

City of Racine
Official Notice #4-2023
Request for Proposal (RFP) #2023164
Group Violence Intervention (GVI)



05/25/2023	Published in Newspaper Published Online
05/26/2023	Published in Newspaper
05/30/2023	Questions due by 4pm CST via email
05/31/2023	Addendums Posted
June 5, 2023 10:00am	DUE DATE Bid proposals received after this time will not be considered
Method of submittal	City of Racine Purchasing – DemandStar ONLY https://network.demandstar.com/agencies/wisconsin/city-of-racine-purchasing/procurement-opportunities/01dc3f5c-ed8d-466f-9fa8-3f31a8e08705/
Contact information:	City of Racine Purchasing 730 Washington Ave. Room 105 Racine, WI 53403 Office: 262.636.9143 Fax: 262.636.9100 Email: monica.santos@cityofracine.org Website: http://www.cityofracine.org/purchasing

The undersigned hereby proposes to furnish all labor, tools, equipment and all materials, except as definitely specified to be furnished by others, ready for use, all in accordance with these specifications, all as attached hereto and all of which the undersigned has examined, the following work for the compensation indicated.

Firm: Research Foundation of CUNY o/b/o National Network for Safe Communities (NNSC) at John Jay College of Criminal Justice

Name: Ahmad Dowla

Address: 524 W. 59th St., Ste. 031W

City, State, Zip: New York, NY 10019

Phone: (212) 621-3791

Email: adowla@jjay.cuny.edu

1. General Information

The City of Racine is accepting Proposals for **Group Violence Intervention (GVI)** Via Demandstar.

We are seeking the implementation of strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, and strengthen relationships between police and communities. Serious violence in the United States is concentrated in historically disadvantaged communities of color, and particularly among young men in those communities

The goal of this RFP is to promote and ensure the fairest, most efficient means to obtain the benefits of the most qualified, responsive, and responsible proposals. Hereinafter, organizations interested in submitting a proposal in response to this RFP shall be referred to as "Respondents."

The City of Racine reserves the right to interview, or call for a presentation from, any Respondent submitting a response. The City of Racine also reserves the right to discuss the proposals with any or all Respondents. The City of Racine may request additional submission of information during the negotiations of the contract.

The City of Racine is the sole judge of the suitability of all bidders and reserves the right to reject any and all parts of the proposal that is not in the best interest of the City of Racine. The City of Racine, in its sole discretion and without cause, may terminate this Request, Purchase Order or Contract, in whole or in part, at any time without incurring liability to the bidder for lost profits, or any other costs of damages.

Bidders are reminded to carefully examine the bid and specifications upon receipt. If necessary, bidders should make a written request by the due date to the Purchasing Agent for interpretation or corrections of any ambiguity, inconsistency or error discovered. Bidders are cautioned not to change any of the terms or conditions in the bid and/or specifications without the written approval of the Purchasing Agent. Any unauthorized changes will constitute a counter offer and will subject the bid to rejection.

The proposal and all materials submitted with the proposal shall become property of the City and will be subject to Wisconsin Open Records Law. If any proprietary information is submitted with the proposal, it must be clearly identified and a request to keep such information confidential must be submitted.

This contract shall be in full force and effect from July 1, 2023 until June 30, 2024 and shall automatically renew thereafter from year to year providing both parties agree to the extension, under the condition that the price may be renegotiated and all other terms, conditions, and specifications remain the same. Either party may cancel this agreement by giving the other party written notice thereof ninety (90) days.

The City of Racine is committed to promoting fair and open competition and encourage all DBE/MBE/VBE/WBE to bid.

2. General Questions

Have you performed any work for the City of Racine in the past? YES NO

Are you part of the Disadvantage Business Enterprise (DBE) Program? YES NO

Are you able to perform work for the State of Wisconsin? YES NO

3. Racine Works Program (RWP)

The “Racine Works Program (RWP)” is a preferential hiring program used by the City of Racine to help residents of the City gain access to employment opportunities on City construction or City funded projects. The Racine Works Program is designed to promote employment of City residents as part of a contractor’s workforce on some City construction projects.

The City of Racine RWP procurement policy promotes the utilization of local workers and maximization of the economic impact of annual operating and capital project spending.

Bidders and contractors shall satisfy the [City of Racine Ordinance Section 46-41](#) if applicable.

4. Proposal

Please submit this entire request with your proposal

5. References

As a part of properly completing the bid, provide the names, addresses, phone numbers and contact persons for a minimum of two companies or municipalities for which the bidder has satisfactorily performed related work within the past five (5) years.

