

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE ATTORNEY GENERAL (OAG)**

Violence Reduction Unit

**FY2023 CURE THE STREETS PROGRAM IMPLEMENTATION GRANT
REQUEST FOR APPLICATION (RFA)**



Release Date of NOFA: Wednesday - June 24, 2022

Release Date of RFA: Friday - July 15, 2022

Submission Deadline: Friday – August 12, 2022

No extensions allowed.

Submission Details: Applicants must submit complete Applications for each target site they wish to be considered. The applications must be submitted through OAG's online grant system at: <https://www.zoomgrants.com/zgf/curethestreetsfy23>

RFA Questions: Send all questions to curethestreets@dc.gov

Last day to ask questions will be Friday, July 29, 2022

RFA Postings: The Office of the Attorney General website at:
<https://oag.dc.gov/jobs-partner-opportunities/doing-business-oag>

Mayor's Office of Volunteerism and Partnerships at:
<https://communityaffairs.dc.gov/servedc>

INCOMPLETE OR LATE APPLICATIONS WILL NOT BE CONSIDERED

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
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Announces

A PRE-SOLICITATION CONFERENCE

**First session:
Monday July 25, 2022
6:00 P.M.**

**Second Session:
Wednesday, July 28, 2022
1:00P.M.**

Interested applicants should send one or more representatives from their organization to the conference. As a part of this conference, a workshop detailing the Cure Violence Model and Cure the Streets (CTS) Program will be provided.

Interested applicants should RSVP to Gabrielle Breven at curethestreets@dc.gov. For general questions, please also contact Ms. Gabrielle Breven.

The Pre-solicitation Conference will be held virtually. The webinar information will be posted to OAG website at <https://oag.dc.gov/jobs-partner-opportunities/doing-business-oag>

Table of Contents

SECTION I. INTRODUCTION.....	4
SECTION II. ELIGIBILITY	4
SECTION III. PROGRAM OVERVIEW	5
A. PROGRAM DESCRIPTION	
B. ROLE OF OAG AND CBO	
C. AVAILABLE FUNDING AND GRANT PERIOD	
SECTION IV. SCOPE OF SERVICES, MONITORING, AND REPORTING	7
A. IMPLEMENTATION OF THE CURE VIOLENCE MODEL	
B. HUMAN RESOURCES REQUIREMENTS	
C. REPORTING AND MONITORING	
SECTION V. ADMINISTRATION OF GRANTS.....	12
SECTION VI. EVALUATION AND SCORING CRITERA.....	17
APPENDIX A. CTS - CURE VIOLENCE PROGRAM MODEL OVERVIEW.....	21
APPENDIX B. APPLICATION SUBMISSION FORMAT AND CHECKLIST.....	27
APPENDIX C. PROGRAM STAFF JOB DESCRIPTIONS.....	29
APPENDIX D. SAMPLE POLICY FOR HIRING EX-OFFENDERS	37
APPENDIX E. PROGRAM DOCUMENTATION & MONITORING FORMS	38
ATTACHMENT 1. BUDGET TEMPLATE AND NARRATIVE SAMPLE.....	39
ATTACHMENT 2. TARGET SITES MAPS.....	43

SECTION I: INTRODUCTION

The Office of the Attorney General (OAG) is seeking proposals from non-profit Community-Based Organizations (CBOs) interested in operating Cure the Streets (CTS) programs within specific assigned neighborhood target areas in the District and implementing the CURE Violence Global Model, which employs local, credible individuals who have deep ties to the target neighborhoods and networks of trust-based relationships with residents within these neighborhoods. CTS is a public safety program that aims to reduce gun violence in the neighborhoods in which it operates. CTS replicates the Cure Violence program model which employs a data-driven, public-health approach to reducing gun violence.

SECTION II: ELIGIBILITY

This is a competitive solicitation. OAG does not guarantee funding, funding amounts, or funding source based on previous awards. Applicants will be reviewed and scored to determine which programs will be funded.

Only applications submitted by **eligible applicants** that meet all other requirements will be evaluated, scored, and rated by a review panel. Reviewers' ratings and any resulting recommendations are advisory only. In addition to reviewer ratings, considerations may include strategic priorities, past performance, and available funding.

The final decision on awards rests solely with the Attorney General. After reviewing the recommendations of the review panel, consulting with the Violence Reduction Chief, and reviewing information gathered during the review and any other information considered relevant, the Attorney General shall decide which applicants to fund, amounts to be funded, and funding source.

The CBO eligibility criteria are:

- Applicant must be designated as a 501(c)(3) or 501(c)(4) organization by the IRS.
- Applicant must be designated as an IRS 501(c)3 or 501(c)4 entity and be in good standing with the Government of the District of Columbia and IRS.
- Applicant must be able to operate a CTS program within an eligible target area as defined within this solicitation.
- Applicants must ensure that the CTS program has an office or home base location to operate the program from. The location should provide ample space for staff to work and a large conference area suitable for meetings, workshops and other gatherings and activities.
- Applying organizations must have no rules or bylaws that prohibit its hiring of persons with criminal backgrounds, or any other disability protected by law.
- Applicant must be able to demonstrate financial ability to meet payroll for program staff for at least thirty days if payments under the grant are delayed or a financial penalty for inadequate performance is applied.
- Applicant must demonstrate existing relationships with community agencies and partners and provide letters of support from these partnerships.
- Applicants must possess sufficiently robust management infrastructure for effective management of grant funds and faithful implementation of the program model described in this RFA.

SECTION III: PROGRAM OVERVIEW

A. Program Description

CTS replicates the Cure Violence Program model whose model is to reduce violence globally using disease control and behavior change methods. For nearly 20 years, Cure Violence has worked with local partners to successfully reduce violence in some of the many communities in the United States and around the world by employing epidemic control and behavior change methods.

