

Request for Proposals

Violence Interruption Program Grant



Date of Release: September 8, 2023

Applications Due By: October 6, 2023 by 11:59 p.m.

aahealth.org



Table of Contents

- I. Summary Information..... 3**
 - Glossary of Terms..... 3
 - Key Information..... 3
- II. Overview..... 3**
 - Gun Violence in Anne Arundel County..... 3
 - Violence Interruption Programming..... 5
- III. Scope of Work..... 6**
 - Overview of Responsibilities..... 6
 - Site Location..... 7
- IV. Program Goals and Requirements..... 9**
 - Service Requirements..... 9
 - Implementation of the Cure Violence Model..... 9
 - Participant Enrollment..... 11
 - Human Resources Requirements..... 11
 - Program Documentation..... 14
- V. Key Dates..... 14**
- VI. Proposal Submission Guidelines..... 15**
 - Proposal Content..... 15
 - Additional Documents..... 17
 - Award Terms and Conditions..... 17
- VII. Evaluation of Criteria..... 19**
- Appendix A: Position Descriptions..... 20**
- Appendix B: Sample Policy Guidelines for Hiring Formerly Incarcerated Persons..... 27**
- Appendix C: Program Documentation and Monitoring..... 28**
- Appendix D: Evaluation Scoring Rubric..... 30**

I. Summary Information

Glossary of Terms

- AACO** - Anne Arundel County
- CBO** - Community-Based Organization(s)
- CVG** - Cure Violence Global
- DOH** - Anne Arundel County Department of Health
- RFP** - Request for Proposals
- VIP** - Violence Interruption Program

Key Information

Project Title	Violence Interruption Program Grant
Proposal Due Date and Time	October 6, 2023 at 11:59 p.m.
Selection Announcement	November
Source of Funding	Anne Arundel County Executive’s Office
Total Funding Amount	\$450,000
Estimate Period of Performance	November 1, 2023 - December 31, 2024
Point of Contact for Questions	Bella Young, hdyoung52@aacounty.org

There will be a pre-bidders conference on September 15 from 12:30 p.m. - 1:30 p.m. Interested applicants can [register here](#) for the session.

II. Overview

Gun Violence in Anne Arundel County

Gun violence is a public health issue on the national forefront with more than 48,000 gun deaths reported in the United States in 2022. Anne Arundel County (AACO) is not immune; in 2022 the county lost 13 lives to gun homicide and 15 lives to suicide by firearm. As of July 2023, 16 lives have been lost to gun homicides, surpassing year-end fatalities from the previous year. From 2020-2022, an average of 140 county residents per year visited hospitals in Maryland after suffering from a gun injury. In 2022, there were 650 documented gun crimes in the county, including wear, carry and transport violations, assaults, robberies and home invasions, threats, contact shootings and sex offenses. ¹

¹ [Anne Arundel County Gun Violence Intervention Team’s Incidents Dashboard](#).



Gun violence in AACO disproportionately impacts young Black men who are overrepresented as victims of injuries and homicides. These disparities are greatest in Annapolis City ZIP codes (21401 and 21403) and Glen Burnie (21601). In Annapolis City between 2018 and 2022, there were 17 gun homicides and 81 contact shootings victims. 65% of the gun homicide victims and 79% of contact shooting victims were Black males. 47% of the gun homicide victims and 57% of contact shooting victims were adolescents (under 18) and young adults (19 to 24).²

In August 2022, Cure Violence Global (CVG) conducted an assessment and identified Annapolis City as an excellent prospect to implement a Violence Interruption Program (VIP) using the Cure Violence model. A VIP is a proven strategy for preventing gun violence by interrupting interpersonal violence, mediating conflicts to reduce the risk of escalation, changing norms around community violence to create a culture of non-tolerance, teaching non-violence conflict resolution skills and tackling underlying risk factors of gun violence through resource navigation. This Request for Proposals (RFP) aims to identify a qualified community-based organization (CBO) that will best meet the county's needs for CVG implementation.

The Anne Arundel County Executive's Office has awarded American Rescue Plan Act ARPA dollars to establish a Violence Interruption Program (VIP) at one neighborhood site in Eastport, Annapolis City. The community organization selected through this RFP will lead the VIP with a team of staff from the target community to be the boots on the ground. The Department of Health (DOH) will provide fiscal oversight and CVG will provide training and technical assistance. Representatives from city government, county government, the DOH, the Housing Authority of Annapolis and community leaders will sit on the application review panel.

The DOH is seeking a CBO to be the lead agency to establish, manage and lead a VIP in Annapolis City at one neighborhood site. This site must be based and operate in Eastport, a community experiencing one of the highest levels of gun violence in the county. The VIP is part of a coordinated countywide strategy to reduce gun-related incidents, injuries and deaths. The selected CBO will establish a physical space for the VIP in the target neighborhood, hire a team of staff and track funding expenditures and program measures. Staff will include a project manager, supervisor, violence interrupters and community outreach workers. The selected organization will receive support from the DOH and CVG including technical assistance hours, position recruiting and hiring support, onboarding training sessions and operational funds for supplies and to host violence prevention events in the community.

² Data for gun-related fatalities comes from Anne Arundel County Police Department and Annapolis Police Department incident data (2022) and gun-related injury data comes from HSCRC hospital record data (2020-2022).

Violence Interruption Programming

Violence Interruption Programming (VIP) is a unique, interdisciplinary, public health approach to violence prevention and an adaptation of CVG's model. This philosophy maintains that violence is a learned behavior that spreads and can be prevented using disease control methods. VIPs work primarily with high-risk youth, aged 14 to 25, through regular individual interactions, conflict mediation and community mobilization. Most program participants are beyond the reach of traditional social support systems. Their next encounter with the system may result in incarceration or being a victim of violence. Using proven public health techniques, the model focuses to prevent violence through a three-prong approach:

Identification and Detection

Violence interruption is a data-driven model. Through a combination of statistical information and street knowledge, staff identify where to concentrate efforts, focus resources and intervene in violence. This data guides staff to communities most impacted by violence. It provides a picture of those individuals at the highest risks for violence and shows staff how to intervene.

