 10% for indirect/administrative costs). Subject to those limits, Funders will make payments to OSF in two installments. The first installment shall consist of \$99,913.50 from each Funder (for a total of \$199,827, which is one-half of the annual budget amount), payable on or before July 15, 2019. The second installment shall consist of \$99,913.50 from each Funder (for a total of \$199,827, which is one-half of the annual budget amount), contingent on OSF submitting satisfactory documentation of the first 6-month period's expenses, payable within 14 days of Funder's receipt of such satisfactory documentation (which is expected to occur in January 2020). OSF will submit to Funders a Third Quarter Accounting for the period July 1, 2019 to February 29, 2020 by March 31, 2020 and a Full

Year Accounting by July 31, 2020. OSF shall fully adhere to the Budget attached to the Scope of Services as Attachment 1 ("Budget") except that transfers of budgeted funds between budget line items (but not overall budget increases) may be made as follows: a) Transfers of less than \$1,000.00 may be made upon approval of OSF's Board of Directors; and b) Transfers of \$1,000.00 or more may only be made with the written approval of both Funders through their respective Managers. OSF shall promptly provide each Funder with documentation of any budget transfers. OSF shall submit Quickbooks Support Documentation/GCCGC General Ledger and a monthly Expenditure Report (in the form attached to the Scope of Services as Attachment 3) to each Funder on a monthly basis, within 10 days after the end of the month. Additional program financial records/back-up for expenses will be promptly provided on request of either Funder. Funds paid to OSF hereunder but not spent or not spent in accordance with the Budget and the terms of this Agreement will be refunded in equal payments to Funders within 14 days of approval of the Full Year Accounting by Funders or upon demand of either Funder, whichever comes first. OSF will promptly provide Funders with an independent, certified audit of the GCCGC Program conducted by Bernard Robinson & Co., LLC for FY 2019-20 (and for any subsequent years under this Agreement).

The annual maximum financial exposure to the City of Greensboro under this Contract will not exceed \$199,827.00. Payment will be made only from budgeted funds in accordance with N.C. Gen. Stat. §159.

The annual maximum financial exposure to Guilford County under this Contract will not exceed \$199,827. Payment will be made only from budgeted funds in accordance with N.C. Gen. Stat. §159.

3. APPROPRIATION. CITY'S obligations pursuant to this Agreement are subject to annual appropriation of funds by the Greensboro City Council or other funding source, pursuant to N.C.G.S. 160A-17. Similarly, COUNTY'S obligations pursuant to this Agreement are subject to annual appropriation of funds by the Guilford County Board of County Commissioners or other funding source, pursuant to N.C.G.S. §153A-13.

4. TERMINATION. OSF may terminate this Agreement upon one hundred twenty (120) days notice to CITY and to COUNTY. CITY and COUNTY may mutually terminate this Agreement upon one hundred twenty (120) days notice to OSF. Subject to the paragraphs above titled COST/PAYMENT and APPROPRIATION, in the event of termination, within 30 days OSF shall provide an accounting of all program funds received and expenses incurred through the date of the termination. Any funds paid to OSF hereunder but not spent or not spent in accordance with the Budget (pro-rated through the date of termination) and the terms of this Agreement will be refunded to Funders in equal payments within 30 days of termination.

5. CONTRACT ADDENDUM OR REVISIONS. The terms of this Agreement may only be modified or revised with a written Contract Addendum or Contract Revision document executed by the Parties.

6. **NOTICES.** All notices pursuant to this Agreement shall be in writing and delivered personally or mailed by certified mail, registered mail, postage prepaid, with return receipt requested, at the addresses appearing below, but each Party may change such address by written notice in accordance with this paragraph. Notices delivered personally will be deemed communicated as of actual receipt. Mailed notices will be deemed communicated as of three (3) days after mailing, addressed as follows:

Marty K. Lawing Guilford
County Manager
GUILFORD COUNTY
P.O. Box 3427 (zip code 27402)
301 West Market Street
Greensboro, NC 27401

David Parrish
Greensboro City Manager
CITY OF GREENSBORO
P.O. Box 3136
300 West Washington Street
Greensboro, NC 27402

Andrena Coleman
OSF Board of Directors
One Step Further, Inc.
623 Eugene Ct.
Greensboro, NC 27401

7. **INDEPENDENT CONTRACTORS/INDEMNIFICATION/JOINT DEFENSE.** The Parties shall operate as independent contractors for all purposes and no Party shall be responsible for any of the acts or omissions of another Party hereto. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee or principal and agent between any of the Parties.

To the extent permitted by law, each Party agrees to be responsible to the other Parties for its own acts or omissions and any and all claims, liabilities, injuries, suits, demands, expenses of all kinds, and costs of defense (including but not limited to attorney's fees) which may result from or arise out of any actual or alleged malfeasance or neglect caused or alleged to have been caused by that Party, its employees, subcontractors, or representatives in or related to its performance under this Agreement.

In the event that a claim is made or anticipated against more than one Party to this Agreement, the

Parties intend that the affected Parties will cooperate, under the guidance of their respective counsel, in the defense of any such claim(s), and may share information and documents and communicate in connection with such defense without waiving applicable privileges and protections, under the joint interest doctrine. However, each Party shall have the right to take any and all actions it believes necessary to protect its interests, including, without limitation, the right to enforce the obligations of this Agreement against any other Party and the right to recover damages caused by any other Party arising out of the performance or non-performance of this Agreement.

This Section 7 shall survive the termination of this Agreement.

8. INSURANCE. During all times relevant to this Agreement, OSF shall maintain general liability insurance with minimum limits of \$2 million per claim and \$4 million aggregate, and shall provide CITY and COUNTY with evidence of such insurance prior to the provision of services and/or materials hereunder.

9. NO THIRD-PARTY BENEFICIARIES. The Parties acknowledge and agree that the only obligations created by this Agreement are the obligations that it creates between the Parties and that there are no other intended beneficiaries of this Agreement. With respect to third parties, no rights are created by this Agreement and no immunities are waived.