Core required implementation components:

1. Develop and maintain networks of neighborhood contacts and relationships that enable detection of potentially violent conflicts so that program staff may intervene to de-escalate and mediate them to prevent violence.
2. Identify and establish relationships with the highest-risk individuals to reduce their risk of involvement in gun violence.
3. Encourage and enable changes in community norms that are predictors of gun violence in high violence rate neighborhoods.
4. Continually analyze data to ensure proper program implementation and identify trends and changes in gun violence activity.
5. Ensure staff attendance and participation in all training and technical assistance.

B. Governing Roles

Role of the CBO

Programmatic

Each CBO grantee is responsible for faithful implementation of the Cure Violence program model in the day-to-day operations of their CTS program(s), to include assurance of collection of reliable program data, program oversight, and regular periodic review of program data and program performance. The CBO will implement the CTS program(s) within the boundaries of an OAG-designated neighborhood target area that has experienced high rates of gun violence over the past three years. This [link](#) illustrates the boundaries of all eligible areas that a CBO may bid to operate.

For ease of reference, you may also see *Attachment 2 – Target Sites Maps* for the eligible areas.

Personnel and HR

The CBO shall hire, manage, and support all program staff, subject to OAG oversight. In addition, the CBO will ensure that all CTS programs it operates faithfully implement all programmatic elements and activities of the Cure Violence program model, including community mobilization; planning and organizing community activities and public education; coalition building; leading and participating in other activities that engage the community in this initiative.

The CBO's frontline program staff (Outreach Workers and Violence Interrupters) must be trusted community insiders. While both outreach workers and violence interrupters should share some life experience with the high-risk population being served, outreach workers should have some experience and/or training in human services or working in a helping capacity with at risk persons in transition and an innate helping impulse.

Frontline staff must live in the target community and/or have roots, history, and relationships in the target community. Frontline staff members should be known among high-risk people in the target neighborhood and be able to elicit the trust of the neighborhood's broader population. Formerly incarcerated people are eligible for employment.

Cure the Streets program managers should have periodic meetings with local police commanders and community-based partners whose support is crucial to the project's success.

CBO program staff must organize community responses to every shooting that occurs within its assigned target area in the form of a rally, vigil, or other public demonstration. Each program must coordinate public education campaigns and organize at least one community event each month that promotes anti-gun violence messaging and alternatives to violence and recruit residents to be the eyes and ears of the program.

Program staff must design or select existing relevant gun violence awareness and gun violence prevention messaging materials and distribute and post them throughout the community and on social media, encouraging community residents to contact program staff to alert them to neighborhood conflicts that program staff can intervene in and help to resolve before they escalate to violence.

Role of OAG

Programmatic

OAG will provide regular program monitoring, reviewing programmatic aspects of the program to ensure adherence to the grant agreement and scope of services as well as faithful and effective implementation of the Cure Violence program model. OAG will also provide various trainings to support the implementation of this project.

OAG will serve as the leading technical support advisor to the CBO by providing advice on assessing applicants for program jobs, arranging training of project staff, ensuring staff mental health support, assisting with problem solving at the program level, and generally supporting CBO grantees in effectively implementing the Cure Violence program model in their assigned program target neighborhoods.

Fiscal and Administrative

OAG will oversee and direct fiscal and administrative matters, including receiving and reviewing reports from the CBO; reviewing, processing, and ensuring payment of approved CBO invoices; monitoring program budgets and expenditures; tracking and documenting personnel changes and actions; ensuring provision of staff training and support services; and generally ensuring compliance with the terms of the grant agreement.

C. AVAILABLE FUNDING AND GRANT PERIOD

Funding will be available based on program size and number of programs for each community-based organization, *not to exceed \$814,000.00 per project*.

The term of the grant shall be October 1, 2022 through September 30, 2023.

OAG reserves the right, without prior notice, to reduce or cancel one or more of the program implementation awards listed in this RFA, reject all applications, adjust total funds available, or cancel the RFA in part or whole.

Funding levels of the respective programs and budget amounts in the grant, grant agreement, or related documents, if awarded, are contingent on continued federal and/or District funding, grantee performance, and potential reduction, elimination, or reallocation of funds in accordance with applicable sections in the grant award or agreement.

Successful grantees will be required to comply with any American Rescue Plan Act reporting or usage requirements and the grant agreement may be amended to reflect such reporting requirements.

Budget

Budgets should be submitted on forms as sampled by *Attachment 1 – Budget Template and Budget Narrative Sample*. Applicants must submit a budget narrative detailing the basis for the amount allocated for each line item. Please see the evaluation and selection criteria for specifics in Section VI.

The budget may include an administrative cost allocation to cover the cost of administering the program (accounting, insurance, supervision, etc.). The maximum permissible amount of indirect costs is 10% of the total grant award. Applicants with a federally negotiated rate should submit their rate agreement with the application.

SECTION IV: SCOPE OF SERVICES, MONITORING, AND REPORTING

Applicants will be required to comply with the elements below.

Implementation of the Cure Violence Program Model

The CBO must include language in its written mission statement that speaks to its goal of reducing gun violence. The CBO must also agree to implement the Cure Violence program model with fidelity.

Grant awardees will hire qualified personnel with proven ability to discharge the following responsibilities with respect to their job titles:

Program Managers (PM) are responsible for setting violence reduction goals, planning operations and activities to meet goals, and developing violence reduction and community strengthening coalitions with other community organizations and individuals. Program managers are also responsible for scheduling, accurate, timely data recording, and timely submission of program report. To be successful, Program Managers should have prior experience in leading project teams or program teams in pursuit of programmatic goals, project management, team leadership, staff development and staff supervision.

Outreach Workers (OW) develop networks and trusted relationships with both the high-risk population of the target neighborhood and other residents, from whom they learn of conflicts in which they and other members of the outreach team can intervene and help to resolve before they escalate to gun violence.

Outreach Workers also maintain caseloads up to 15 *high-risk* individuals who have been assessed as high-risk for involvement in gun violence, either as perpetrators or as victims. Outreach Workers work closely with those they assist, often in non-traditional settings and during non-traditional hours when local data indicate violence is most likely to occur, particularly evenings, late-night hours, and weekends.