Interruption, Intervention and Risk Reduction

VIP staff intervene in crises, mediate disputes between individuals and intercede in group disputes to prevent acts of violence. Outreach workers and violence interrupters are credible messengers that can relate to the target population. They are considered credible because they are a part of the community they are serving, can relate to high risk individuals, are respected by them and have the ability to positively influence them. Outreach workers and violence interrupters can reach the target population in ways others cannot because they are trustworthy, influential and empathetic.

To ensure uniform recruitment and hiring practices, the CVG model utilizes hiring panels to hire all supervisors, violence interrupters and outreach workers. These include representatives from the implementing agency, local health department, stakeholders and community leaders to ensure the strongest candidates are selected for each target area.

The CVG model also uses several tools throughout the hiring process to assess credibility. Hiring panel participants utilize a panel briefing form to ensure understanding of Cure Violence and what the model requires related to staffing. A prescreening checklist ensures that sufficient background work has been done with the potential candidate to determine they are suitable to serve as a staff member and have a reliable personal support system.

Additionally, scorecards for each staff position ensure that the selection of a worker is predicated on their possessing the necessary skillset to implement the model successfully. Individuals must have credibility, connections and strong reputations in the identified target area as determined through the hiring process. Staff understand who holds the influence in communities and who they need to engage to de-escalate situations before an act of violence occurs. CVG will provide templates and guidance during training.

Change Behaviors and Norms

Violence Interruption staff work to change the thinking on violence at both the community-level and the society at-large. For disproportionately impacted communities, violence has come to be accepted as an appropriate—even expected—way to solve conflicts. Violence Interruption staff provide tools, at the street level, to resolve conflicts in alternative ways. Violence Interruption looks to shift the discourse toward the view of violence as a disease and placing the emphasis on finding solutions to end this epidemic.

III. Scope of Work

Overview of Responsibilities

In response to gun violence across the county, AACO will implement a violence interruption model to reduce gun injuries and deaths. The county is seeking a qualified CBO to provide implementation of CVG’s professional programming to reduce community violence. The CBO will act as the lead agency to contract with or employ and oversee teams of street-based outreach workers and violence interrupters in the focus area. Success of this project will rely on the community organization and other stakeholders to mobilize community members.

A qualified agency will:

1. **Act as the lead agency** to contract with or employ and oversee teams of street-based outreach workers and violence interrupters who will be part of a coordinated violence prevention approach that includes community mobilization, violence interruption, peacemaking and sustainability efforts.
2. **Build teams** of violence interrupters and outreach workers to:
 - Detect potentially violent situations and use informal mediation, non-physical conflict resolution and interruption expertise to de-escalate before they become violent; and
 - Address barriers and reduce risk by providing resources and service referrals to those who need them.
3. **Implement CVG’s model** to reduce community violence by establishing a strategic, research-driven, intelligence-led problem-solving approach through individual and community-based outreach, engagement, intervention and prevention.

The CBO is responsible for conducting daily operations and activities of a violence interruption site along with data collection and management. The CBO will also be responsible for coordinating community mobilization; planning and participating in community activities and public education efforts; assisting with coalition building; leading and participating in other activities to engage the community in this intervention; and working with the program evaluators.

The CBO must meet the following minimum qualifications:

- Mission in sync with CVG model and public health approach
- Strong ties to the target community and demonstrated existing relationships with community agencies
- Viewed as credible, trusted and neutral by target community and highest risk individuals
- Must be designated and in good standing as a tax-exempt organization
- Able and willing to hire and work with individuals with criminal backgrounds or who come from the groups in conflict in target area
- Ability to operate a violence interruption site within an eligible target area and ensure that staff operate within the designated area
- History of violence prevention or related work (e.g., street outreach, resource navigation, non-violent conflict resolution, cognitive behavioral therapy, trauma-informed skills-building, youth mentorship)
- Experience of managing grants, contracts and performance reports
- Experience producing detailed reports on regular basis
- Organizational capacity to support and supervise staff and to provide fiscal oversight

The DOH will monitor programmatic and administrative activities to ensure adherence to the agreement and scope of services. The DOH will designate a Program Coordinator to serve as the fiscal and administrative support advisor for the RFP process and review committee, monitor program expenses and collect programmatic and fiscal reports from the CBO. CVG staff will serve as the leading technical support advisor for the CBO by providing hiring guidance for program staff, lead training for the program manager, violence interrupters and outreach workers and provide ongoing support for the CBO to effectively adapt the Cure Violence model to the target community.

Site Location

The VIP will be located in and operate out of the Eastport community of the City of Annapolis. The selected CBO must have an established presence, credibility and ability to hire in the residential boundaries of Eastport Terrace and Harbor House.

Eastport was selected out of the five neighborhoods visited by CVG during their assessment visit in Annapolis City. Eastport is classified as a “hot spot” for gun violence due to high levels of gun-related homicides and contact shootings each year relative to other city and county neighborhoods. In recent years, there have been 165 incidents of gun violence and 141 gun homicides and injuries within a two mile radius of the Eastport community.³

³ Data for gun-related homicides, injuries and incidents (excludes gun-related suicide) comes from Annapolis Police Department incident data (2018-July 2023) for a two mile radius around the center of the violence in Eastport.

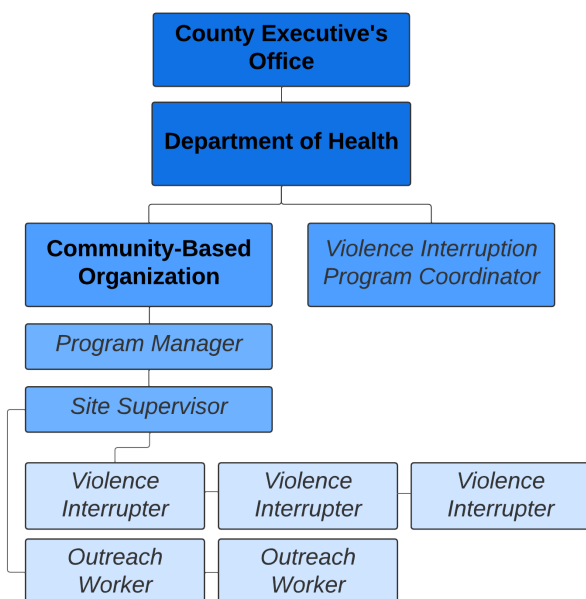
In addition to the evidence of need based on recent gun violence trends, Eastport is also well-suited as the VIP site because there is sufficient programmatic infrastructure. Organizational partnership is necessary for case management and wraparound service delivery by VIP staff. The Housing Authority of the City of Annapolis (HACA) and other local organizations have an established presence and programming in Eastport that can enhance the CBOs connection with neighborhood residents.