10. FEDERAL FUNDING – UNIFORM GUIDANCE. The Parties agree that when utilizing federal funding in the performance of this Agreement, the Parties shall comply with all applicable provisions of 2 C.F.R. §200.326 and 2 C.F.R. Part 200, Appendix II, (Uniform Guidance), including, but not limited to: The Equal Employment Opportunity Clause (41 C.F.R. Part 60); Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland “Anti-Kickback” Act (40 U.S.C. §3145); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549 and 12689); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352); Procurement of Recovered Materials (2 C.F.R. §200-322); and Record Retention Requirements (2 C.F.R. §200-324).

11. SEVERABILITY. If any provision of this Agreement is held unenforceable, then such provision will be modified to reflect the Parties’ intention. All remaining provisions of this Agreement shall remain in full force and effect.

12. JURISDICTION. The Parties declare that they have complied with all federal, state, and local laws that may be required to carry out the services to be performed under this Agreement. The Parties agree that this Agreement is subject to the jurisdiction and laws of the State of North Carolina, including N.C.G.S. §143-129(j) regarding E-Verify, except that provisions regarding conflicts of laws shall not apply. Any controversies arising out of this Agreement shall be governed by and construed in accordance with the laws of the State of North Carolina.

13. RATIFICATION BY RESOLUTION. If not ratified prior to execution by the governing boards of CITY and COUNTY, the Agreement shall be ratified by the appropriate governing board(s) at the next regularly scheduled meetings of the appropriate governing boards following execution of the Agreement, and shall not be binding until ratified by both governing boards. The signatory for OSF executing this Agreement below represents that he/she has binding authority to execute this Agreement on behalf of OSF and that all conditions required for OSF to enter into this Agreement have been met.

14. HEADINGS/TITLES/WORDING. Inclusion of titles of paragraphs or section headings, capitalization of certain words or phrases and/or bold face typestyle of certain words or phrases in this Contract are for convenience purposes only and shall not be used to interpret or construe the provisions of this Agreement. The terms "Contract" and "Agreement" have the same meaning and may be used interchangeably throughout this document. The terms "Attachment" and "Exhibit" have the same meaning and may be used interchangeably throughout this document.

15. ENTIRE AGREEMENT. This Agreement, including the Exhibits and/or Attachments, sets forth the entire Agreement between the Parties. All prior conversations or writings between the Parties hereto or their representatives are merged within and extinguished. This Agreement shall not be modified except by a writing subscribed to by all the Parties.

16. PRIORITY. Should there be a discrepancy between any of the provisions of this document and any of the provisions of the exhibits that it incorporates, the following order of priority shall apply: This provisions of this document (exclusive of any exhibits) shall prevail and control over the provisions of either of its exhibits and the provisions of Exhibit B (Budget) shall prevail and control over the provisions of Exhibit A (Scope of Work).

(This space is intentionally left blank.

This Agreement continues with signatures on the following page.)

IN WITNESS WHEREOF, the CITY, COUNTY, and OSF have set their hands and seals as of the day and year first above written.

GUILFORD COUNTY

ATTEST:

Marty K. Lawing
Guilford County Manager

Date

Robin B. Keller
Guilford County Clerk to Board

Date

(COUNTY SEAL)

This instrument has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

Finance Officer

Date

Recommended by:

GREENSBORO _____ DEPARTMENT

Date
Printed Name: _____

Title: _____

This instrument has been preaudited in the manner
required by the Local Government Budget and Fiscal
Control Act.

Deputy Greensboro City Finance Officer
Printed Name: _____
Date: _____

Approved as to Form:

Greensboro City Attorney Date
Printed Name: _____

CITY OF GREENSBORO

ATTEST:

David Parrish Date
Greensboro City Manager

Angela Lord Date
Greensboro City Clerk
(CITY SEAL)

ONE STEP FURTHER, INC.

_____	(name)	_____	Date
_____	(title)		

DRAFT

DRAFT

SCOPE OF SERVICES AGREEMENT
AGENCY: ONE STEP FURTHER
PROGRAM: GATE CITY COALITION OF GUILFORD COUNTY

One Step Further, Inc. (OSF), hereinafter referred to as PROVIDER, will organize, implement, and carry out a program designed to utilize the CURE VIOLENCE health model developed by the University of Chicago to address the acts of violence in Guilford County, North Carolina. The name of the said program will be the Gate City Coalition of Guilford County (GCCGC), hereinafter referred to as PROGRAM.

GCCGC will adhere to the CV approach that violence is a learned behavior that can be prevented using disease control methods. GCCGC will follow the three-prong approach to violence prevention: (1) Detecting and interrupting the transmission of the disease; (2) Treating those at highest risk; and (3) Mobilizing the community to change norms.

The purpose of this Scope of Services document is to provide the structure in which OSF will implement and operate the GCCGC as well as provide direct administrative, financial, and program oversight, monitoring, and data compilation. OSF will model GCCGC service delivery in accordance with similar nationwide CURE VIOLENCE initiatives which insure that the program is adhering with fidelity to core components of the National CURE VIOLENCE Initiative. Specifically, One Step Further, Inc. will carry out all activities related to program operations, personnel securement, financial transactions, program operating expenses, capital outlay and equipment purchases, payroll, and human resource functions.

SECTION I. TARGET AREAS AND POPULATIONS

A. Target Areas:

1. The two target sites are the Smith Homes Neighborhood;
2. The Martin Luther King, Jr. Street Corridor defined as Douglas Street, Bragg Street, Benjamin Benson, Julian Street.

B. The target populations are individuals at high risk of involvement in shootings and killings. In order to be served by the program, prospective clients must meet a minimum of four (4) of the following:

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.