Outreach Supervisors (OS) support Outreach Workers in recruitment and management of their caseloads of high-risk individuals; work closely with the Program Manager in the development of plans, strategies, activities, etc.; transmit daily plans and goals to the outreach team; supervising the outreach

team in the field (knowing where all team members are at all times); communicating up to the Program Manager all developments, changes or issues in the target neighborhood; providing weekly individual supervision sessions for each member of the outreach team; supervising and supporting Outreach Workers in development and management of their program participant caseloads.

The Outreach Supervisor will also carry a participant caseload of 3 to 5 participants. The Outreach Supervisor also consults with the Program Manager on staff performance and other staff issues.

The Outreach Supervisor should be appointed from among the program's Outreach Workers after the first 30 to 60 days of program operation on the recommendation of the program manager (with approval of CBO Director of Programs or another senior CBO manager tasked with program oversight).

Violence Interrupters (VI) establish and maintain a network of personal relationships with high-risk individuals and groups as well as other key influential individuals in and around the *program target area**. Violence interrupters work closely with program manager, outreach supervisor, and program outreach team to formulate action plans to resolve conflicts.

Applicants are encouraged to carefully review, in detail, the CTS – Cure Violence Program Model Overview in Appendix A of this RFA.

HUMAN RESOURCES

Successful CBOs must be willing and able to hire individuals with criminal backgrounds. Job candidates who have been convicted of domestic violence offenses or crimes involving children may **NOT** be hired as program staff.

Additionally, CBOs must hire personnel for the following positions at salaries that align with minimum pay rates listed below.

To ensure parity between CTS staff hired by CBOs, the CBOs must commit to paying staff at rates that are consistent with the following annual minimums:

- Program Manager: \$61,800/year plus benefits
- Outreach Supervisor: \$51,500/year plus benefits paid on an hourly basis
- Violence Interrupter: \$41,200/year plus benefits paid on an hourly basis
- Outreach Worker: \$46,530/year plus benefits paid on an hourly basis
- Administrative Assistant: \$41,200/year plus benefits paid on an hourly basis

Grantees must adhere to the recommended Cure Violence staffing structure, job titles and job descriptions in the implementation of Cure the Streets programs. Any deviation from the recommended staffing structure must be justified and approved by OAG.

Hiring Requirements

Grantees will be required to submit all job candidates for interview by a panel of community, CBO and OAG members. Hiring panels that include community members help ensure transparency and that there is community buy-in and investment in the program. These panels should include key community stakeholders, including community-based organizations, leaders of faith communities, community advocates, and local government officials and a representative from local law enforcement. To provide program expertise and perspective in the evaluation of job candidates, at least one OAG Violence Reduction

manager will participate and a representative of Cure Violence Global will be invited to participate. However, ultimate hiring decisions rest with the CBO.

Persons being considered for employment who are under supervision by probation, parole or the courts must have written permission from the supervising officer to accept a position as Outreach Worker or Violence Interrupter with Cure the Streets, as Cure the Streets job duties may technically violate terms of supervision.

Administrative Assistants shall be selected from a pool of candidates who respond to job postings in appropriate forums and media sites unless prior written approval for a waiver of this requirement is sought from and granted by OAG.

As a condition of continued employment with the Cure the Streets initiative, all staff must submit to scheduled background checks and drug screenings. Staff whose drug screenings and background checks reveal use of illicit drugs or criminal activity are subject to immediate dismissal.

All CBOs must submit an ex-offender hiring policy statement (See *Appendix D – Sample Policy Guidelines for Hiring Ex-Offenders*).

Reporting and Monitoring

Programmatic Reporting

The community-based-organization must collect and maintain data using the Cure Violence/COMM Care online database. Successful applicants will be required to ensure that CTS program staff accurately input daily data into the database and provide monthly progress reports that include data and program narratives using a template provided by OAG.

Expenditure Reporting & Reimbursement

OAG shall make payment within the District's Quick Payment Act (QPA) period of thirty (30) days of submission of a proper invoice for payment via the E-Invoicing Portal (the established online program to submit and process invoices electronically). The grantee will be required to submit back-up supporting documentation (i.e., bank statements, receipts, etc.) and signed cover page template provided by OAG.

Grantees who do not comply with reporting and submission requirements will be denied requests for reimbursements for all grant awards received from OAG.

Monitoring

The selected grantee may receive a scheduled or unscheduled site visit from OAG Grant's staff to review the grant file, administrative procedures, and program operations. Monitoring is designed to determine the grantee's level of compliance with District and federal requirements as applicable, and to identify whether the grantee's operational, financial and management systems and practices are adequate to account for program funds in accordance with District requirements and federal requirements as applicable. Failure to comply with requirements may result in payment suspension, payment reduction, or termination of the grant.

The selected CBO is expected to retain all original source documentation for examination by OAG (bills, invoices, receipts, payroll registers, timesheets, etc.) for a period of three years after the date of the final payment.

All Outreach Workers and Violence Interrupters shall be selected from pools of candidates that may include community residents, and others with a demonstrated ability to effectively perform the duties set forth in

job descriptions and effectively engage with the target population.

Program Documentation

The CBO shall complete all electronic forms provided by OAG and noted in **Appendix E - Program Documentation & Monitoring** and provide appropriate oversight to ensure accuracy. Any documentation not stored in the Cure Violence database must be stored in a locked file cabinet and be made available for review by OAG.