Prior to selecting the site location, the DOH engaged with prospective neighborhoods through community listening sessions in July and August 2023. Eastport residents engaged in the planning process and expressed interest in having a CVG in their neighborhood. Residents in Eastport expressed particular concern about child access to guns and brought up a need for better youth engagement and programming. Residents also shared their exhaustion with the level of violence. The neighborhood wants an organization that will form relationships overtime and stay in the community long-term.

Staffing Requirements

The best change agents for interrupting violence have in many cases lived the same type of life as those who are being affected by violence and are connected to the community where the initiative is being implemented. Characteristics include:

- Has credibility with the highest risk individuals and groups in the target area
- Has relationships with the highest risk individuals and groups in the target area
- Has prior ties to gangs or crew, cliques or drug crews in the target area
- May have been incarcerated for a violent offense
- Resides in or is from the target area
- No longer active in violence, criminal activity or substance misuse
- Can work as part of a team



The staffing pattern of the VIP will include a total of 6-7 staff: one program manager, one supervisor, three violence interrupters and around two outreach workers. The CBO will be responsible for posting job descriptions, hosting interviews, completing background checks, hiring staff and hosting trainings that orientate staff to the CVG model. Staff recruitment will be done under the oversight of a hiring review panel. Position wages must meet the minimum salary requirement as detailed in the Human Resources Requirements section.

The CBO will manage the staff and submit evaluation reports of staff performance to the DOH Program Coordinator who will disperse funds for the positions. See **Appendix A** for a list of job descriptions.

The Program Manager is responsible for overall management of the VIP team and implementation of the program with fidelity to the CVG model. The Program Manager builds relationships with stakeholder groups to educate community stakeholders about the program, leads collaboration efforts and assists community mobilization efforts around the issue of violence in order to facilitate community norm change.

The Supervisor provides overall coordination with the Program Manager, plans activities for outreach staff, supervises staff, hosts daily shooting and violence incident review meetings, leads outreach to the community members, develops a violence prevention plan and investigates causes of violence.

Violence Interrupters are responsible for gaining information on potential conflicts in the target community, formulating action plans to help resolve conflicts, meeting with high-risk individuals and groups on a daily basis to discuss issues, refer potential participants with outreach workers, logging activities, distributing public education materials and attending community responses.

Community Outreach Workers are responsible for outreach to the community to build strong relationships, recruit and maintain high risk participant cases, investigate and report on violence incident causes, work with management to develop violence prevention plans, and document case client notes.

IV. Program Goals and Requirements

Service Requirements

The successful proposer shall be required to perform all of the services below and should address the following elements in its proposal submission:

Implementation of the Cure Violence Model

The CBO must include language in its written mission statement that speaks to its goal of eliminating violence. The CBO must also agree to implement the CVG model with high fidelity. The site must focus on meditations as this proven approach has been shown to reduce shootings and homicides. Each Violence Interruption site **must** utilize violence interrupters and outreach workers to reduce violence by using all of the following approaches:

Approach #1: Detect and interrupt potentially violent conflicts or potential shooting events.

Provide support for violence interrupters and outreach workers that:

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

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

Approach #2: Identify and treat highest risk individuals. Ensure that violence interrupters and outreach workers have the credibility, rapport, and knowledge to identify and work with individuals at highest risk for involvement in shootings and killings, including the ability to:

- Use past and developed relationships with key individuals/groups to promote use of nonviolence and prevention of shooting incidents, including retaliations
- Establish rapport with new key individuals/groups (individuals returning to the community, etc.)
- Ensure that outreach workers maintain a minimum of fifteen (15) participants and that each participant receives at least six (6) in person contacts per month
- Meet with key individuals/groups on a daily basis
- Conduct monthly reviews of violence interrupter and outreach worker documentation to ensure that staff members have the necessary relationships and are working with the highest risk individuals

Approach #3: Community mobilization to change behavioral norms. Through credibility and rapport, ensure that violence interrupters and outreach workers are working to change the behavioral norms that support violence in target communities. 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. The CBO will communicate its role in violence reduction and inform partners of the needs and opportunities for active involvement. Activities include:

- Distributing public education materials that promote the use of nonviolence.
- Providing information regarding available resources (job training, education, substance misuse treatment, etc.)
- Developing community responses to shootings, within seventy-two hours of a shooting. The Violence Interruption site must organize a community activity to call attention to the shootings and killings and to urge community members to join with others in speaking out against violence occurring within the site's designated target area
- Partnering with community groups/organizations to conduct quarterly events
- Communicating nonviolence strategies to key individuals/groups
- CBO will document efforts made to inform partners of ways to become involved in the program, which may include: providing in-kind services, access to programming, attending and advertising monthly events and shooting responses, etc., in the monthly report
- The CBO will build rapport and foster relationships with their existing community partners.

Approach #4: Continual data collection, monitoring and reporting. Accurate data collection, monitoring and reporting help to strengthen the efficacy of the program and measure the reduction of violence. Activities include:

- Develop and implement a strategy for engagement with law enforcement and the DOH to ensure notification of shootings, as well as receipt of crime data for target area
- Utilize CVG's web-based database system to collect and analyze program components of the model for violence intervention
- Conduct daily briefings and debriefings to discuss information gleaned from canvassing efforts and contact with key individuals.
- Map all data associated with the intervention to include:
 - Locations of violent crimes
 - Locations of canvassing/interruption efforts
 - Locations of established relationships with key individuals
 - Confirmed hot spots
 - Locations of mediations
- Use data to inform interruption strategies and identify daily plan

Participant Enrollment

Each Violence Interruption site **must** actively identify and enroll participants that are at highest risk for involvement in violence. To be served by the program, prospective participants must meet a minimum of five (5) of the following seven risk factors:

1. Between the ages of 14 and 25 years old.
2. Might be involved in street activity associated with violence.
3. Legal history of involvement in violent activity.
4. Personally injured by violence recently.
5. Friend, family, or group member was injured by violence recently.
6. Might be a member of a group that might be involved in street activity.
7. Might have easy access to a weapon.