Company Name: City of York

Address: 50 W. King St., York, PA 17401

Contact Person: Captain Daniel Lentz, Chief of Staff, York City Police Dept.

Phone Number: (717) 846-1234 Ext: 8702

E-mail: DLentz@yorkcity.org

Company Name: Miami-Dade County

Address: 275 NW 2nd Street, 2nd Floor, Miami, FL 33128

Contact Person: Charona R. Lott, Program Director of Anti-Violence, Prevention & Outreach,
Miami-Dade County Juvenile Services Dept.

Phone Number: (305) 755-6227

E-mail: Charona.Lott@miamidade.gov

Company Name: City of Davenport

Address: 226 W 4th St, Davenport, IA 52801

Contact Person: Sarah Ott, Chief Strategy Officer

Phone Number: (563) 326-6167

E-mail: Sarah.Ott@davenportiowa.com

6. Scope of Services

The City of Racine takes a data driven approach to implementing community centered violence intervention and prevention strategies that create safe and healthy neighborhoods. Community approaches to violence intervention and prevention start with people at the center of serious violence and extend outwards to their loved ones and the broader community.

The City of Racine's goal is to bring together a network of community providers and system partners to support people as they move towards safety, healing, and growth. The network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships.

Successful applicants will be required to participate in coordinated efforts with other funded agencies, and other key system partners. Agencies will be expected to participate in training and technical assistance designed to build capacity and ensure fidelity to best practice service models. Additionally, funded agencies are required to participate in evaluation activities to inform continuous improvement and learning among the network.

The Respondent's description of their proposal should address each of the following objectives and describe in detail how they will achieve the objective.

- How community is involved in the strategy.
- Professional development plan for all violence interruption workers.
- Safety plan and trauma supports for staff.
- How outreach teams are deployed, including:
 - The specific target areas that outreach teams will canvass and direct most of their efforts to reduce and prevent gun violence.
 - How the Respondent will ensure workers with the most credibility are the ones canvassing and building relationships in the specific target areas.
- How violence interruption teams will respond to homicide and shooting incidents, which includes, but not limited to:
 - Engaging victims, families and individuals involved or exposed to violence, and groups or individuals likely to retaliate.
 - Canvassing and providing information on relevant resources available to assist residents in the effected neighborhoods.
 - Collecting street level intelligence in report form to guide efforts to prevent and reduce violence in the target areas.
 - Mobilizing the community to prevent gun violence (e.g., organizing a community vigil, rally, peace march, etc.)
- How data will be collected and analyzed to drive decision making.
- Leadership and management, accountability, performance metrics and training.
- Provide two written scenarios that demonstrate your understanding of violence interruption and reduction work

7. Respondent Expectations

- A. The Respondent shall have experience providing services in the area of public safety interventions, violence prevention, mentorship, therapeutic services, social supports and/or community engagement.
- B. The Respondent shall have experience working in partnership and maintaining fundamental relationships with other nonprofits, resident leaders, faith leaders, youth, justice partners, local commands, city agencies and/or neighborhood-based community institutions to meet clients' service needs.
- C. The Respondent shall have the ability to quickly assume operation of this program and easily incorporate this program into the organization. Programs should anticipate beginning operations no later than three months from the signing of the contract.
- D. The Respondent shall have a history of work centering equity for Black and Brown communities.
- E. If the Respondent is providing services at a single physical location, that location must be accessible by public transportation for the population to be served.
- F. Respondents should demonstrate close links to health, mental health, vocational, educational and other social services for participant referral services.
- G. Selected Respondents will be part of a cross-sector network that will work with funded partners and city agencies.
- H. Successful Respondents will:
 - a. Meet with the City of Racine as needed to discuss homicides, shooting incidents, community outreach, etc.
 - b. Submit reports including but not limited to the following information to the Office of Violence Prevention
 - # Of incident responses per target area
 - # Of community meeting/events attended per target area
 - # Of mediation sessions per geographic area 7
 - c. Track performance related to Homicides and Shootings
 - Number of shooting and homicide incidents responded to by crisis teams
 - Number of calls for assistance answered
 - Number of conflicts mediated
 - Number of community meetings organized to respond to violence (e.g., vigils, cleanups, mobilizing residents to prevent violence, etc.)
 - Number of individuals or families connected to support services.
 - d. Ensure a high response rate to Shootings and Homicides must respond to 95 percent of the shootings and homicides that occur in the targeted areas. The following activities constitute a response to a shooting or homicide:
 - Engaging victims, families, and individuals involved or exposed to violence, and groups of individuals likely to retaliate.
 - Canvassing and providing information on relevant resources available to assist residents in the affected neighborhood.