SECTION II. GCCGC PROGRAM OBJECTIVES

OSF will operate the GCCGC to provide the following components:

A. **COMMUNITY MOBILIZATION:** GCCGC is responsible for the coordination of community mobilization to change norms within the neighborhood. This is done through planning and participating in community activities and public education efforts, assisting with coalition building, and leading and participating in activities to engage the community in this intervention. GCCGC should communicate the initiative's role in violence reduction and inform partners of the concrete needs and opportunities for active involvement. GCCGC staff shall perform the following:

- Inform partners of ways to become involved in the initiative, which may include: providing in-kind services, access to programming, attending and advertising monthly events and shootings responses, etc.
- Build rapport and foster relationships with existing community partners.
- Identify and build relationships with staff of agencies that provide employment and educational assistance and other services needed by GCCGC clients and maintain regular contact with these primary agencies to which clients will be referred through either individual or group meetings.
- Convene or attend an established monthly coalition meeting of representatives from law enforcement, community associations, other community-based organizations and residents. The Coalition/Safety team shall support the initiative by attending responses to shootings, events, and spreading the GCCGC message.
- Continuously work to broaden and strengthen community relationships, with special efforts to reach out to key community agencies, including faith community leaders, who are not involved with GCCGC and establish relationships with them.
- Take a lead role in organizing responses to all shootings and killings that occur in the targeted GCCGC post within 72 hours of receipt of notice of the shooting or killing. GCCGC staff will notify OSF Executive Staff of all shootings/homicides within 24 hours of the incident report.
- Take a lead role in organizing a minimum of bi-monthly anti-violence community activities of at least 75 attendees that bring residents together and discourages the acceptance of violence as a normal part of life. Notify OSF Executive Staff of all scheduled events no later than 30 business days prior to the event.
- Recruit and train residents and others as potential Volunteer Community Advocates who work in the community to be part of GCCGC as evidenced by a roster of individuals who will participate in responses to shootings or killings or activities or otherwise support GCCGC.
- Assist victims of violent crime regarding the physical and psychological trauma related to the violence and offer connections to community support mechanisms and available services. Additional services offered will include individual and group crisis intervention and on-scene response assistance, including aiding the victim and family members of avoiding retaliation which continues the disease of violence.

All Volunteer Community Advocates must:

- complete a GCCGC Volunteer Application;
- provide 3 personal/professional references;
- show proof of medical insurance and vehicle insurance (if providing transportation); and,
- submit to a criminal background screening.

B. PUBLIC EDUCATION

Promote the GCCGC message of “No Shooting” to those most likely to be involved in a shooting, and other members of the community as well as the public at large. Message promotion can include:

- Distribution of public education materials at neighborhood events, shooting responses or other community or client appropriate activities
- Maintain the visibility of the GCCGC by displaying public education items within the community at all times

C. RELATIONSHIP WITH LAW ENFORCEMENT

Successful implementation of the GCCGC model requires that providers develop and implement a collaborative, mutually beneficial strategy for obtaining information about shootings as soon as possible after their occurrences from the local police district. In addition, there should be continuous efforts to engage with law enforcement that fosters the sharing of the agreed upon information in a timely manner.

- OSF Executive Staff, GCCGC Site Director and the Greensboro Police Department will work to develop and implement a strategy for engagement with law enforcement. This strategy will incorporate the need for GCCGC to receive pertinent data related to shootings and homicides occurring in the assigned police post and identifying the mechanism by and timeframe within which data will be related (i.e. email, fax, telephone).

D. OUTREACH

Outreach involves the use of OSF/GCCGC staff trained in the Cure Violence model to mediate and intervene with conflicts and provide other support to individuals who, because of their backgrounds and present situations, are involved in or likely to become involved in shootings.

- Staffing for the GCCGC site should consist of:
 - One (1) FTE Site Director,
 - One (1) FTE Outreach Supervisor,
 - Two (2) FTE Outreach Workers
 - Three (3) FTE Violence Interrupters
- The Outreach Supervisor, Outreach Workers and Violence Interrupters are employed during the hours when shootings are most likely to occur. Typically, these hours are during the daytime and early evening hours on Tuesday - Thursday 2:00 PM to 10:00 PM, and Friday and Saturday 6:00PM to 2:00AM. Hours outside of those specified require the GCCGC Site

Director to document the need and request approval from OSF Executive Staff. An Outreach Worker is expected to build a caseload of 15 to 20 clients by the worker's fourth month on the job and maintain a minimum of 15 high-risk clients thereafter. Eligibility of program participants and contact with them shall be documented in participant program files.

- Outreach staff is expected to complete at least four (4) face to face contacts per month with each client for a minimum of eighty (80) hours per month. Additionally, staff must be visible in the selected post taking in the pulse of the community, creating opportunities for informal contact with those at risk of involvement in shootings and killings, and becoming familiar with community members.
- All payroll positions are salary positions. Overtime or compensatory time is not permitted. Hours worked must be documented on an OSF timesheet that is signed by the worker and his/her supervisor and submitted to OSF Executive Staff on a biweekly basis. Timesheets will be audited and approved by OSF Executive Staff prior to disbursement of payroll checks.

E. FAITH BASED INVOLVEMENT

Community cohesiveness and involvement are crucial factors associated with the reduction of violent acts in the targeted community. OSF/GCCGC staff will strive to develop working relationships with faith-based organizations and utilize assistance offered to benefit GCCGC program objectives.

POLICIES AND PROCEDURES:

A. PERSONNEL SELECTION

OSF is responsible for ensuring GCCGC is in compliance with all personnel requirements identified below for staff funded in whole or in part for the GCCGC program.

Unless modified by agreement of the parties, Applicant interviews will be conducted by OSF and a COMMUNITY PANEL including but not limited to a representative of Guilford County, a representative of City of Greensboro, and at least one other individual who lives or works in the community. Inclusion of other community representatives is encouraged. Selection and hiring decision shall be made by OSF.

The GCCGC Site Director shall be selected from a pool of candidates identified as a result of the position being announced in appropriate forums or newspapers

GCCGC Outreach/Interrupter Staff shall be selected from a pool of candidates that may include community residents, others with a demonstrated ability to relate to the target population, and ex-offenders (except those convicted of domestic violence, child abuse or a crime of a sexual nature. OSF will not hire individuals who are currently on probation or who have been off of probation for less than six months. OSF will also not hire individuals where less than one year has elapsed since the applicant was released from incarceration or completed probation (whichever has last occurred) for a conviction of a violent crime, as defined in §14-101(a) of the North Carolina General Statutes.

Candidates who are deemed qualified for employment but are not offered a position will be considered eligible for hiring for up to four months following the date of their interview. Hiring or reinstatement of any personnel shall be contingent upon these individuals successfully passing a criminal background check and drug screening.