Human Resources Requirements

CBOs **must** be able to hire individuals with criminal backgrounds (except those convicted of domestic violence, child abuse or a crime of a sexual nature unless the candidate was convicted of domestic violence ten or more years ago).

Additionally, CBOs **must** hire the following positions at a salary no less than minimum salary requirements listed below. The Violence Interruption site will have a team of 6-7 staff members. CBOs must ensure that at a minimum the staffing pattern remains at 5 staff. Vacant positions must not be vacant longer than 90 days. The staffing pattern is as follows:

- 1 Program Manager \$68,000 annually
- 1 Site Supervisor \$58,000 annually
- 1-2 Outreach Workers \$45,000 annually
- 3 Violence Interrupters \$45,000 annually

Hiring panel requirements: All staff shall be selected by a hiring panel consisting of a representative of the CBO, a representative of the AACO DOH, a representative of CVG, a representative from city and county government, and at least one other individual who lives or works in the community.

Hiring Deliverables: The CBO is responsible for ensuring compliance with all personnel requirements identified within this solicitation, for staff funded in whole or in part by the VIP.

1. All personnel hired shall meet the requirements detailed in the job descriptions included in **Appendix A**. The CBO agrees to maintain records documenting compliance with all aspects of the hiring process.
2. The VIP site must be in compliance with the hiring process and use all associated CVG forms. The hiring process includes, at minimum, pre-screening of potential violence interrupters and outreach workers and the convening of a full hiring panel for all staff selection.
3. All staff hired as full-time workers must be offered employer-sponsored health insurance, in addition to an hourly or salaried wage.
4. Criminal background checks must be completed for each individual hired.
5. New hires must be drug tested for illegal substances to assure they are drug-free and agree to periodic drug testing.
6. Ongoing criminal background and drug testing must be conducted as scheduled by the CBO. Results of criminal background checks and drug tests should be retained by the CBO in a secure location and available for review during the monthly audit.
7. The CBO must submit their arrest/conviction, alcohol and substance misuse policies to a representative of the DOH.
8. Timesheets for all staff funded are required to be maintained on site, approved by a supervisor, and available for review during the monthly audit. Documentation of work completed by funded staff should reflect the time staff are paid.

All program managers, supervisors, violence interrupters and outreach workers shall be selected from a pool of candidates that may include community residents, formerly incarcerated persons, and others with a demonstrated ability to relate to the target population and a connection to the target area as determined through the hiring process. The CBO must develop a hiring schedule and Policy on Hiring Ex-Offenders in order to be fully staffed within three months of receipt of the award to be equipped to provide and complete the requested services within the grant period.

The CBO must evaluate all staff members to ensure that team members still possess the credibility and skills needed to work with key individuals/groups. CBO may consult with the DOH in performing this task but CBO will determine staff credibility and skills for performance under the program. Staff must pass scheduled background checks and drug screenings. Staff who do not pass these checks are subject to immediate dismissal. All CBOs must submit a hiring policy, which must be approved by the City. (See **Appendix B**).

Training requirements: Successful candidates are required to complete the trainings in order to be considered for positions, according to their position and the following time schedules:

- All staff candidates must complete the Basic Outreach Worker training delivered by CVG and the Advanced Interruption Techniques training within 30 days of employment.
- Senior staff candidates must complete management training within 45 days of employment or promotion, in addition to completing Advanced Interruption Techniques training.
- Workers who were previously employed by the CBO as a violence interrupter, outreach worker, site supervisor or program manager and are rehired after a lapse of no more than 60 days need only attend a booster session.
- VIP staff must attend all trainings and meetings sponsored by the CBO or the DOH's Gun Violence Intervention Team. Notices of these events will be provided at least a week in advance.

Equipment: Individuals hired will be provided with equipment needed to fulfill their duties by the CBO through grant funding. This includes cell phones and access to a computer with internet service.

Personnel Monitoring:

- CBOs must notify the DOH, in writing, of vacancies, suspensions or terminations of staff within 48 hours of an employee's change in status. Failure to maintain a minimum of six staff members per site for more than 90 days may result in suspension/termination of the contract.
- CBOs must conduct background checks to ensure staff have not been arrested and/or convicted of any new charge(s). All arrests and convictions must be reported to the DOH within one (1) business day. Any worker arrested and charged with a felony or serious misdemeanor must at minimum, be suspended pending consultation with the DOH. Any employee convicted of a felony or indictable misdemeanor must be terminated.
- CBOs must agree to institute disciplinary measures for employees who fail to perform job duties. Disciplinary actions should include, but are not limited to, verbal warnings, written warnings, suspension and termination.
- In partnership with the DOH, CBOs must evaluate all staff members at a minimum of once per year to ensure that team members still possess the credibility and skills needed to work with key individuals/groups. Staff members who no longer possess the credibility or required relationships with key individuals/groups may be terminated from employment.

Program Documentation

After beginning programming, the CBO shall complete all forms noted in **Appendix C** and provide appropriate oversight to ensure accuracy. Any documentation not stored in the CVG database must be stored in a locked file cabinet and be made available for review by the DOH upon request.⁴ The CBO is responsible for maintaining records in the CVG database to document all program activity including but not limited to:

- Daily logs by all staff
- Weekly logs
- Staff summary and development plan
- Conflict response: mediations and mediation follow-up forms
- Participant screenings: eligibility screenings and program activations
- Participant case management: program status, case notes and Risk-Needs-Resilience (RNR) Assessment
- Site management: neighborhood context, violence incidents, community activities and neighborhood changes.

Monthly program activity reports measure the efforts of the team for the reporting period. Reports are to be submitted by the 15th day of each month (reporting documents will be provided). If the 15th falls on a weekend or holiday, reports will be submitted on the next business day. Monthly reports must contain a brief (one to two page) narrative describing activities undertaken for the month and plans for the next month, criminal background checks completed, and program data and other key information regarding activities and outcomes.