- Collecting street level intelligence in report form to guide efforts to prevent and reduce violence in the target areas.
- Organize a community vigil, rally, peace march, etc. (community mobilization).

8. Evaluation Criteria

DESCRIPTION	POINTS
Qualifications and Experience	30
Compliance to scope of services	25
Knowledge of the City of Racine	25
Pricing	20
TOTAL	100

9. Indemnification and Insurance Requirements:

Indemnification

To the fullest extent allowable by law, Contractor hereby indemnifies and shall defend and hold harmless the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers and each of them from and against any and all suits, actions, legal or administrative proceedings, claims, demands, damages, liabilities, interest, attorneys' fees, costs, and expenses of whatsoever kind or nature whether arising before, during, or after completion of the work hereunder and in any manner directly or indirectly caused, occasioned, or contributed to in whole or in part or claimed to be caused, occasioned, or contributed to in whole or in part, by reason of any act, omission, fault, or negligence, whether active or passive, of Contractor or of anyone acting under its direction or control or on its behalf in connection with or incident to the performance of this Agreement regardless if liability without fault is sought to be imposed on the City of Racine, Contractor's aforesaid indemnity and hold harmless agreement shall not be applicable to any liability caused by the sole fault, sole negligence, or willful misconduct of the City of Racine, or its elected and appointed officials, officers, employees or authorized representatives or volunteers. This indemnity provision shall survive the termination or expiration of this Agreement.

In any and all claims against the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers by an employee of Contractor, any subcontractor, or anyone for whose acts any of them may be liable, the indemnification obligation under this paragraph shall not be limited in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the Contractor or any subcontractor under Worker's Compensation Acts, Disability Benefit Acts, or other employee benefit acts.

No provision of this Indemnification clause shall give rise to any duties not otherwise provided for by this Agreement or by operation of law. No provision of this Indemnity clause shall be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity that would otherwise exist as to the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers under this or any other contract. This clause is to be read in conjunction with all other indemnity provisions contained in this Agreement. Any conflict or ambiguity arising between any indemnity provisions in this Agreement shall be construed in favor of indemnified parties except when such interpretation would violate the laws of the state in which the job site is located. Contractor shall reimburse the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers for any and all legal expenses and costs incurred by each of them in connection therewith or in enforcing the indemnity herein provided. Contractor's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers.

Insurance Requirements

The Contractor shall not commence work under a contract until he has obtained all insurance required under this paragraph and has filed certificates thereof with the Owner, nor shall the Contractor allow a Subcontractor to commence work until all similar insurance required has been so obtained and filed with the Contractor. Unless otherwise specified in this Agreement, the Contractor shall, at its sole expense, maintain in effect at all times during the performance of the Work, insurance coverage with limits not less than those set forth below with insurers and under forms of policies set forth below.

Worker's Compensation and Employers Liability Insurance - The Contractor shall cover or insure under the applicable labor laws relating to worker's compensation insurance, all of their employees in accordance with the law in the State of Wisconsin. The Contractor shall provide statutory coverage for work related injuries and employer's liability insurance with limits of \$1,000,000 each accident, \$1,000,000 disease policy limit, and \$1,000,000 disease each employee.

Commercial General Liability and Automobile Liability Insurance - The Contractor shall provide and maintain the following commercial general liability and automobile liability insurance:

Coverage - Coverage for commercial general liability and automobile liability insurance shall be at least as broad as the following:

- a) Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG0001)
- b) Insurance Services Office (ISO) Business Auto Coverage (Form CA0001), covering Symbol 1 (any vehicle)

Limits -The Contractor shall maintain limits no less than the following:

- a) General Liability - One million dollars (\$1,000,000) per occurrence (\$2,000,000 general aggregate if applicable) for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the project/location (with the ISO CG 2503, or ISO CG 2504, or insurer's equivalent endorsement provided to the City of Racine) or the general aggregate including product-completed operations aggregate limit shall be twice the required occurrence limit.
- b) Automobile Liability- One million dollars (\$1,000,000) for bodily injury and property damage per occurrence limit covering all vehicles to be used in relationship to the Agreement. ^{NNSC}
- c) Umbrella Liability- One Million dollars (\$1,000,000) for bodily injury, personal injury and property damage per occurrence in excess of coverage carried for Employers' Liability, Commercial General Liability and Automobile Liability as described above.