All potential hires must adhere to the OSF Personnel Policy and OSF-approved ex-offender hiring policy.

- All personnel hired pursuant to this Agreement shall meet the requirements detailed in the job descriptions included in Attachment A. OSF agrees to maintain records documenting compliance with all aspects of this hiring process. All staff hired as full time workers will be offered the following fringe benefits:
 - Health/Dental Insurance (Staff pay up to \$100/month through payroll deduction)
 - Life Insurance
 - Vacation/Sick Leave
 - 403-b Retirement (Voluntary participation; retirement contributions made through payroll deduction; contributions not matched by OSF)
- Criminal background checks must be completed for each individual to be hired, including those who admit to having been convicted of misdemeanors/felonies and/or having been previously incarcerated.
- New hires must be drug tested to assure they are drug-free and agree to periodic drug testing.

B. PROFESSIONAL DEVELOPMENT

OSF is required to advise all GCCGC staff members of available benefits offered through employment and/or insurance (i.e. 403-b program availability, health/dental/life insurance, vacation/sick leave, etc.). Additionally OSF should inform staff of all support services available through partnering agencies and organizations.

All staff members of GCCGC who do not currently possess a high school diploma or general equivalency diploma (GED) must enroll in an educational program or sign up to take the GED within ninety (90) days of employment. Staff members must provide supporting documentation of enrollment or test date. Staff enrolled in an educational program must attend until successful completion of a GED or high school diploma. Attendance must be verified by the educational entity, and the GCCGC Site Director must provide this verification and attendance documentation to OSF on a monthly basis.

OSF is responsible for the following and must provide documentation of the same to GCCGC staff:

- Ensure all staff members are aware of available support services.
- Identify staff in need of additional educational assistance due to lack of a high school diploma or GED.
- Ensure these identified individuals enroll and attend educational programming until successful completion and receipt of a high school diploma or GED.

- Insure outreach candidates complete the basic outreach worker training delivered by OSF/CureViolence within 30 days of their employment with OSF.
- All senior staff candidates (Site Director and Outreach Worker Supervisor) must complete management training within 45 days of their employment in addition to completing basic Outreach Worker training.
- Workers who were previously employed by OSF as an outreach worker, outreach supervisor or site director and are re-hired after a lapse of no more than 60 days need only attend a booster session.
- GCCGC Senior Staff must insure participation of staff in all trainings, problem-solving and information sharing sessions, and other meetings required by GCCVGC and provide documentation of the training completed to OSF. Notice of these meetings will be forwarded by GCCGC Senior Staff to OSF Executive Staff in advance of the meetings.

C. PERSONNEL MONITORING

- OSF shall provide notification to GCCGC staff in writing of vacancies, suspensions or terminations of staff paid by this Agreement within 48 hours of any employee's change in status.
- OSF must conduct monthly national criminal record checks during the employee's length of employment to ensure that they have not been arrested and/or convicted of any new law charges. All arrests and convictions must be reported to OSF within two (2) business days. Any worker arrested and charged with a felony crime of violence or serious misdemeanor must at minimum, be suspended without pay pending the disposition of the offense. Any employee convicted of a felony or misdemeanor must be immediately terminated.
- OSF will perform random drug testing for all GCCGC staff and ensures that all staff members are randomly tested at a minimum of 6 times per annual contract period.
- Results of criminal background checks and drug tests must be retained by OSF in a secure location.
- OSF must submit their GCCGC Arrest/Conviction and Substance Abuse policies to GCCGC staff members upon employment.

D. EQUIPMENT

OSF will provide the individuals hired pursuant to this Agreement with the equipment, supplies, and facilities needed to fulfill their duties

SECTION IV: FISCAL

BUDGET

OSF agrees to perform the activities specified in this Agreement for GCCGC costs detailed in Attachment B of this contract.

- OSF must create a Budget and Budget Narrative that provides the reasonable allocations to each budget line and must submit the budget to the City of Greensboro and Guilford County for initial and final approval.
- Match funding is not required for the funding period July 1, 2019-June 30, 2020.
- OSF will hold quarterly meetings with GCCGC staff to determine if budget modifications are necessary.
- In accordance with the OSF/GCCGC Operating Budget, all program expenses required for program operations (i.e. Personnel, Supplies, Obligated Services, Fixed/Other Charges, Capital Outlay) must have prior-approval of OSF Executive Staff.

GCCGC PROGRAM SERVICES REIMBURSEMENT

OSF is delegated to receive and expend funding for the GCCGC Program. The GCCGC Program will adhere to the OSF Fiscal Policy and Procedures Manual with regards to Supplies Requisitions, Travel/Training Reimbursements, Personnel Functions, Operational Expenses, Equipment/Furniture Requests and any other functions related to the financial administration of the program.

OSF agrees:

A. Expenditure Reports

To submit Monthly YTD Expenditure Reports and Supporting Quickbooks Documentation to the City of Greensboro and Guilford County (See Attachment C).

To submit a Third Quarter Accounting for the Period July 1, 2019-February 29, 2020.

To submit a Final Accounting for the Period July 1, 2019-June 30, 2020.

To submit an Independent Certified Audit of FY2019-20 GCCGC Program Activity conducted Bernard Robinson & Co., LLC.

B. Books and Records:

To establish and maintain financial records and source documentation (i.e. bills, invoices, receipts, payroll registers, timesheets etc.) in accordance with generally accepted accounting principles and practices, and to retain such records for a minimum of four (4) years from the date of final payment under this Agreement, or until all pending audits are completed, whichever is later. All books and records shall be made available for audit or evaluation upon request during regular business hours of OSF.

SECTION V: GCCGC PROGRAM DOCUMENTATION AND REPORTING REQUIREMENTS

GCCGC Staff is responsible for maintaining and making available to OSF all records to document program activity including but not limited to:

- Participant Case Files
- Shooting/Homicide details
- Conflict Mediations
- Referrals

EXHIBIT A

- GCCGC Staff will maintain the records required by OSF to document activity completed by personnel to complete the work described in this Agreement and achieve the results described in Section 1 of this Agreement
- GCCGC Staff will utilize a Cure Violence-developed database system to collect and analyze program components of the GCCGC based on 15 years of developing documentation tools and techniques for outreach work to prevent violence. The system is web-based and password protected. It collects data related to all programmatic activities, including outreach participants, case management, community activities, violent incidents, community mobilization, public education, and conflict mediations. All staff are trained on using the database system for tracking and analysis to monitor and strengthen their program.
- Monthly Performance Reports are to be submitted by GCCGC to OSF by the 10th day of each month. If the 10th falls on a weekend or holiday, reports will be submitted on the next business day. All documentation must be stored in a locked file cabinet and be made available for review by OSF.