V. Key Dates

Solicitation Advertised:	September 8
Information Session:	September 15 from 12:30-1:30 p.m. Register here.
Applications Due:	October 6 at 12:59 p.m.
Evaluation of Proposals:	Late October
Notice of Award:	November

⁴ HIPAA compliance: Cure Violence Global’s web-based database system is 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. The database collects no identifying information such as names, dates of birth etc. of program participants. Workers are trained on using the database system for tracking and analysis to monitor and strengthen their programs.

VI. Proposal Submission Guidelines

As referenced above, the full application package must be submitted to the DOH no later than **11:59 p.m. on October 6, 2023.**

The full application package must include the following components, provided in PDF form:

1. A completed cover letter and narrative for the program, including signatures
2. A completed budget narrative and line item budget
3. Additional documents (see pg. 18)

Send completed applications to hdyou52@aacounty.org. Partial applications will not be accepted. Please ensure you have all documents required in PDF form before submitting.

Proposal Content

1. **Proposal Cover Letter** (one page limit)

- The proposal must include a cover letter signed by an individual authorized to execute binding legal documents. The cover letter shall provide the name, address, telephone and facsimile numbers, and Employer Identification Number (EIN) of the organization along with the name, title, address, email address, and telephone numbers of the executive that has the authority to contract with the DOH.
- The cover letter shall summarize the organization's understanding of the project and provide an overview of the applicant's organization. Describe the organization's strengths, capabilities and experience in performing work similar to violence intervention. Describe how the organization's experience makes the applicant uniquely qualified to contribute to the implementation of the project goals.

2. **Organizational Experience and Qualifications** (1,000 word limit)

- Discuss the mission and vision of the organization and how it aligns with the VIP.
- Describe the organization's existing services/programs and the eligibility criteria.
- Discuss the community partnerships that the organization has developed and describe how these partnerships will be used to support the VIP.
- Describe the organization's experience and past performance in providing community outreach to the targeted population.
- Describe the organization's understanding of VIP best practices and the CVG model specifically.
- Describe the organization's experience in specifically providing violence prevention services.
- Discuss the organization's reputation and credibility in the community.
- Describe the organization's relationship with local community partners.

3. Staffing Narrative (500 word limit)

- Describe your organization's experience in hiring and working with individuals with lengthy and recent criminal histories. Include the average timeframe to hire an employee with a criminal history.
- Discuss how the organization will provide support to staff and self-care planning for each violence interruption staff member.
- Describe the organization's coaching and professional development plan for employees.

4. Implementation Plan (1,000 word limit)

- Within the target area, does the CBO have a physical space to operate from? If not, what is the plan to obtain a physical space?
- Describe the existing relationship between the CBO and the geography for implementation.
- Outline the organization's strategies including goals, objectives and benchmarks, and how the CVG model will be integrated.
- The CBO must demonstrate knowledge of the community that will be served by the CVG model, including any emerging trends and population demographics.
- Discuss and provide a plan for how qualified staff will be identified and recruited.
- Describe proposed approach to a rapid and efficient stand-up of the site(s).

5. Budget Narrative (500 word limit, plus the itemized budget)

- Describe how the organization's existing resources will be utilized during the funding period to support the work of the Violence Interruption program.
- Describe the organization's fiscal infrastructure and capacity to manage all aspects of the Violence Interruption site.
- Provide a detailed line-item budget for the program categorized into the following expenses: personnel, fringe benefits, supplies and materials, travel, other expenses and indirect costs. Include unit cost, units purchased, total cost and expense description.

Additional Documents

Organizational Chart

Provide an organizational chart that includes the Violence Interruption staff. Indicate where in the organization this program will be managed; include resumes of all proposed key staff to be involved in the project.

Reference Letters

Two reference letters from at least two sources who are directly familiar with the CBO's work and have worked with the CBO on a project serving high-risk and/or ex-offenders. All references must provide further information about the CBO's ability to execute the contract.

Policy on Hiring Ex-Offenders

The organization's policy to hire Formerly Incarcerated Persons (See **Appendix B**). This policy should ensure that the CBO project team will be fully staffed within three months of receipt of the award.

Financial Statements

A copy of the organization's most recent independent financial audit and documentation of 501(c) status and Maryland tax exempt status, if applicable.

Award Terms and Conditions

The selected awardee will be required to complete a Grant Agreement to be signed by the DOH, county and community-based organization grant contact in order to be awarded funding to begin programming. The Agreement will define the program and services for carrying out a project and the expected outcomes.

Proof of Insurance

The CBO shall furnish the DOH with certificates evidencing the type, amount, class of operations and effective dates and dates of expiration of the insurance policies required. The certificates shall substantially contain the following statement: "The insurance covered by this certification shall not be canceled or materially altered, except after thirty (30) consecutive calendar days from when a written notice has been delivered to Anne Arundel County." The DOH and its respective agents, employees and officers, shall be named as an additional insured in all insurance policies on a primary basis and the DOH shall be provided with an additional insured certificate as required for this Agreement, except for worker's compensation and automobile liability policies. Additional insured status must remain in effect for the term of the Agreement.

The CBO shall furnish the DOH with evidence of at least the following amount of insurance coverage for their firm:

- A. Commercial general liability with minimum limits of coverage at \$1,000,000 each Occurrence (Bodily Injury or Property Damage), \$2,000,000 General Aggregate that applies on a per project basis, \$2,000,000 Products/Completed Operations Aggregate and \$1,000,000 Per Person or Organization (Personal and Advertising Injury);
- B. Automobile liability insurance with at least \$1,000,000 combined single limit coverage to include owned, non-owned and hired automobiles and in compliance with and as required by the laws of Maryland; and
- C. Worker's compensation statutory benefits as required by the laws of Maryland and employee's liability coverage with limits of at least \$100,000 each accident, \$100,000 employee disease, and \$500,000 disease policy limits, and as required by the laws of Maryland.

Equitable Outcomes

The DOH shall comply with the county's efforts to measure and promote equitable outcomes in the use and distribution of funds. The DOH shall assist as required in monitoring and reporting as to the program's outcome goals, and shall administer the program to foster equitable outcomes by, including but not limited to, fostering awareness of the program, and promoting equitable access to and distribution of resources.