Required Provisions - The general liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:

- a) The City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers are to be given additional insured status as respects liability arising out of activities performed by or on behalf of the Contractor; on products and completed operations of the Contractor; for premises occupied or used by the Contractor; and on any vehicles owned, leased, hired or borrowed by the Contractor.
- b) The coverage shall contain no special limitations on the scope of protection afforded to the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers.
- c) For any claims related to this project, the Contractor's insurance shall be primary insurance as respects the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers. Any insurance, self-insurance, or other coverage maintained by the City of Racine, its elected and appointed officials, officers, employees, or authorized representatives or volunteers shall not contribute to it.
- d) Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers.

- e) The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- f) Each insurance policy required by this agreement shall state, or be endorsed to state, that coverage shall not be canceled by the insurance carrier or the Contractor, except after sixty (60) days (or 10 days for non-payment of premium) prior written notice by U.S. mail has been given to the City of Racine.
- g) Such liability insurance shall indemnify the City of Racine, its elected and appointed officials, officers, employees or authorized representatives or volunteers against loss from liability imposed by law upon, or assumed under contract by, the Contractor for damages on account of such bodily injury (including death), property damage, personal injury, completed operations, and products liability.
- h) The general liability policy shall cover bodily injury and property damage liability, owned and nonowned equipment, blanket contractual liability, completed operations liability with a minimum of a 24 month policy extension, explosion, collapse, underground excavation, and removal of lateral support, and shall not contain an exclusion for what is commonly referred to by the insurers as the "XCU" hazards. The automobile liability policy shall cover all owned, non-owned, and hired vehicles. All of the insurance shall be provided on policy forms and through companies satisfactory to the City of Racine, and shall have a minimum A.M. Best's rating of A-VII.

Deductibles and Self-Insured Retentions - Any deductible or self-insured retention must be declared to and approved by the City of Racine. At the option of the City of Racine, the insurer shall either reduce or eliminate such deductibles or self-insured retentions.

Evidences of Insurance - Prior to execution of the agreement, the Contractor shall file with the City of Racine a certificate of insurance (Acord Form 25-S or equivalent) signed by the insurer's representative evidencing the coverage required by this agreement. Such evidence shall include an additional insured endorsement signed by the insurer's representative. Such evidence shall also include confirmation that coverage includes or has been modified to include all required provisions 1-8.

Responsibility for Work - Until the completion and final acceptance by the City of Racine of all the work under and implied by this agreement, the work shall be under the Contractor's responsibility care and control. The Contractor shall rebuild, repair, restore and make good all injuries, damages, re-erectments, and repairs occasioned or rendered necessary by causes of any nature whatsoever.

Sub-Contractors - In the event that the Contractor employs other contractors (subcontractors) as part of the work covered by this agreement, it shall be the Contractor's

responsibility to require and confirm that each sub-contractor meets the minimum insurance requirements specified above.

10. Possible Funding Sources

ARPA

On March 11, 2021, President Biden signed the U.S. Senate-amended H.R. 1319 (P.L. 117-2) known as the American Rescue Plan Act (hereinafter “ARPA”) and on May 10, 2021, the U.S. Treasury issued the Interim Final Rule (“IFR”) to implement ARPA in Title 31, Part 35 of the Code of Federal Regulations (“CFR”) describing eligible and ineligible uses of funds (as well as other program provisions). Under ARPA Section 603 (c)(1)(A) and (3) and the Interim Final Rule 31 CFR 35.6(b)(7) Subrecipients may use Coronavirus State and Local Fiscal Recovery Fund (“SLFRF”) Funds to award grants to organizations that are responding to the negative impact of the COVID-19 public health emergency.

The City recently allocated additional funding for the program through the federal American Rescue Plan Act (ARPA) and wants to continue efforts under the Program to support new home ownership in the City of Racine.

This Contract results in a subaward of federal assistance provided by the US Department of Treasury under Sections 602(b) and 603(b) of the Social Security Act (the Act) as added by section 9901 of the American Rescue Plan Act (ARPA) Pub. L. No. 117-2 (March 11, 2021). The Contractor is a subrecipient and the City of Racine is a pass-through entity for purposes of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200.

This request for proposal is for a project that may be funded using federal grant funds. The following provisions will apply:

1. Eligible party will not be disbarred, suspended, or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive order 12549, *Debarment and Suspension*.
2. Expenses for activities will be for allowable costs under OMB Circular A1-33 *Audits of States, Local Governments, and Non Profit Institutions*.
3. Funds will *not* be used for any work associated with “lobbying” in accordance with 18 U.S.C. 1913

This RFP is regulated in accordance with 2 CFR § 200.318-326 and Appendix II: <https://ecfr.federalregister.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-D/subject-group-ECFR8feb98c2e3e5ad2/section-200.318>

CDBG

The City is a HUD CDBG entitlement community. Each year, the City is eligible to receive an allocation of funding. To do so, it must comply with all federal regulations governing the use of the funds. Title 24 Code of Federal Regulations (CFR) Part 570 – Community Development Block Grants provides guidance for management and use of the CDBG funds.