Monthly Program Activity Reports measure community coalition development, outreach activity, public education, victim advocacy measures, and community responses to shootings.

GCCGC monthly performance reports must contain at a minimum the following:

- A brief (one to two page) narrative describing activities undertaken for the month and plans for the next month
- Number of community activities
- Number of public education materials distributed
- Number of responses to shootings/homicides
- Number of meetings of Community Coalition
- Number of new participants recruited;
- Demographics of new participants recruited;
- Number of participants closed (both successful and unsuccessful)
- Number of participant contacts made
- Number of referrals made, by type (employment, education, etc.)
- Copies of completed Conflict Mediation Forms
- Copies of completed Shooting Incident Review Forms

Qualitative information may be requested to supplement this quantitative data.

- In the event of the termination of this Agreement and with no renewal of the Agreement expected to be negotiated within 30 days of the contract's end date, all records created and maintained in conformance with the terms of this Agreement shall become the property of OSF.
- OSF will submit Quarterly Performance Reports to Funders (See Attachment D)

SECTION VI: PROPERTY

Equipment procured pursuant to this subcontract is to be used to implement the GCCGC program in the community served by GCCGC. All items purchased remain the property of OSF. OSF shall maintain an inventory record of items purchased, the purchase price and location of said items.

SECTION VII: OVERSIGHT

Compliance with all requirements is considered essential to the successful implementation of GCCGC. Therefore, OSF must:

- Maintain appropriate supervision and overall management of the project;
- Ensure that GCCGC program staff are adhering to all program and agency operational conditions set forth in this Agreement;
- Have knowledge of site operations, progress towards outcomes and areas in need of improvement; and,
- Creation and implement corrective action plans, if required.

OSF will meet regularly with site staff on a monthly basis to discuss progress towards outcomes and address any site identified issues/needs. OSF will receive a Site Review Chart on a monthly basis. This chart utilizes a point system to monitor site progress toward outcome measures detailed in Section 1. Measures are weighted relative to their importance towards accomplishing the goals of the program. In any given month, if a site falls below 50% in the Outreach or Community Mobilization categories, does not meet the minimum number of conflict mediations, or falls below 70% for their total score in all areas, OSF will implement a Corrective Action Plan. Failure to successfully implement the Corrective Action Plan and improve deficiencies may result in written notice from OSF, that GCCGC must immediately cease to use the program logo on any and all publications, promotional materials, articles of clothing and other surfaces and to cease reference to their work as implementing any or all parts of the Cure Violence/GCCGC model. OSF is responsible for reviewing the Chart with site senior staff and must then sign and retain a copy of the document. GCCGC staff members attending the weekly GCCGC Senior Staff Strategy meetings may submit the signed document at the time of the meeting.

SECTION VIII: 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. The

OSF GCCGC Program 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 conduct and participate in media trainings and refreshers for GCCGC staff. GCCGC Staff is responsible for speaking to media on behalf of the work of the GCCGC site; however, staff must receive approval from OSF Executive Staff prior to any media presentation.

OSF shall:

- Have all GCCGC site staff who will participate in media interviews successfully complete a media training provided by _____.
- Agree that only GCCGC staff that has successfully completed the media training will be eligible for interviews with media representatives.
- Agrees to notify OSF of all media coverage within three (3) days of initial contact with a media outlet requesting a presentation.

SECTION IX: RELATIONSHIP WITH FUNDER

The GCCGC Program is an OSF program initiative designed to complete community specific short (and intermediate) term objectives for identified post(s). These goals include anticipated reductions in shootings and killings in identified posts, planning and implementing responses to shootings and killings in designated GCCGC posts, and participation in regularly scheduled meetings of site directors, coordinators, victim advocates, and outreach supervisors. These meetings will provide a forum for training, problem-solving, and reporting the progress toward community goals.

OSF agrees to provide the following to facilitate implementation of GCCGC:

- Technical assistance, both on and off-site, to facilitate the successful implementation of GCCGC. This includes:
 - Assisting the staff of GCCGC to implement and sustain the initiative according to the model; AND
 - Providing onsite assistance for community events and responses to shootings.
- Training for coordinators, outreach supervisors and outreach workers on topics related to the successful implementation of GCCGC.
- 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 GCCGC.
- Documentation information and data about the impact of GCCGC in partner communities and any research that supports the work of GCCGC and its partners are engaged in.
- Publicize the work of the project and its partners.
- Monitoring of its work and that of partners to ensure the professional management of all aspects of GCCGC. This includes:
 - Monthly review of client and other program files.
 - OSF staff will visit each site at least monthly and possibly as frequently as weekly or daily, to verify compliance with Agreement and to help the site to remain “on model”.

- Site visits are expected to be more frequent in the implementation phase of the project.
- Site visits may include “walk-alongs” with outreach workers
- OSF will collect and review performance data on a monthly basis. This data will be used to plan GCCGC activities and strategies and to address any problems quickly and effectively.
- Fiscal/Administrative/Operational Support to provide GCCGC staff with guidance, supervision, oversight, and program compliance assistance in all facets of program operations..
- OSF will provide updates and reports as set forth in the Memorandum of Agreement between Guilford County, City of Greensboro and OSF and as set forth in the Scope of Services Agreement.

SECTION X. GCCGC PROGRAM EVALUATIONS

A formal evaluation of the GCCGC will be conducted by an Evaluation Entity TBA. The entity to conduct the evaluation will be determined by July 1, 2019 or as soon as thereafter practicable. The contract for the evaluation must be approved by the Funders, and the entity retained must be independent from City, County and OSF.