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

- Daily Logs (required to be submitted by all program staff)
- Violence Interrupter logs
- Violent Incidents and Violent Incident Reviews
- Community responses to shooting incidents
- Conflict Mediations
- Team Meeting forms
- Program Participant Caseload Census and Participant Risk Reduction Plans and Risk reductions and participant events
- Individual Supervisions
- Community events

Monthly Reporting Requirements

Monthly reports must contain the following:

- A brief (one to two page) narrative describing activities undertaken for the month, notable accomplishments, violence reduction challenges and plans for the coming month
- Number of hours canvassing the target area
- Number of gun violence incidents for the month progress in understanding its underlying conflict and status of the conflicts
- Number of key individual contacts (persons who may alert the program of conflicts and disputes)
- Number of mediations conducted
- Number of follow-up mediation activities
- Number of completed mediations with outcomes
- Identification of confirmed hot spots
- Quarterly staff criminal background checks with results submitted to OAG
- Staffing changes
- The CBO shall submit program data and other information required by OAG regarding activities and outcomes in a form and manner according to a schedule specified by OAG
- Reports are to be submitted by the 10th day of each month (reporting documents will be provided). If the 10th day of the month falls on a weekend or holiday, reports will be submitted on the next business day.

Key Requirements for the Successful Applicant

- All personnel hired shall meet the requirements detailed in the job descriptions included in

Appendix C. The CBO agrees to maintain records documenting compliance with all aspects of the hiring process.

- CTS programs must comply with the hiring process.
 - All staff hired as full-time workers must be offered employer-sponsored health insurance, in addition to an hourly or salaried wage.
 - Criminal background checks must be completed for everyone hired.
 - New hires must be drug tested to assure they are drug-free and agree to periodic drug testing.
 - Ongoing criminal background and drug testing must be conducted as scheduled by grantee.
 - 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.
 - The CBO must submit their Arrest/Conviction and Substance Abuse policies to OAG.
 - Timesheets for all staff funded are required to be maintained on site at the program headquarters, approved by a supervisor, and available for review during the OAG monthly audit.
- Documentation of work completed by funded staff should reflect the time staff are paid.

Training

- Successful candidates are required to complete the basic outreach worker and violence interrupter (Violence Interruption and Reduction Training - VIRT) training delivered by Cure Violence and OAG within 30 days of employment.
- Program Managers are required to attend and complete Program Implementation and Management (PIM) training delivered by CVG.
- Workers who were previously employed by the CBO as Violence Interrupters, Outreach Workers, or Outreach Supervisor and are rehired after a lapse of no more than 60 days from the date of previous employment by the CBO as a Violence Interrupter, Outreach Worker, or Outreach Supervisor need only attend a booster session.

CTS staff must attend all trainings and meetings sponsored by OAG. Notices of these events will be provided at least a week in advance

Equipment

CBOs must ensure individuals hired will be provided with equipment needed to fulfill their duties. This includes cell phones and access to a computer with internet service.

Personnel Monitoring

- CBOs must notify OAG, 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 seven staff members per program for more than 90 days may result in suspension/termination of the grant.
- CBOs must conduct quarterly 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 OAG within one (1) business day. Any worker arrested and charged with a felony or serious misdemeanor must, at minimum, be suspended pending review by the CBO and OAG. Any employee convicted of a felony or a misdemeanor while employed as CTS staff must be dismissed from employment by the CBO.

- CBOs must agree to institute disciplinary measures for employees who fail to perform job duties as set forth in job descriptions and Cure Violence training. Disciplinary actions should include, but are not limited to, verbal warnings, written warnings with corrective action plans, suspension without pay and termination of employment. **A copy of this disciplinary policy must be submitted with the RFA application.** Any revisions to the policy must be forwarded to OAG within 30 days of the implementation of the revision.
- In partnership with OAG, 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. Employment of staff members who fail to demonstrate reliability and professional comportment or who fail to perform the duties detailed in their job descriptions after supervision and coaching should be.

SECTION V: ADMINISTRATION OF GRANTS

Administration of Grants

OAG will negotiate and develop a grant agreement with the successful applicants (grantees). The grant agreement is subject to approval by the Attorney General before grant funding will be disbursed to reimburse project expenses. If selected grantee(s) cannot begin grant activities within 90 days of grant execution, OAG reserves the right to rescind the selection and redistribute the grant funds.

Grant Approval

All grants are subject to the approval of the Attorney General and the Violence Reduction Chief, and until that approval has been received, the Grant shall be of no force and effect.

Grant Period

October 1, 2022, through September 30, 2023.

Grant Changes

Grant agreements resulting from this RFA may be executed, increased, terminated, renewed, decreased, extended, amended, or renegotiated at the discretion of OAG in light of a grantee's performance, changes in project conditions, or otherwise.

Records

Grantees will keep books, ledgers, receipts, personnel time and effort records, consultant agreements, and inventory records pertinent to the project and consistent with OAG grant terms and agreements. Grantee staff whose salaries are paid in whole or in part from grant funds shall maintain a time recording system that shows the time and effort devoted to the grant project.

Liability

Nothing in the grant between OAG and the grantee shall impose liability on the District of Columbia government or OAG for injury incurred during the performance of approved activities or caused using equipment purchased with grant funds.

Payments

Payments to reimburse project expenses will be made pursuant to a schedule specified in the grant agreement between OAG and the grant award recipient. Project expenses will be reimbursed for expenditures incurred during the grant period and made in compliance with the grant budget and the project workplan.

Reports

Grantees will be required to work with the Violence Reduction Chief or their designee to develop a project workplan that will become part of the grant agreement and form the basis of quarterly progress reports. The workplan will formalize and detail the applicant's commitment to accomplishing the activities outlined in this application's Scope of Work. It will state the program's goals and will include, as tasks or performance measures, output indicators that outline program components, services, activities, and estimate achievement of goals and objectives. In addition, OAG mandates a set of output (process) and outcome (impact) measures that are to be included in all agreements.

Grantees will be required to input project data through the online Cure Violence data reporting and management system, on a schedule to be provided by the Violence Reduction Unit. Training on the use of that database will be provided by Cure Violence.

The grantee shall submit all reports to OAG in a format and time frame specified in the grant agreement. Such reports shall include a description of the program efforts undertaken during the reporting period and the status of the project. The monthly progress reports of the grantee's activities under the grant must be submitted electronically as directed by the Grants Administrator. Grantees agree to submit any other reports considered relevant by OAG.