Davis-Bacon Act

The Davis-Bacon Act (40 U.S.C. 3141-3148), as supplemented by 29 CFR Part 5, apply to contractors and subcontractors performing on federally funded or assisted contracts in excess of \$2,000 for the construction, alteration, or repair (including painting and decorating) of public buildings or public works. Davis-Bacon Act and Related Act contractors and subcontractors must pay their laborers and mechanics employed under the contract no less than the locally prevailing wages and fringe benefits for corresponding work on similar projects in the area. The Davis-Bacon Act directs the Department of Labor to determine such locally prevailing wage rates. The Davis-Bacon Act applies to contractors and subcontractors performing work on federal or District of Columbia contracts.

Any award of the contract by the City of Racine must be conditioned on contractor's acceptance of that wage determination. Suspected or reported violations of the Davis-Bacon Act shall be immediately reported to the Federal awarding agency

Compliance with Federal Law

All procurement activities involving the expenditure of federal funds for this project must be conducted in compliance with the procurement standards outlined in Uniformed Guidance 2 CFR Part 200 and the US Dept. of Treasury. Contractors are responsible for performing in accordance with the terms, conditions, and specifications of their contracts

<https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200>

<https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>

Grants

The City of Racine gets awarded grants that can be allocated for this project.

Additional funds

The City of Racine may use other funding sources.

END OF DETAILED SPECIFICATIONS

BIDDER'S CERTIFICATION

I hereby certify that all statements herein are made in behalf of:

Research Foundation of CUNY o/b/o National Network for Safe Communities (NNSC) at John Jay College of Criminal Justice

Name of Corporation, Partnership or Person submitting bid

a corporation organized and existing under the laws of the State of: New York, NY

a partnership consisting of: _____

an individual trading as: _____

of the City of _____ State of _____

that I have examined and carefully prepared this proposal from the plans and specifications and have checked the same in detail before submitting this proposal; that I have full authority to make such statements

and submit this proposal in its (their) behalf, and that said statements are true and correct

SIGNATURE: ^{IBM}XXXXXXXXX *Ahmad Dowla*

TITLE: Director, Operations & Finance, NNSC

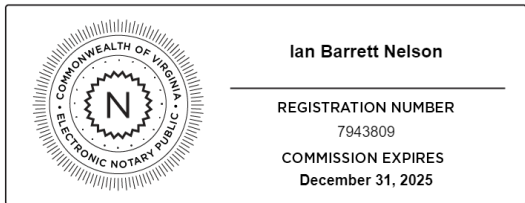
Sworn and subscribed to before me

this 5th day of June 2023. By Ahmad Dowla.

Ian Barrett Nelson

(Notary or other officer authorized to administer oaths) State of Virginia, County of Virginia Beach

SEAL:



Notarized online using audio-video communication

My commission expires 12/31/2025

City of Racine
Purchasing Department
 730 Washington Ave Room 105
 Racine, Wisconsin 53403
www.cityofracine.org/purchasing



City of Racine, Wisconsin

Monica G. Santos
 Purchasing Agent
 Office: (262) 636-9143
 Fax: (262) 636-9100
Monica.Santos@cityofracine.org


To:	Notice to all Vendors
From:	Monica G. Santos, Purchasing Agent
Solicitation:	Official Notice #4-2023 RFP #2023164 GVI
Addendum Issued:	May 31, 2023
RFP Response Due Date:	June 6, 2023 at 10am via DemandStar

The purpose of this Addendum is to clarify questions received from Proposers. All requirements of the proposal documents remain unchanged except as cited herein. Information contained in this Addendum will be included in any subsequent contractual agreement between the City and the successful bidder (s).

<p>Question 1: Is there a preference for respondents to be located near the City of Racine?</p> <p>Answer: There is no preference to be located near the City of Racine. We encourage all proposers to submit their Request for Proposal</p>
<p>Question 2: Do respondents need to be direct service providers of community violence and prevention programs? Are you open to a consulting firm that is not a direct service provider coordinating the GVI program and fulfilling the scope of work requested?</p> <p>Answer: There is no preference. The City is open to all proposals as long as they can fulfill the scope of work.</p>
<p>Question 3: Is there a maximum budget identified for the scope of work outlined in the RFP?</p> <p>Answer: The budget has not and will not be established in advance of receipt of proposals.</p> <p>Cost is 20% of the overall score. 80% of a proposal's score relates to qualifications, experience, compliance to scope of service and knowledge of the City of Racine. (RFP Part 8 Evaluation Criteria)</p>

Acknowledgment of Addendum
(To be returned with your response)

I Ahmad Dowla, as an authorized representative of
Research Foundation of CUNY o/b/o National Network for Safe
Communities (NNSC) at John Jay College of Criminal Justice have received this Addendum, I fully
understand and will comply with all the information contained within this Notice.