During FY2019-20, the Evaluation Entity TBA will:

Define Purpose

Step 1: Decide the Evaluation Objectives

Step 2: Determine the Resources Available

Step 3: Determine the Timeline for Completing the Evaluation

Define Program Logic

Step 4: Construct or Confirm a Program Logic Model

Determine Questions and Methods

Step 5: Specify the Questions the Evaluation Must Answer

Step 6: Develop a Research Design

6a: Determine the Type(s) of Research Design Needed to Answer the Evaluation Questions

6b: Select Data to Be Collected and Develop a Data Collection Plan

6c: Select the Analytical Methods for Answering the Evaluation Questions

Step 7: Identify the Information that Will Go into the Evaluation Report

Step 8: Establish the Quality-Assurance Review Process

A 12-Month Program Assessment will be performed by the Evaluation Entity covering the period July 1, 2019 through June 30, 2020 and will be submitted to Funders by July 15, 2020.

During FY2020-21, the Evaluation Entity TBA will:

Monitor Implementation

Step 9: Develop an Evaluation Plan and Conduct the Evaluation Study

Step 10: Monitor the Evaluation Contractor During the Study

GCCGC Staff shall cooperate fully with OSF and the Evaluation Entity TBA who will design and conduct the evaluation, establish reporting and record keeping requirements, establish performance measures, design data collection tools, and other activities related to evaluation of the program.

Use the Results

Step 11: Determine Distribution of Final Report and Results and Distribute

Step 12: Make, or Monitor the Making of, Decisions about the Program Based on the Evaluation Results

Step 13: Establish/Update Program Records for Use in Future Evaluations

GCCGC Staff shall cooperate fully with OSF and the evaluation entity TBA who will design and conduct the evaluation, establish reporting and record keeping requirements, establish performance measures, design data collection tools, and other activities related to evaluation of the program.

OSF will provide a yearly assessment of GCCGC to the Funders thirty days after the end of each fiscal year, beginning in July 2020.

In addition, OSF shall provide a quarterly assessment of the GCCGC to the Funders for the quarterly meetings as set forth in the Memorandum of Agreement.

SECTION XI: RELATIONSHIP TO COUNTY-WIDE AND OTHER ANTI-VIOLENCE INITIATIVES

GCCGC will participate in any County-Wide initiatives and other countywide anti-violence activities as required by Funders, to include Youth Violence Prevention Week.

- ATTACHMENT 1 BUDGET
- ATTACHMENT 2 JOB DESCRIPTIONS
- ATTACHMENT 3 REPORT FORMS
- ATTACHMENT 4 MONTHLY EXPEDITURES FORM

One Step Further, Inc.
Gate City Coalition of Guilford County (GCCGC)
FY2019-20 Proposed Operating Budget

Attachment 1

Salaries/Wages (See Below)	212708	
FICA Expense (212708 X .0765)	16272	
Health/Dental/Life Insurance (7 Staff X \$482/Month X 12 Months)	40488	
Workers Compensation Insurance	1500	
Unemployment/ESC Taxes	1400	
Professional Services:		
University-Conducted Evaluation Services	7500	
Audit/990 Preparation	4000	
Interpreter Services (150 Hours X 25.00/Hour)	3750	
Staff Drug/Alcohol Screenings (7 Staff X 6 Screenings/Year X \$49/Screening)	2058	
Participant Support Services (MH/SA, Counseling, Anger Mgmt., Life Skills)	7000	
Housekeeping/Cleaning Supplies	400	
Office Supplies	1200	
Staff Apparel	4000	
Staff Travel Expense (6300 miles X .37/mile)	2331	
Staff Training/Development	3500	
Telephone Expense (Mobile Service for 7 Staff)	5460	
Postage Expense	55	
Utilities Expense (300/Month X 12 Months)	3600	
Printing/Public Education Expense	5000	
Equipment Repairs/Maintenance	1200	
Community Events/Meetings	6500	
Participant Activities	4000	
Office Rental Expense (\$1000/Month X 12 Months)	12000	
Office Rental Insurance	2400	
Professional/Employee Practices Liability Insurance	5000	
Office Furniture	4000	
Office Equipment	6000	
TOTAL DIRECT COST	363322	
TOTAL INDIRECT COST	36332	
TOTAL PROGRAM COST	<u>399654</u>	

Salaries/Wages:

GCCGC Site Director (1 FTE; 40 Hours/Week; \$16.35/Hour)	34008
GCCGC Outreach Supervisor (1 FTE; 40 Hours/Week; \$15.00/Hour)	31200
GCCGC Outreach Worker (1 FTE; 40 Hours/Week; \$14.18/Hour)	29500
GCCGC Outreach Worker (1 FTE; 40 Hours/Week; \$14.18/Hour)	29500
GCCGC Violence Interrupter (1 FTE; 40 Hours/Week; \$14.18/Hour)	29500
GCCGC Violence Interrupter (1 FTE; 40 Hours/Week; \$14.18/Hour)	29500
GCCGC Violence Interrupter (1 FTE; 40 Hours/Week; \$14.18/Hour)	<u>29500</u>
	212708

GCCGC Site Director Job Description

Job Position/Title: GCCGC Site Director

Reports To: OSF Executive Staff

The Gate City Coalition of Guilford County (GCCGC) is an OSF program developed to utilize the Cure Violence strategic evidence-based public health approach to reduce and prevent shootings and killings in Greensboro with a high burden of homicide. The GCCGC Site Director is responsible for overall management of the GCCGC and GCCGC team, and facilitates implementation of the program with fidelity to the Cure Violence model. The Site Director is also responsible for building relationships with community based groups, residents, elected officials and law enforcement to educate community stakeholders about the GCCGC, to identify resources, collaboration efforts, and to assist community mobilization efforts around the issue of violence in order to help facilitate community norm change.