Performance Indicators

The DOH shall establish and implement performance indicators to evaluate all aspects of the program, including the implementation, progress, and achievement of set goals and outcomes. The DOH and CVG shall assist the CBO in the preparation of reports concerning the performance indicators and shall participate in program evaluations as required.

Suspension and Termination

The DOH shall perform in good faith the scope of services and its other obligations under the Grant Agreement using the application of federal, State and local laws, rules and regulations, policies and procedures. If, at any time, after review of the CBO's activities by the DOH or county, either the DOH or the county has reason to question whether the requirements for performance of the scope or other obligations under this Agreement have been met, procedures will apply for further documentation or to potentially terminate the contract.

VII. Evaluation of Criteria

Proposal Item	Scoring Section	Possible Points
A. Cover Sheet	Contact Information and Overview	4 points total
B. Program Narrative	Qualification, Experience and Approach	18 points total
Organizational Overview		6 points
Staffing Narrative		6 points
Implementation Plan		6 points
C. Budget Narrative	Financial Qualifications	6 points total
D. Additional Documentation	Supporting Documents	10 points total
TOTAL		38 points total

All proposals will undergo the following evaluation process, detailed in **Appendix D**. An assessment by a review panel will evaluate the proposal using the above point scores to provide recommendations to the DOH. The total points possible are 38. Interviews of proposed finalists may occur at the discretion of the DOH.

The DOH reserves the right to interview one or more organizations submitting proposals, request additional information as the Department may deem necessary, and/or reject any or all proposals with or without cause. The review panel will evaluate and make recommendations based on the responses received.

The DOH reserves the right to reject any and all proposals submitted; to select one or more respondents; to void this RFP and the review process and/or terminate negotiations at any time; to select separate respondents for various components of the scope of services; to select final team members from among the proposals received in response to this RFP. Additionally, any and all RFP project elements, requirements and schedules are subject to change and modification.

The DOH is seeking to enter into a contract with a CBO, with the term to expire on December 31, 2024, with the DOH reserving the right to terminate upon thirty days' notice, with or without cause, by submitting written notice. The DOH reserves the right to modify specific terms and conditions in this RFP prior to execution of any contract.

Appendix A: Position Descriptions

Program Manager Job Description

Title: Cure Violence Program Manager

Cure Violence is a strategic evidence-based public health approach to reduce and prevent shootings and killings. The CVG Program Manager is responsible for overall management of the CVG program and team, and facilitates implementation of the program with fidelity to the CVG model. The Program Manager is also responsible for building relationships with community-based groups, residents, elected officials and law enforcement to educate community stakeholders about the CVG program, to identify resources, collaboration efforts, and to assist community mobilization efforts around the issue of violence to help facilitate community norm change.

Responsibilities

Community Mobilization

- Using community organizing techniques according to the CVG model 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.
- 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 6 community activities annually.
- Manages and tracks CVG public education materials in the target area.

Resource Development

- Conduct an environmental scan to identify and map all available health and social services resources for residents and identify those organizations who are trusted by the community and have a history of providing services in a culturally sensitive and appropriate manner. This is necessary to ensure the most appropriate providers are selected to provide services for the jurisdiction's most vulnerable populations. The following services should be considered: Housing Assistance, Food Assistance, Mortgage/Rental Assistance, Utility Assistance, Employment Assistance, Education Assistance, Job Skills Training, Identification Assistance (Many individuals may need assistance obtaining a government identification card), Preventive Health Services, Mental and Behavioral Health Services, and Legal Assistance.
- Identify which service providers are willing and able to establish a "fast track protocol" to ensure those individuals who are experiencing a crisis can be connected to services within 12-14 hours. This is necessary to ensure those who are truly the most vulnerable do not commit acts of violence because they are not able to get the resources they need in a timely manner.

Cure Violence Team Management

Responsible for the adoption and continued implementation of CVG Program Management best practices as taught in the required CVG 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 the supervision

Additionally CVG Program Managers must:

1. Participate in administrative/management meetings for CVG, and act as a communication liaison for the other staff members regarding the proceedings of these administrative meetings
2. Regular, timely completion of CVG 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.
- Work with local officials to get shooting and homicide data for the target area
- Review the monthly Key Indicator Program (KPI) report provided by CVG
- Participates in regular meetings with CVG staff to:
 1. Review and assess progress to programmatic goals as stated in the scope of work
 2. Address issues from the monthly KPI report
 3. Schedule training sessions, hiring panels, and other administrative issues.
 4. Determine other priority needs and goals.

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

Cure Violence Supervisor Job Description

Title: **Supervisor**

Reports to: **Cure Violence Program Manager**

CVG is a strategic evidence-based public health approach to reduce and prevent shootings and killings. The supervisor is a key ingredient to the success of this initiative and is responsible for direct management of Outreach Workers and Violence Interrupters.

Responsibilities

Cure Violence Team Management

- Coordination with Program Manager to ensure staff have access to and an understanding of official data about shootings and homicides for the target area.
- Coordination with Program Manager to address resource needs of staff and program participants.
- Coordination with Program Manager for hiring panels and other human resource issues.
- Day-to-day oversight of the Outreach Workers and Violence Interrupters including:
 - Working same hours and days as Violence Interrupters and Outreach Workers
 - Facilitate “Daily Briefings” at the beginning of each shift to review and violent incidents which have taken place in the target area, review all current conflicts and potential conflicts which can lead to violence, determine roles and responsibilities for the shift, and check in with staff in accordance with the training provided by CVG.
 - Facilitate “Daily De-Briefings” at the end of each shift to bring the team together to discuss the work of the day, outstanding issues, and ensure staff are documenting their work in accordance with the training provided by CVG.
 - Facilitate individual supervisions of Violence Interrupters and outreach workers in accordance with the training provided by CVG.
 - Determine the canvassing schedule for the team depending on current community dynamics.
 - Activate, or “Sign off,” on participants to activate them in the database.
 - Coordinate efforts of Violence Interrupters and Outreach Workers when a violent event occurs within the target area.
 - Assist in the coordination of target area mediation strategies.

Resource Development

In coordination with the Program Manager, Outreach to local community groups, businesses, and potential resources in the target area.