Signed:  Date: 06/05/23

REDUCING SERIOUS VIOLENCE IN THE CITY OF RACINE, WI

PROPOSAL

National Network for Safe Communities
John Jay College of Criminal Justice
524 W. 59th St., Ste. 031W
New York, NY 10019



**National Network
For Safe Communities
at JOHN JAY COLLEGE**

I. INTRODUCTION

The National Network for Safe Communities (NNSC) is an action-research center based at John Jay College of Criminal Justice that develops, takes to scale, and supports cities in implementing evidence-based approaches to violence prevention that enhance the effectiveness and legitimacy of public safety systems. Beginning with a focus on neighborhood-based gun violence more than twenty years ago, NNSC has applied an action-research process to effectively address a range of seemingly intractable public safety problems in dozens of cities in the U.S. and in international contexts.

NNSC is committed to building a community of practice that operates along a set of guiding principles:

- **First do no harm**
- **Strengthen communities' capacity to prevent violence**
- **Enhance legitimacy**
- **Offer help to those who want it**
- **Get deterrence right**
- **Use enforcement strategically**

NNSC'S action-research approach includes working with cities to identify serious violent crime problems; assembling partnerships of law enforcement, community leaders, and social service providers; conducting crime analyses to identify the conditions driving the majority of serious offending; devising a response that uses enforcement strategically to reduce collateral consequences while increasing police legitimacy and public safety; focusing services and community resources on those at the highest risk for violence victimization or offending; and, where applicable, delivering prior notice of the consequences for further offending.

In addition to providing strategic advising to jurisdictions implementing these interventions, NNSC facilitates peer support and collaborative learning opportunities to help cities learn from one another; address common issues; provide a supportive community of practitioners for new jurisdictions; and make these interventions standard practice across the United States.

II. NNSC'S APPROACH TO VIOLENCE REDUCTION

A substantial body of empirical research has shown that violence and community disorder in troubled neighborhoods is caused predominantly by a remarkably small number of highly active people locked in the dynamics of gangs, street groups, and drug crews. NNSC'S Group Violence Intervention (GVI) has repeatedly shown that cities can dramatically reduce violence by assembling a partnership of law enforcement, social service providers, and committed community actors (e.g., parents, leadership from faith-based organizations, street-outreach workers, neighborhood associations, individuals who were formerly involved in violence dynamics, etc.) to engage in ongoing direct communication with these groups.

Direct communication is central to GVI and is conducted via a "call-in," a face-to-face meeting between an assembly of group members and the partnership, or "custom notifications," a face-to-face meeting between an individual group member and representatives from the partnership, repeated at intervals as necessary. In both scenarios, partners deliver 1) a credible moral message against violence, 2) a credible law enforcement message about the consequences of further violence, and 3) a genuine offer of help for those who want it.

A central operational shift is that law enforcement puts the groups/gangs on prior notice that further violence will be met with a specific and swift response directed at the group as a whole rather than at individuals. Individual violent offenders receive the same enforcement attention as they had previously experienced. However, other group members get new attention from police and prosecutors for any crimes committed, outstanding warrants, probation and parole violations, and open cases. The intervention combines this enforcement message with a powerful moral message against violence from community members whom the group members respect, and a reorganized, streamlined social service structure tailored to the particular needs of group members who want to change. The explicit aim is to create collective accountability to reduce informal peer dynamics that promote violence, crystallize community standards against violence, and offer meaningful help for those who will take it.

GVI requires that people from disparate backgrounds, often with competing priorities, work together in unusual ways and focus on a single goal: reducing serious violence in their community. A real working partnership among these stakeholders is both the strategy's most important element and its greatest challenge. NNSC's deep experience with this approach has shown that successful implementation requires consistent support

from expert strategic advisors. The most effective implementation efforts combine that support with collaborative learning opportunities and an intense focus on particular areas of operational significance driven by advice from national and international experts who are connected to similar efforts in other jurisdictions.