Responsibilities

Community Mobilization

- Using community organizing techniques (see *Community Organizing and Community Building for Health*, Meredith Minkler, 2005) as presented in the Cure Violence UIC training to mobilize the community to engage in activities that will help change the thinking and norms, so that shooting and killing is no longer an acceptable behavior and to create alternatives for those currently at highest risk for shooting someone or being shot.
- Recruit and manage an active volunteer base to: participate in shooting responses; canvass the neighborhood; participate in the planning and execution of community activities; and, help identify auxiliary resources and provide advocacy on behalf of the highest risk.
- Within the first two (2) months of GCCGC program implementation, works with Technical Assistant and Cure Violence UIC Evaluation department to develop a formalized Violence Prevention plan to reduce shootings and killings in their community. The Violence Prevention Plan shall include/adhere to the following:
 1. Includes the Game Plan as presented during Cure Violence UIC training: A block-by-block assessment of shooting and homicide data, hotspot areas, high-risk groups; participants, shooting and homicide goals, conflict mediations, etc.
 2. Utilizes the "framework for violence prevention" provided by Cure Violence UIC to prioritize strategies and identify outcomes;
 3. Produces a written violence prevention plan tailored to the specific needs of GCCGC communities that specifies short and long-term goals that are consistent with the goals of Cure Violence UIC; and,
 4. Facilitates implementation of the strategies identified in the plan with an emphasis on maximum engagement of community residents and existing community services.
- Plans and implements responses to shootings with community residents and other local partners within seventy-two (72 hours) of notification of a shooting

- Organizes and executes a minimum of 2-12 community activities during contract period (does not include Cure Violence Week); Organizes and executes a minimum of 2-3 community activities during Cure Violence Week
- Manages and tracks Cure Violence public education materials in the target area.

Resource Development

- Develops relationships with local service providers and program partners, including law enforcement, faith leaders, and community stakeholders, in order to identify and access resources for the highest risk.

Cure Violence Team Management

- Responsible for the adoption and continued implementation of Cure Violence Program Management best practices as taught in the required Cure Violence Program Management Training

Directly manage, and coordinate with outreach supervisor to provide and participate in:

1. Organizing hiring panels
2. Regular weekly (i.e., same day, same time) staff meetings
3. Regularly weekly supervision for Outreach Supervisor
4. Participation in strategic planning for day to day activities (to include attending briefings)

Additionally Cure Violence Site Directors must:

5. Participate in administrative/management meetings for GCCGC, and act as a communication liaison for the other staff members regarding the proceedings of these administrative meetings
6. Regular, timely completion of GCCGC documentation and reports

Program Monitoring

- Participates in evaluation activities of the community-based violence prevention program and organizes and participates in a review of program progress.
- Participates in regular meetings with Cure Violence UIC staff to:
 1. Review and assess progress to programmatic goals as stated in the Scope of Work
 2. Assess relevance and adequacy of the violence prevention plan as it is developed;
 3. Refocus the violence prevention plan as needed based on these meetings; and
 4. Determine other priority needs and goals.
- Attends monthly scheduled Community Partners meetings and contributes to the success of the meeting by submitting potential agenda topics, actively engaging in these meetings and interacting with representatives from other agencies that do similar work in Illinois.

Qualifications

- Excellent communication skills (written and verbal)
- Proven management experience
- Proven community organizing abilities
- Proven ability to document programmatic activities and assist others in doing so
- Experience and/or training in crisis intervention and staff supervision
- Valid driver's license, insurance, and good driving record

- No pending criminal cases or prior convictions for domestic violence or prior convictions for sexual assault or child abuse.

GCCGC Outreach Supervisor Job Description

Title: Outreach Supervisor

Reports to: GCCGC Site Director & OSF Executive Staff

The Cure Violence model stops the spread of violence in communities by using the methods and strategies associated with disease control – detecting and interrupting conflicts, identifying and treating the highest risk individuals, and changing social norms – resulting reductions in violence of 40% to 70%.

The Cure Violence Health Model is a data-driven, research-based, community-centric approach to violence prevention. Cure Violence maintains that violence is a learned behavior that can be prevented using disease control methods. The Cure Violence Health Model has three core components that work in conjunction to disrupt the transmission of violence. Each of these components is essential to reducing violence.

I. Detect and interrupt potentially violent conflicts

Use trained workers to detect conflicts within the community – interpersonal, group, and retaliations – and respond with specific methods to peacefully resolve the disputes.

II. Treat those at highest risk for involvement in violence

Use trained workers to identify individuals that are most likely be involved in violence and work intensively to change their behavior.

III. Group and community norm change

Use trained workers to challenge norms that encourage the use violence and replace them with new skills and new information to allow people to safely settle disputes and maintain respect without the use of violence.

Responsibilities include, but are not limited to:

- Plan the day-to-day and week-to-week activities with and for the outreach staff based on official data and team knowledge
- Plan and hold daily meetings (briefings, debriefings, and/or team meetings) to review current level of violence, including shootings and assess what additional interventions are needed
- Supervise staff of outreach workers and violence interrupters, including daily communication with each staff member
- Outreach to the community to build strong relationships with youth, residents, businesses, and community groups
- Coordinate interview panels to hire outreach and violence interrupter staff
- 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)
- Works closely with program manager, technical assistant, Cure Violence UIC evaluation department, outreach workers and violence interrupters to develop formalized Violence Prevention Plan
- Investigate 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
- Attend and participate in meetings with community outreach workers, prosecution, probation, and agencies providing opportunities, to discuss recent situations and coordinate efforts collectively to stop the killing

Conduct Weekly Supervisions with outreach workers and violence Interrupters as presented in the Cure Violence training

Overall coordination with the program manager of all staff reports including behavior change tracking forms and implementation checklist

Connect with additional resources from neighboring communities to get needed support, when necessary

Qualifications:

BS in a Human Services field (i.e., Sociology, Social Work, etc.) or H.S. diploma equivalent 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 driver's license, insurance, and good driving record

No pending criminal cases or prior convictions for domestic violence or prior convictions for sexual assault or child abuse.

GCCGC Outreach Worker Job Description

Title: Outreach Worker

Reports to: Outreach Supervisor

Cure Violence stops the spread of violence in communities by using the methods and strategies associated with disease control – detecting and interrupting conflicts, identifying and treating the highest risk individuals, and changing social norms – resulting reductions in violence of 40% to 70%.

The Cure Violence Health Model is a data-driven, research-based, community-centric approach to violence prevention. Cure Violence maintains that violence is a learned behavior that can be prevented using disease control methods. The Cure Violence Health Model has three core components that work in conjunction to disrupt the transmission of violence. Each of these components is essential to reducing violence.