Review

The grantee's performance in all areas above, in addition to the services contracted for, will be monitored by the Violence Reduction Chief and Grant Administrator. Monitoring will take the form of site visits, program file review, written and telephone communication, and any other methods deemed necessary by OAG to ascertain the quality and quantity of grantee activities. The Office of the Attorney General, Violence Reduction Chief will coordinate at least two cross-site meetings to bring project staff from all sites together in a sharing and learning collaborative. These meetings will foster relationships, recognize accomplishments, and provide technical assistance.

Non-discrimination in Hiring and Delivery of Services; Reporting

In accordance with applicable federal statutes, as well as District non-discrimination requirements, grantees agree not to discriminate in their hiring practices or provisions of services against any protected classes and populations. In addition, grantees agree to notify OAG within 48 hours of any employee or beneficiary formal complaint of discrimination against their organization, and to comply with all civil rights hiring and beneficiary service policies and procedures as identified in applicable statutes.

Applicable statutes include the Omnibus Crime Control and Safe Streets Act of 1968 (34 U.S.C. §§ 10228

(c) and 10221 (a)); the Victims of Crime Act (34 U.S.C. § 20110(e)); the Civil Rights Act of 1964 (42 U.S.C. § 2000d); the Rehabilitation Act of 1973 (29 U.S.C. § 794); the Americans with Disabilities Act of 1990 (42 U.S.C. §§ 12131-34); the Age Discrimination Act of 1975 (42 U.S.C. §§ 6101-07); the Violence Against Women Act of 1994, 34 U.S.C. § 12291(b)(13); and the Department of Justice's regulations implementing these civil rights statutes at 28 C.F.R. Parts 35, 42, and 54.

OAG reserves the right to reject applications, deny awards, or defer applications for future consideration based on insufficient information in the application, lack of accompanying documentation, the inappropriateness of the project proposed, an organizational history of unsuccessful projects of a similar nature, or a history of contract non-compliance.

Disclosure of Legal Proceedings

All applicants are required to disclose in a signed written statement, the truth of which is sworn or attested to by the applicant's authorized official, whether the applicant, or, where applicable, its officers, partners, principals, members, associates, or key employees, within the last 3 years prior to the date of the application have not:

1. been indicted or had charges brought against them (if still pending), or been convicted of (1) any crime or offense arising directly or indirectly from the conduct of the applicant's organization or (2) any crime or offense involving financial misconduct or fraud;
2. been the subject of legal proceedings arising directly from the provision of services by the organization; and
3. been debarred from conducting business with the District of Columbia or federal government.

If the response is in the affirmative, the applicant shall fully describe any such indictments, charges, convictions, debarment, or legal proceedings (and the status and disposition thereof) and surrounding circumstances in writing and provide documentation of the circumstances.

Insurance Requirement

Selected grantee(s) will be required to provide, in writing, the name of all insurance carriers and the type of insurance provided, (e.g., its general liability insurance carrier, automobile insurance carrier, worker's compensation insurance carrier, fidelity bond holder.) OAG will provide additional guidance on insurance documentation and requirements at the time of the award.

Additional Requirements

OAG reserves the right to require additional certifications and/or information. OAG will provide notice of any additional requirements at the time of the award.

Oversight

Applicants are required to ensure that there is adequate oversight over their grant programs and partner(s). In designing and managing programs, applicants need to consider how they will ensure that grant activities and

partner(s) will adhere to applicable local, federal, and programmatic regulations.

Financial Capability

The following are minimum requirements necessary to accept, manage, and spend funds awarded under this RFA.

1. Organization's accounting system provides accurate and current financial reporting information
2. Organization's accounting system is integrated with an adequate system of internal controls to safeguard the funds awarded by OAG
3. Organization's accounting system provides for the recording of expenditures for each grant by the component project and budget cost categories
4. Organization's time distribution records are maintained for each employee, and effort can be specifically identified to a particular grant or cost objective; and
5. Organization is aware that funds specifically budgeted and/or received for one project may not be used to support another without prior written approval of the awarding agency

Non-Supplanting

Applicants who are current recipients of local or federal financial assistance are required to demonstrate how they will ensure that any award of local or federal funds under this RFA will not supplant other local or federal funds which otherwise have been made available.

Payment Provisions

The Government of the District of Columbia shall make payments on invoiced amounts in accordance with the terms of the grant agreement, which may result from submission to this RFA. Grant funds will be awarded on a cost reimbursement basis. At any time before final payment and three (3) years thereafter, the Government of the District of Columbia may conduct an audit of the grantee's expenditure statements.

Applicant Financial Statements

All applicants are required to provide a copy of their most recent and complete set of financial statements available for their organization. The most recent and complete set of audited financial statements must be dated within one calendar year from the date of the application. Applicants that received in the past fiscal year more than \$750,000.00 in funding from local, state, and federal entities must also include their Single Audit Report. If audited financial statements have never been prepared due to the size or newness of an organization, the applicant must provide, at a minimum, an Organizational Budget, an Income Statement (or Profit and Loss Statement), and a Balance Sheet certified by an authorized representative of the organization, and any letters filings, etc. submitted to the IRS within the three (3) years before the date of the grant application. Failure to include them may lead to an automatic rejection of the application. OAG also reserves the right to award funds under this RFA and withhold disbursement of funds pending a current audit report.

Internal Revenue Service Requirement

All applicants must submit evidence of being a legally authorized entity (e.g., 501 (c)(3) or 501(c)(4) determination letter). A current business license, and any correspondence or other communication received from the IRS within three years before submission of the grant application that relates to the applicant's tax

status.

Office of Tax and Revenue (OTR) Requirement

All grantees must obtain and submit current year filing certification from the District of Columbia Office of Tax and Revenue (OTR) that the entity has complied with the filing requirements of District of Columbia tax laws, that they are current on all taxes including Unemployment Insurance and Workers' Compensation premiums and that the entity has paid taxes due to the District of Columbia or is in compliance with any payment agreement with OTR.