Program Monitoring

- Document daily activities in the CVG CommCare database.
- Review Violence Interrupter and Outreach Workers data collection on a daily and weekly basis.
- Review monthly Key Program Indicator report provided by CVG to inform implementation.

Qualifications:

- Experience working with those likely to be involved in violence
- Excellent communication skills
- Experience and/or training in crisis intervention and staff supervision
- Valid Maryland driver's license, insurance, and good driving record
- No pending criminal cases or prior convictions for domestic violence (within 10 years) or prior convictions for sexual assault or child abuse.

Cure Violence Outreach Worker Job Description

Title: **Outreach Worker**

Reports to: **Supervisor**

CVG is a strategic evidence-based public health approach to reduce and prevent shootings and killings. Skilled outreach workers are a key ingredient to the success of this initiative and instrumental in helping to facilitate positive behavior change amongst high-risk individuals and groups.

Responsibilities:

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

- Getting to know all the highest risk persons, their families, and their peers.
- Working to develop relationships (inroads) in the target area to stop shootings by having folks reach out to you when there are conflicts that may lead to violence.
- Working to intervene in circumstances in which violence is likely, including possible retaliation.
- Working to understand why a shooting happened and to determine why it is that you and the team were not informed – developing strategies to be better informed the next time.
- Working 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.

Full participation in CVG, which includes:

- Outreach to the community (individually and as a team member) to build strong relationships with youth, residents, businesses, and community groups.
- Identify youth who are active in high-risk street organization and engage in high-risk street activity and intervening 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 and maintain a minimum of 15 high risk participants (case management) and work with participants to develop risks, needs and resilience plans for each participant on a monthly basis.
- Contact participants at least 6 times per month (4 in person and 2 via phone)
- Make referrals and support for individuals to enhance their assistance and use of opportunities and programs in the community (job programs, GED, drug treatment, and mentoring).
- Advocate for youth through court testimonies, when necessary.
- 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).
- Understanding the causes of shootings/killings to assist in mediating situations and preventing retaliation between individuals and groups (working with the community, outreach programs and local law enforcement to gain information that may be helpful in preventing additional killings) and provide documentation.



- Identify and diffuse “hot spots” for shootings and violence
- Document detailed client case notes and other duties as assigned
- Distributing public education materials within the community.
- Attending community responses and events as needed.

Qualifications:

- Experience working with those likely to be involved in violence (highest risk)
- Excellent communication skills
- Experience or training in crisis intervention
- Knowledge of and deep connection to the target area
- Valid driver’s license, insurance, and good driving record
- No current/pending criminal cases.

Cure Violence Violence Interrupter Job Description

Title: **Violence Interrupter**

Reports To: **Supervisor**

CVG is a strategic evidence-based public health approach to reduce and prevent shootings and killings. Skilled outreach workers are a key ingredient to the success of this initiative and are instrumental in helping to facilitate positive behavior change amongst high-risk individuals and groups through identifying and detecting conflicts to interrupting them.

Responsibilities

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

- Getting to know all the highest risk persons, their families, and peers in the target area.
- Work to develop relationships (inroads) in the target area to stop shootings by having folks reach out to you when there are conflicts that may lead to violence.
- Working to intervene in circumstances in which violence is likely, including possible retaliation.
- Working to understand why a shooting happened and to determine why it is that you and the team were not informed – developing strategies to be better informed the next time.
- Working 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.

Full participation in CVG, which includes:

- Gaining information on potential conflicts in CVG communities.
- Formulating action plans to help resolve conflicts.
- Meeting with high-risk individuals and groups on a daily basis to discuss issues.
- Working to prevent initial acts of violence.
- Helping in the efforts to prevent all potential retaliatory shootings.
- Developing relationships with influential individuals and groups in the community.
- Referring potential clients/participants to outreach workers.
- Documenting conflicts resolved on conflict mediation forms.
- Keeping a daily log documenting all contacts with high-risk individuals daily.
- Distributing public education materials within the community.
- Attending community responses and events as needed.

Qualifications:

- Experience working with those likely to be involved in violence (highest risk).
- Excellent communication skills
- Experience or training in crisis intervention
- Knowledge of and deep connection to the Target Area
- Valid driver's license, insurance, and good driving record
- No pending or current criminal cases

Appendix B: Sample Policy Guidelines for Hiring Formerly Incarcerated Persons

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

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

1. Cure Violence Annapolis will not consider candidates for employment and will permanently discharge employees who have been convicted of or receive probation before judgment for:
 - a. Crime(s) involving child abuse or neglect, or the failure to report abuse or neglect
 - b. Any sexual offense involving a minor, non-consenting adult, or a person who is mentally defective, mentally incapacitated, or physically helpless.
2. Cure Violence Annapolis will not hire individuals who are currently on probation or who have been off probation for less than six months.
3. Cure Violence Annapolis reserves the right to exclude from employment anyone with past arrests or criminal convictions, based on a review of the individual's criminal history. Factors to be considered include the nature and frequency of convictions or arrests, and the time elapsed since the last conviction or arrest.

Appendix C: Program Documentation and Monitoring

The selected CBO will need to ensure that the following documentation is completed during Cure Violence Annapolis implementation. Database training will be provided by CVG.

Daily Log

This form is completed individually by all staff and details the activities completed each day. The daily log focuses on the following areas:

- *Administrative:* Activities that help sites operate smoothly (e.g., staff meetings, training sessions, organizing activities, etc.)
- *Community Norm Change:* Activities that work to shift communities' attitudes and beliefs away from violence (e.g., shooting responses, presentation on public health, public education distribution, etc.)
- *Behavior Change and Public Health Accompaniment:* Activities that transform participants' behaviors and accompany participants during good times and bad so that their choices and behaviors lead to safer, healthier lives (e.g., contact with participants, Risk-Needs-Resilience Assessment, goal setting, etc.)
- *Interruption/Mediation:* Activities to prevent and/or resolve grievances (e.g., conflict mediation, conflict follow-up canvassing, etc.)

Weekly Log

Submitted by Outreach Workers and Violence Interrupters, this weekly log is compiled for Supervisors to review with each staff member during their weekly individual supervision meeting.

Staff Summary/Development Plan

Used by Supervisors, this document is connected to the submitted Weekly Log and is used to perform individual staff supervision.