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II. Treat those at highest risk for involvement in violence

Use trained workers to identify individuals that are most likely be involved in violence and work intensively to change their behavior.

III. Group and community norm change

Use trained workers to challenge norms that encourage the use violence and replace them with new skills and new information to allow people to safely settle disputes and maintain respect without the use of violence.

Outreach Worker Responsibilities:

- Build rapport with highest risk persons in the target area and the people who know them

- Let it be known that you and the team are working to stop shootings and that should be notified when shootings or other violence might happen so that you can help intervene

- Work to intervene in circumstances in which violence is likely, including possible retaliation

- Work to understand why violence happens and develop strategies to address the underlying factors

- Work to gain trust of the community and the highest risk persons so that they know why you are there – to help prevent shootings and violence, and to help high-risk persons in any way you can

- Work as a productive member of the team to ensure that violence is reduced

- Anticipate and be responsive to Outreach Supervisor's requests and the needs of team

- Identify those who are active in high-risk street organizations and engage in high-risk street activity and intervene in their lives through case management to aid in solving current problems and preventing future ones, help facilitate positive behavior change, and introduce positive alternatives to violence

- Recruit & maintain a minimum of 15 high-risk participants and work with individuals over time to reduce risk**

- Serve as a link and support for individuals through connections to community resources (job programs, GED, drug treatment, and mentoring)

- Participate, as necessary, in organizing responses to shootings and increasing visibility when shootings/killings take place (developing networks with other outreach program workers to coordinate an inclusive and strategic response)

- Gather information regarding 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 violence)

Work closely with management to develop all strategic plans (implementation, canvassing, etc.)

Provide new skills and new information to highest risk, and community at large, to change behaviors supportive of the use of violence

Document all efforts to reduce violence

Document all work with participants

Participate in all team responsibilities (Briefings, Debriefings, Team Meetings, Individual Supervision, etc.)

Other duties as assigned

Qualifications:

Experience working with highest risk

Excellent communication skills

Extensive knowledge of Target Area

Valid driver's license, insurance, and good driving record

No pending criminal cases or prior convictions for domestic violence or prior convictions for sexual assault or child abuse.

GCCGC Violence Interrupter Job Description

Title: Violence Interrupter

Reports To: Cure Violence Outreach Supervisor

Cure Violence stops the spread of violence in communities by using the methods and strategies associated with disease control – detecting and interrupting conflicts, identifying and treating the highest risk individuals, and changing social norms – resulting reductions in violence of 40% to 70%.

The Cure Violence Health Model is a data-driven, research-based, community-centric approach to violence prevention. Cure Violence maintains that violence is a learned behavior that can be prevented using disease control methods. The Cure Violence Health Model has three core components that work in conjunction to disrupt the transmission of violence. Each of these components is essential to reducing violence.

I. Detect and interrupt potentially violent conflicts

Use trained workers to detect conflicts within the community – interpersonal, group, and retaliations - and respond with specific methods to peacefully resolve the disputes.

II. Treat those at highest risk for involvement in violence

Use trained workers to identify individuals that are most likely be involved in violence and work intensively to change their behavior.

III. Group and community norm change

Use trained workers to challenge norms that encourage the use violence and replace them with new skills and new information to allow people to safely settle disputes and maintain respect without the use of violence.

Violence Interrupter Responsibilities:

- Let it be known that you and the team are working to stop shootings and that should be notified when shootings or other violence might happen so that you can help intervene
- Work to intervene in circumstances in which violence is likely, including possible retaliation
- Work to understand why violence happens and develop strategies to address the underlying factors
- Work to gain trust of the community and the highest risk persons so that they know why you are there – to help prevent shootings and violence, and to help high-risk persons in any way you can

Use knowledge, skills, and credibility to:

- Gain information on potential conflicts in communities
- Formulate action plans to help resolve conflicts
- Meet with high-risk individuals and groups on a daily basis to discuss issues
- Work to prevent initial acts of violence
- Assist in development of all strategic plans
- Use data and knowledge of team to identify, detect, and reduce risk for violence
- Help in the efforts to prevent all potential retaliatory shootings
- Develop relationships with influential individuals and groups in the community
- Provide new skills and new information to highest risk, and community at large, to change behaviors supportive of the use of violence
- Refer potential participants to outreach workers
- Distribute public education materials within the community
- Attend community responses and events
- Work as a productive member of the team to ensure that violence is reduced

Document all efforts to reduce violence
Participate in all team responsibilities (Briefings, Debriefings, Team Meetings, Individual Supervision, etc.)
Other duties as assigned

Qualifications:

- Experience working with high risk and gang members
- Excellent communication skills
- Extensive knowledge of the Target Area
- Valid driver's license, insurance, and good driving record
- No pending criminal cases or prior convictions for domestic violence or prior convictions for sexual assault or child abuse.



Attachment 3

GUILFORD COUNTY CBO PERFORMANCE REPORT

Agency One Step Further, Inc.-Gate City Coalition of Guilford County Date: _____

Allocation for FY 2019-20: \$ _____

Quarter/Date: _____

Submitted by GCCGC Site Director: _____

Contact phone # and email address: _____

All of the following questions must be answered, supplying numerical counts and specific details:

1. How has the agency used Guilford County funding during this reporting period?
2. Who is your target population?
3. How many unduplicated clients/citizens have you directly impacted (served to date): _____
4. Please describe any efforts made to collaborate with other organizations to achieve your goals?
5. Have you matched or leveraged Guilford County funds with other revenues/contributions? If yes, state the dollar amounts.
6. Please describe your program evaluation method/ process.
7. List the tangible ways that your agency has impacted County residents as a result of receiving CBO funds. See attached Strategic Outcomes for the period

8. How are you pursuing grants and alternate sources of revenue to support this program?
9. Please describe any efforts made to maximize the efficiency and effectiveness of your program?

Other pertinent information:

1. Program Strengths:
2. Program weaknesses: N/A
3. Future plans: The program will continue to operate with no anticipated program changes.

[Please type responses on this form and submit it with your other quarterly materials for reimbursement.]

Attachment 7

Date _____