Insurance Requirement

All grantees will be required to provide in writing the name of all its insurance carriers and the type of insurance provided (e.g., general liability insurance carrier, automobile insurance carrier, workers' compensation insurance carrier, fidelity bond holder, etc.). Applicants who have secured insurance at the time of application should upload the required documentation in the Documents/Required Attachments section in Zoom Grants. Applicants who do not have insurance secured at the time of application who are awarded a grant are required to provide insurance documentation prior to award execution.

Contingency Clauses

OAG reserves the right to make changes to this RFA based on any clarifications in the regulations, legislative changes, or funding level fluctuations from District government. Funding for grantees is contingent upon continued funding from the District.

1. This RFA does not commit OAG to award grants. OAG reserves the right to accept or reject any or all applications. The agency will notify all applicants of the rejected proposals. OAG may suspend or terminate an outstanding RFA at any time.
2. OAG reserves the right to issue addenda and/or amendments subsequent to the RFA process or to rescind the RFA.
3. OAG shall not be liable for any costs incurred in the preparation of applications in response to RFA. Applicants agree that all costs incurred in developing the application are the applicant's sole responsibility.
4. OAG may conduct pre-award on-site visits to verify information submitted in the application and to determine if proposed facilities are appropriate for the proposed program.
5. OAG may require applicants to enter negotiations and submit a price, technical, or other revisions of their proposal that may result from the negotiations.
6. If there are any conflicts between the terms and conditions of the RFA and any Federal or District law or regulation, or any ambiguity related thereby, the provisions of the applicable law or regulation shall control, and the applicant will be responsible for compliance.

Privacy/Confidentiality

Except as otherwise provided by federal law, no recipient of OAG funds shall use or reveal any research or statistical information furnished to OAG or the recipient by any person, or any information identifiable to any specific private person, for any purpose other than the purpose for which such information was obtained in accordance with OAG rules and policies.

Client records will be kept confidential and secure in accordance with District and federal regulations. In accordance with standard practice, only aggregate data and individual data that are non-identifiable will be released.

Notification of Award

The Office of the Attorney General will notify all applicants of the final award decision within thirty (30) to forty-five (45) days after date of application close on August 12, 2022 through email using the grant application program, Zoom Grants. For those applicants receiving funding, this notice will include the amount of funds to be granted, identify any unallowable costs that the application contains, note any reduction in funding from the initial request, and outline the necessary steps the applicant must complete to establish the grant award.

Application Checklist & Required Appendices

Applicants are required to follow the content requirements and submission instructions that are described in this RFA and below. Please submit your proposal in the sequence that is listed here, including clearly titled sections and sub-sections.

****Applications will be considered incomplete if any sections or part of any section is missing. ****

SECTION VI: EVALUATION AND SCORING CRITERIA

Each section has a total scoring value and applicants should provide responses that are detailed, free of grammatical errors, and concise.

Organizational Overview (35 Points)

- Discuss the mission and vision of the organization and how it aligns with the CTS program.
- Describe the organization's existing services/programs and their eligibility criteria.
- Discuss the community partnerships that the organization has developed and describe how these partnerships will be used to support CTS.
- Describe the organization's experience and past performance in providing community outreach to the targeted population.
- Include results of satisfaction surveys and outcome measures of any related programs currently offered.
- Describe the organization's experience in providing violence prevention programming or services.
- Discuss the organization's reputation and credibility in the community.
- Describe the organization's relationship with law enforcement.

Staffing (20 Points)

- 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 CTS staff member.
- Describe the organizations coaching and professional development plan for employees.

- Provide a CTS program specific organizational chart.

Implementation Plan (15 Points)

- Identify the target area(s) you are selecting for CTS program(s) you are seeking to implement and discuss your understanding of the needs of the target area. The following link (<https://oag.dc.gov/where-and-how-cure-streets-works>) illustrates the boundaries of all eligible areas that a CBO may bid to operate. For ease of reference, you may also see **Attachment 2 – Target Sites Map** for the eligible areas.
- Describe your understanding of what an appropriate location for the program’s office (staff workspace) will require in terms of square footage, layout, accessibility, and visibility.
- Outline your plan for locating and, if necessary, leasing appropriate space for the program office.
- Discuss and provide a plan for how a pool of qualified staff will be assembled.

Budget (15 Points)

- Describe how the organization’s existing resources will be utilized during the funding period to support the work of the CTS program.
- Describe the organization’s fiscal infrastructure and capacity to manage all aspects of the CTS program.
- Provide a detailed line-item budget for the program (**See Attachment 1**).

Program funds cannot be used for:

- Lobbying
- Unapproved major equipment such as vehicles
- Interest payments on loans, bad debt
- Land Purchases
- Any programs, initiatives or activities not directly associated with Cure the Streets
- To pay Legal action against the District
- To write the application
- To cover any expenses made prior to the grant award
- To supplant (replace) funds from other grant sources
- Budget Narrative: the detailed budget narrative shall discuss program-related justification for each category listed in the budget. The narrative should clearly state how the applicant arrived at the budget figures. See examples below and in **Attachment 1**.
 - **Personnel:** Show proposed salaries and wages for all project staff
 - **Fringe Benefits:** Include in proposed benefits comparable to those paid to the other members of the applicant’s staff. Show fringe rate. (explain whether applicant plans to have CTS staff join its health insurance group plan)
 - **Supplies:** List proposed supplies and marketing materials
 - **Other Direct:** Show rental or leasing of space for the project. Include utilities and telephone and maintenance services directly related to project activities. Include insurances, subscription, and programmatic expenses
 - **Indirect:** Show calculation and indirect rate.

Timeline and Deliverables (15 points)

Describe the activities you will undertake to implement the program and achieve its goals. This section should demonstrate the applicant's thorough understanding of the model and the scope of work involved and establish a detailed and realistic schedule for tasks required for planning, implementation, and operation.

Describe the program timeline, keeping in mind the up to three-month planning/ramp up period (new applicants) or one to two-month planning/ramp up period for existing grantees.