NNSC is particularly well positioned to provide that support. Decades of implementing proven violence reduction strategies and delivering unparalleled strategic advising have helped us build a community of practice with deep expertise in each of the components of the strategy as well as with other emerging innovations. NNSC regularly deploys this community through peer site visits, distance learning, and collaborative workshops to ensure effective implementation, advancement, and sustainability of the strategy within the jurisdictions we advise. We convene experts from active jurisdictions to share knowledge of core operational issues such as strategic law enforcement, police legitimacy, support and outreach to active offenders, governance and institutionalization, and other essential areas. Members of the network assist one another with the concrete work in the jurisdictions, develop and share innovations, and work together on a shared agenda.

GVI—a focused deterrence-based strategy—has robust scientific backing. A recent Campbell Collaboration systematic review of formal evaluations found all 12 of the evaluated focused deterrence interventions produced positive results and that the approach overall produced “noteworthy” reductions.¹ Systematic reviews by the United States Agency for International Development, Weisburd et al., and the National Academies of Sciences support that the strategy is the most effective known to reduce community violence, with the National Academies finding that, “focused deterrence programs show consistent crime control impacts on gang violence, street crime driven by disorderly drug markets, and repeat individual offending.”²

¹ Braga, Anthony A., David Weisburd, and Brandon Turchan. "Focused deterrence strategies and crime control: An updated systematic review and meta-analysis of the empirical evidence." *Criminology & Public Policy* 17, no. 1 (2018): 205-250.

² Abt, Thomas, and Christopher Winship. "What works in reducing community violence: a meta-review and field study for the northern triangle." (2016).

<https://www.usaid.gov/sites/default/files/USAID-2016-What-Works-in-Reducing-Community-Violence-Final-Report.pdf>;

Weisburd, David, David P. Farrington, and Charlotte Gill. "What works in crime prevention and rehabilitation: An assessment of systematic reviews." *Criminology & Public Policy* 16, no. 2 (2017): 415-449; National Academies of Sciences, Engineering, and Medicine. 2017. *Proactive policing: Effects on crime and communities*. National Academies Press, 2018.

Additionally, GVI has been endorsed by the National Institute of Justice,³ American law enforcement groups⁴, and national advocacy groups⁵. When properly implemented, cities routinely see rapid reductions in serious violence – on the order of two-thirds for group-related homicide. Moreover, this result is typically accompanied by low levels of actual enforcement and the enthusiastic support of affected communities.

IV. PROJECT DESCRIPTION

NNSC proposes to work with local leadership to implement GVI, including GVI trainings for key stakeholders, regular strategic advising from NNSC, and access to management and development tools, peer support networks, and collaborative learning opportunities.

Racine, with active support and guidance from NNSC, will collectively lead and ensure the success of the GVI implementation. NNSC will serve as national experts on the GVI framework. Racine—through the local Project Manager—will manage all major implementation efforts, act as the "local expert" on the ground, and ensure participation and engagement by local partners and stakeholders in NNSC activities.

If the strategy is implemented with fidelity to GVI's core principles, Racine can expect to see the following at the end of the proposal period: 1) reduction in the targeted crime areas, 2) improvement in interagency law enforcement partnerships, 3) strengthened relationships between law enforcement and community, and 4) increased knowledge and expertise in this work that would allow the city's partnership to consider addressing other serious crime areas using the approach.

³ See, for example: <https://crimesolutions.ojp.gov/ratedprograms/700>; <https://crimesolutions.ojp.gov/ratedprograms/207>

⁴ See, for example:

https://www.theiacp.org/sites/default/files/Research%20Center/Violence%20Reduction%20Literature%20Review_FINAL.pdf

⁵ "Intervention Strategies." Giffords. <https://giffords.org/lawcenter/gun-laws/policy-areas/other-laws-policies/intervention-strategies>.

V. PROJECT ACTIVITIES

Design work for all NNSC interventions begins by assessing the facts on the ground (i.e., who and what are driving serious violence). To that end, NNSC staff will:

- 1) **Strategic advising:** NNSC will provide strategic advising to guide key Racine partners and stakeholders—including the city administration, law enforcement partners (e.g., police, probation and parole, and prosecutors), social service providers, and community leaders—in shifting the way they share information, work toward the common goal of public safety, deliver antiviolenence messaging, follow through with services as promised, and execute formal or informal sanctions as needed to reduce violence. This strategic advising will be structured with the specific intention of developing accountability processes and mechanisms that empower the project manager and other local operational partners to ultimately own fidelity of the implementation. NNSC proposes the following elements of strategic advising:
 - a. **Develop local operational support:** NNSC will train and support the designated Racine-based project manager to coordinate implementation of GVI. NNSC will work closely with the project manager to provide a comprehensive understanding of the GVI theory and the most critical components of an effective implementation, as well as guide the project manager's effective operation within law enforcement, social service, and community contexts.
 - b. **Ongoing strategic advising:** A team of NNSC's advising staff will conduct dedicated regular calls with the project manager to guide the implementation of GVI, plan and support additional investments in the comprehensive strategy, and provide expert guidance on any challenges that arise. NNSC anticipates that these calls will occur on a weekly basis at least through the first call-in and will work with the Racine team to adjust frequency as necessary as implementation proceeds.
 - c. **Regular implementation reviews:** NNSC will introduce the use of a comprehensive implementation review rubric that will serve as a tool for 1) regular assessment of implementation and fidelity to the GVI framework and 2) ongoing strategic planning. An early step in NNSC's strategic advising, and a periodic step thereafter, will be the review of this rubric in partnership with the project manager and core operational team in order to inform the city's implementation plan. Long term, NNSC anticipates that ownership of this

regular implementation review process will rest with the project manager for the purpose of ensuring sustainable implementation beyond the life of this contract. NNSC's advising will build local capacity to track performance related to GVI and empower the Racine project manager to prepare reports based on GVI performance.

- d. **Regular executive stakeholder engagement:** NNSC will request periodic phone conferences with the executive stakeholders in Racine for the purpose of discussing progress in implementation, reviewing the aforementioned rubric, and building consensus around identified short, medium and long term goals. NNSC anticipates facilitating this quarterly discussion at the outset of this contract but expects that management of this update and discussion process will shift long-term to the project manager, with participation and feedback from NNSC.
 - e. **Intensive strategic advising.** As needed, NNSC will provide intensive strategic advising sessions to Racine partners to assess implementation progress, meet with stakeholders, and guide partners through implementation challenges on the ground.
- 2) **Access to management and development tools:** NNSC's decades of experience have shown that jurisdictions implementing GVI invariably benefit from ongoing development opportunities for key stakeholders. Moreover, it is equally important that jurisdictions, and project managers in particular, are equipped with a core set of tools designed to support rigorous implementation and management of their own ongoing training needs with regard to the core strategy. To this end, the NNSC will offer support in the following areas:
- f. **Accountability and project management tools:** Strong, ongoing project management is central to the long-term success of GVI. NNSC has thus developed a series of tools designed to support project managers and other operational leaders to bolster the durability of the intervention. These tools include a Project Management Guide (specific to the implementation of GVI) and tracking documents specific to planning call-ins, tracking messaging, and providing speaker feedback, as well as the aforementioned implementation review rubric.
 - g. **Access to Group Violence Intervention University training modules:** NNSC recognizes that there is a need among local leaders for support in providing ongoing training, refreshers, overviews, etc. to local stakeholders on a regular basis. NNSC has therefore developed a suite of Group Violence

Intervention University online modules, each of which is designed to cover specific theoretical and operational topics key to the implementation of the GVI. Topics range from the Nature of Street Groups to Strategic Law Enforcement to Planning a Call-In and are meant to equip local trainers and stakeholders with both the guidance and content necessary to deliver their own trainings. NNSC will make these modules available to Racine partners and will work with local leaders to adapt them where necessary to the specific conditions in Racine.

- h. **Topic-specific workshops and webinars:** NNSC will provide Racine with the opportunity to participate in specialized workshops and webinars as needed on specific elements of the GVI framework, and emerging innovations, such as custom notifications, shooting reviews, community-police responses to victims of violence, etc. The intent of these workshop/webinar opportunities are to expose key stakeholders to the featured practice or concept for the purpose of strategic planning for local application or rollout and to engage NNSC's partner sites collaboratively in the development of new and promising practices. NNSC's intention is to conduct such workshops and/or webinars regionally where possible in order to facilitate participation from a variety of sites and foster peer dialogue.
- 3) **Provide peer support and collaborative learning opportunities.** The experience of the NNSC team indicates that practitioners are more likely to embrace innovation when they learn about it from their peers. As such, we will promote and conduct virtual working sessions between Racine and other site teams to enhance understanding of GVI and strengthen implementation capacity. NNSC will support Racine in participating in the following collaborative learning methods:
- a. **Peer exchanges and working sessions:** NNSC will support a number of peer exchanges between Racine and other NNSC sites as well as Racine's participation in working sessions that include other members of NNSC's network. These collaborative opportunities expose sites to different methods, encourage innovations, and help build a national pool of experts in GVI and complementary strategies and innovations.

VI. BUDGET SUMMARY

An experienced team of NNSC staff will work directly with local stakeholders to carry out the project activities for a performance-based fee of \$150,000.