Briefing and Debriefing Agenda

The Briefing and Debriefing Agenda guides the team in planning daily activities based on current data and the knowledge and expertise of the staff (briefing). It then helps to guide the conversation for reporting daily efforts and planning for future interruption, behavior change and norm change activities (debriefing).

Daily Plan

This form is completed during daily briefings. It is used to determine the plan for the day based on data, the knowledge and expertise of the staff, and follow-up needs. Results are then filled in at the daily debriefing.

Team Meeting Agenda

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

Conflict Response:

- *Conflict Mediation:* This form details the type conflict, the status of the resolution and the likelihood that it would have resulted in a shooting. It is to be completed by one (1) Outreach Worker or Violence Interrupter who assisted in the mediation.
- *Mediation Follow-up Form:* This follow-up form is to be completed if the conflict was not fully resolved and was likely to result in a shooting. The form documents all follow-up efforts to reduce the likelihood that violence will erupt.

Participant Screening and Activation:

- *Eligibility Screening:* Outreach Workers use this form to intake participants and determine program eligibility.
- *Program Activation:* Supervisors use this form to activate/certify participants.

Participant Case Management:

- *Program Status:* This form is used to activate a participant immediately after certification, and after any changes in participant status (e.g., discharge)
- *Case Note:* This form is completed after every interaction with participants (6 successful contacts/month).

Participant Case Management:

- *Risk-Needs-Resilience (RNR) Assessment:* This form is completed with a participant at the beginning of every month to measure risk of injury, referral needs, and participant strengths. It also provides recommendations for goal setting
- *RNR Planning/Goal Setting:* This form is completed immediately after completion of the RNR Assessment and allows the Outreach Workers to set monthly goals for the participant.
- *RNR Goal Summary:* This form is reviewed at the end of every month to mark if goals have been achieved or remain pending.

Participant Case Management: Success Stories

This form allows Outreach Workers to write or record a success story for each participant, as applicable.

Site Management:

- *Neighborhood Context:* This form is completed at the beginning of the program, and any time major problems or opportunities arise at the site.
- *Violence Incidents:* This form details all violent incidents that occur within the target area. It is completed after every incident (at the end of the week).
- *Community Activities:* This form details all community activities hosted by the site. It is completed after every event.
- *Neighborhood Changes:* This form is completed at the beginning of every month to assess neighborhood risk factors as well as the neighborhood's well-being.

Appendix D: Evaluation Scoring Rubric

Section		Questions to Consider	Rating
Contact Information and Overview	Cover Letter 4 points	<ul style="list-style-type: none"> Does the cover letter provide the organization and executive's contact information? Does the organization summarize its strengths, capabilities and experience to perform work similar to violence intervention? Does the organization summarize how its experience makes it uniquely qualified to contribute to the implementation of the project goals? 	0- Significant Concerns regarding organizational capacity 2- Minimal Concerns regarding organizational capacity 4- Demonstrates significant organization capacity.
	Organizational Overview (See Reference Letters for supporting information) Total: 6 Points	<ul style="list-style-type: none"> Does the mission and vision of the organization align with the CVG program? Does the organization's existing services/programs support CVG and other violence prevention programming? Does the organization have developed community partnerships, and can the organization describe how these partnerships will be used to support the proposed program? Does the organization have strong experience and past performance in providing community outreach to the targeted population? Does the organization have strong experience in specifically providing violence prevention services? Is the organization seen as reputable and credible in the community? Does the organization have a trusted relationship with local community partners? 	0- Significant Concerns regarding organizational capacity. 3- Minimal Concerns regarding organizational capacity
			6- Demonstrates significant organization capacity.

	<p>Staffing Narrative (See Organizational Chart for supporting information)</p> <p>Total: 6 Points</p>	<ul style="list-style-type: none"> • Does the organization have experience hiring and working with individuals with criminal histories? • How will the organization provide support to staff and plan self-care for each Violence Interruption staff member? • Does the organization provide coaching and professional development plans for employees? 	<p>0- Significant Concerns regarding staffing.</p> <p>3- Minimal Concerns regarding staffing.</p> <p>6- Demonstrates significant staffing capacity.</p>
	<p>Implementation Plan</p> <p>Total: 6 Points</p>	<ul style="list-style-type: none"> • Within the focus area, does the organization have a physical space to operate from? If not, is there a plan to obtain a physical space? • Is there an existing relationship between the organization and the geography for implementation? • Does the organization have knowledge about the surrounding program site community, including demographics and recent trends? • Within the provided plan, how will qualified staff be identified and recruited? • Does the organizational strategy demonstrate strong goals, objectives, and benchmarks? • Does the organization invest in staff development and organizational culture (i.e., evaluation/review, training, team building, morale effort, etc.)? 	<p>0- Significant Concerns regarding organizational capacity.</p> <p>4- Minimal Concerns regarding organizational capacity</p> <p>6- Demonstrates significant organization capacity.</p>

Financial Qualifications	<p>Budget (See Financial Audit for supporting information)</p> <p>Total: 6 Budget</p>	<ul style="list-style-type: none"> • How will the organization’s existing resources be utilized during the funding period to support the work of the CVG program? • Does the organization’s fiscal infrastructure and capacity have the strength to manage all aspects of the Cure Violence site? 	<p>0- Significant Concerns regarding budget.</p>
			<p>3- Minimal Concerns regarding budget</p>
			<p>6- Demonstrates significant budget capacity and oversight</p>
Supporting Documents	<p>Additional Documentation (See Organizational Chart, Reference Letters, Policy on Hiring Ex-Offenders, Financial Statements and Certificate of Insurance)</p> <p>Total: 10 Budget</p>	<ul style="list-style-type: none"> • Does the organizational chart and resumes include staff with strong credentials? • Based on the organization’s reference letters, is there strong community support for the CBO to lead the program in the target community? • Based on the organization’s most recent independent financial audit, are there issues requiring corrective action? • Does the organization have a policy that would enable them to hire ex-offenders? • Based on the organization’s certificate of insurance, are there issues requiring corrective action? 	<p>0- Significant concerns regarding organization documentation</p>
			<p>5- Minimal concerns regarding organization documentation</p>
			<p>10- Demonstrates significant organization documentation</p>