The timeline should include and project a schedule for the following:

- A. Goals and accomplishments of the planning period
- B. Neighborhood-based events for the purpose of public education and community mobilization; and
- C. Achievement of other significant project milestones.

APPENDICES

APPENDIX A. CTS - CURE VIOLENCE PROGRAM MODEL OVERVIEW.....	21
APPENDIX B. APPLICATION SUBMISSION FORMAT & CHECKLIST.....	27
APPENDIX C. C T S – PROGRAM STAFF JOB DESCRIPTIONS.....	29
APPENDIX D. SAMPLE POLICY FOR HIRING EX-OFFENDERS	37
APPENDIX E. PROGRAM DOCUMENTATION & MONITORING FORMS	38

APPENDIX A: CTS – CURE VIOLENCE PROGRAM MODEL OVERVIEW

Cure the Streets

Cure Violence Implementation

Staff Time & Attendance

A reliable record should be kept of all staff attendance (i.e., time of arrival and departure) and punctuality for CTS convenings. Records should be preserved for future reference to determine appropriate disciplinary action or termination of employment for chronic absences and/or late arrival to shifts, meetings, events, etc.

All members of the program outreach staff (Outreach Workers and Violence Interrupters) must be in uniform when reporting for the day's tour. Failure to comply shall result in dismissal for the workday without payment.

Daily briefings & debriefings

- The Program Managers (and/or Outreach Supervisor) should convene daily briefings (15 to 30 minutes in duration) at the start of each work tour to present updated information on area conflicts high-risk individuals; violent incidents and mediations; the day's goals; and clear instructions for the team to complete.
- All staff are required to attend daily briefings and debriefings.

Staff Uniforms

Program outreach staff should wear uniforms when on their respective work tour or when publicly representing the program at events, meetings, etc.

The program budget provides assorted outreach uniforms that are seasonal and weather appropriate. Uniform designs should be consistent in color and design, and distinctive enough for team members to be recognized by residents and law enforcement. Uniforms should prominently display "Cure The Streets". Imprints on uniforms (and printed materials) must promote the Cure The Streets initiative. The logo or name of the implementing community-based organization may be included on uniforms, but should be unobtrusive (i.e., displayed on the sleeve, hem, or in small print).

Weekly Staff Meetings

The Program Manager and Outreach Supervisor will convene the entire staff for weekly meetings to review violent incidents in the target area; mediations in-progress; high risk individuals to engage; community conditions or changes; community events; goals; accomplishments; challenges, etc.

Weekly Participant Review

The Outreach Supervisor will convene the Outreach Workers at least once each week to review participant cases; participant recruitment plans and progress; individual participant cases (presented by Outreach Workers); risk reduction plans (RNR) caseload goals; case management coaching and technique.

Weekly Supervision

The Outreach Supervisor will meet with each Outreach Worker and Violence Interrupter individually for supervision sessions. The sessions will include a review of accomplished and intended goals challenges; performance feedback debriefing on Outreach Workers and Violence Interrupters' community observations and engagement in the target area. *(Outreach Supervisor and Program Manager may divide supervision of*

staff)

Debriefings & Data Entry

- At the end of the day's tour, staff should convene to report the day's observations and issues.
- Staff should enter and submit daily logs and other activity data for the day's tour.

Canvassing

- In accordance with the daily set goals, teams should canvass in pairs, groups, or as an entire outreach. ***No team members should canvass the neighborhood alone.***
- Team members should NOT establish routine (i.e., regular or repeated) routes for canvassing. Canvassing routes should vary and staff should regularly stop to briefly engage with persons they encounter in the neighborhood.
- Canvassing teams should keep moving along their canvassing routes and NOT stand in one place for too long during their work tour.
- The entire target area should be covered (block by block) via canvassing at least once every 7 to 10 days.
- Outreach teams should walk their assigned sections of the program target area, introducing themselves and the CTS program to individuals they do not know and greet and engage with individuals they do know.
- All members of the outreach team should affirmatively engage with residents, businesses, institution personnel and others in the program target area with the aim of developing relationships and encouraging people in the target area to alert them when they observe or otherwise learn of disputes and conflicts that might lead to violence.
- The outreach team should distribute public education materials to those they encounter in the neighborhood. The organization should create and distribute different public education materials for high-risk persons and low risk/no risk persons. Public education materials should include the telephone number of the program office and a member of the outreach team.
- Flyers announcing events (e.g., community events, shooting response events, etc.) should be distributed while canvassing and posted in visible locations where permission to post has been obtained. Additional information regarding resources and neighborhood issues (e.g., health services, community meetings and events) should be distributed while canvassing.
- Hotspots and locations where high-risk individuals are known to congregate should be regularly visited while canvassing with an aim of getting to know the names and faces of those who frequent those locations.

Community Events

- Each organization must plan, organize and host at least one (1) community event each month.
- Community events must be planned to serve the following purposes:
 1. For the program staff to meet and obtain contact information from neighborhood residents to expand the program's network of support.
 2. Convene neighborhood residents for recreation, entertainment, education, and/or community action.
 3. Encourage neighborhood residents to occupy public space and demonstrate

- community convenings for positive experiences without violence.
- 4. Inform neighborhood residents about community issues, resources, meetings, events and District initiatives.
- 5. Always include a component that promotes community safety, unity, and discouragement of gun violence.
- 6. Include an affirmative effort to provide an accurate count or close estimate of those in attendance. This count must be recorded in the CommCare database and reported in monthly reports.
- 7. Based on themes relevant to the program mission.

Program Participants

- Each Outreach Worker should recruit, develop, and manage a caseload of 12 to 15 high-risk program participants.
- OWs should be hired based on experience in aiding others (e.g., coach, counselor, customer service agent), outgoing personalities, and listening skills. While relationships within the community are important qualifications, communication skills, empathy, talent, and an innate impulse to help other people are considered key to building and maintaining relationships with program participants.
- Outreach Workers should have contact with each of their participants at least three times each week. Contact can be via in-person, virtual, a phone call or text message. Each contact should be recorded and reported in the database. At least one contact with each participant should be in person and conducted in or near the participant's residence.
- The goals of Outreach Workers' engagement with participants are:
 - 1) to prevent or discourage participation in conflicts
 - 2) learn how to manage conflicts without guns when engaged in conflicts
 - 3) avoid involvement in any violence
 - 4) help identify unmet needs and assist with meeting those needs
 - 5) help develop short-term and long-term goals with detailed plans for achieving them
 - 6) help participants discover alternative and positive activities to engage in
 - 7) help gravitate towards nonviolent peer groups and lifestyle decisions
- OWs (with the aid of the Outreach Supervisor and Program Manager) should organize and convene two (2) participant events each month that are appropriate for high-risk individuals with the aim of:
 1. Offering new, safe, legal recreational and learning experiences
 2. Thoughtfully bringing small groups of high-risk individuals together for positive activities without aggression, confrontations, or violence
 3. Expanding participants' vision of possibilities for a positive, crime-free, nonviolent lifestyle
 4. Providing to lower participants' defenses for open dialogue and meaningful counseling and mentoring
 5. Sharing information about themselves and the high-risk population of the target neighborhood, in an effort to build trust and rapport
- The optimal number of program participants for a fully developed program is 45.
- Participant events involving or mimicking violence should be avoided (e.g., paintball outings, MMA events).

Conflict Mediation

When the program is made aware of conflicts that have potential of escalating to violence the following steps should be taken:

1. Outreach Supervisor will immediately convene the outreach team to inform the team about what is known about the conflict; who is involved, how long the conflict has been brewing, what is known about the nature of the conflict, who the parties to the conflict are and whether they are high-risk, medium or low risk individuals (i.e., are any of the parties known to shoot people, known to be armed, known gun access, known violent group, member, etc.)
2. Determine whether any members of the program outreach team know any of the parties to the conflict. If unknown to team members, the team should next determine whether anyone knows a third party who has a relationship with one or more parties to the conflict.
3. Develop a plan (e.g., attempt to keep the parties apart; engage with one or more parties to the conflict to encourage talking out their issues, deescalate their anger; or buy time by spending time with parties to the conflict.)
4. Program Manager and Outreach Supervisor will assign team members to lead the mediation with other team members in support. ***Team members should never attempt to mediate conflicts alone nor should team members mediate conflicts, without the knowledge of their Program Manager and Outreach Supervisor and support of other team members. There should be no attempts at solo mediations.***
5. Parties to conflicts should **NOT** be brought together until there has been significant de-escalation. If and when both parties (or representatives of the groups in conflict) meet with the mediators, extreme care must be taken to ensure safety with regard to:
 - 1) ensuring both parties are committed to resolving the conflict;
 - 2) no one at the meeting is armed;
 - 3) the meeting location is agreed upon by all parties as being safe and secure;
 - 4) clear knowledge of who will be present at the meeting;
 - 5) and who will be the lead mediator.

When the meeting requires the services and skills of a mediator, the following steps should be taken:

1. Mediation leaders try to establish contact with the parties to the conflict.
2. Establish what the conflict is about and work to develop possible solutions where all parties are needs are met and all parties can save face.
3. Work with parties to the conflict to come to agreement that prevents shooting or other violence
4. Monitor the situation by frequently contacting all parties to the conflict to ensure that the agreement is holding.
5. All mediation activities must be recorded in the CommCare database. The opening, each meeting or contact with parties to the conflict; agreements; and follow ups should be noted in the database.

Shooting Incidents In or Near Target Area

When shooting incidents occur in or near the target area:

1. The entire program outreach team will be alerted and report to the program office.
2. Under the supervision of the Outreach Supervisor, the outreach team will assemble all known facts and questions about the incident; including the identities of victims and persons they were known to be in conflict with and family and associates who might attempt violent retaliation.

As to not be counterproductive by having the entire outreach team deployed to the shooting scene, staff should utilize neighborhood contacts to inquire by telephone, text, social media, etc. to learn the nature of the shooting incident.

A pair of team members may be dispatched to the scene of the shooting if the team learns about the incident immediately or shortly after it happens, but inquiries should be made more widely by the rest of the outreach team using their personal networks.

3. Members of the outreach team will be assigned to try to obtain more facts about the conflict and the shooting incident.
4. Team members are assigned to contact victims' family, friends, and associates to assess attitudes, emotions, and potential for attempted retaliation.
5. If appropriate, outreach team should use *mediation* procedures to prevent retaliation and ongoing cycle of violence.
6. Outreach team will organize and lead a community response to the shooting incident within 72 hours after the incident at or near the scene of the incident. The community shooting response may be delayed or conducted at a different location if there are issues of safety or sensitivity of survivors, families, or community residents.
7. The outreach team should cover the neighborhood with flyers announcing that there will be a community rally in response to a shooting incident to bring out as many residents as possible to the rally.
8. Members of the clergy, ANCs, community and organization leaders and staff should be specifically targeted for their support and attendance at the rally.
9. Community shooting responses should be limited to 30-minutes. If residents wish to remain at the rally site, staff may remain to interact with them but signage, tables, etc. should be removed to indicate that the rally has ended.
10. The local MPD district commander should be alerted as to where and when the shooting response rally will be held and how many people are expected to attend.
11. Marches and vigils may be organized in response to shooting incidents, but it is preferable that community residents organize these larger events instead of the CTS program team. CTS programs may assist with organizing and participate in the marches or vigils. It is strongly advised that CTS programs organize and convene a 30-minute rally even if the community plans a march or vigil.

Public Education Materials

Separate and different public education materials should be designed for different sectors of the public: messaging to the public, messaging to the high-risk target population, and messaging to residents of the target neighborhood.

Public education materials are designed to:

1. Introduce the program and its goals to the community during the program start-up phase.
2. Provide contact information for the program office, PM, and OS. The address and phone number of the program office should appear on all public education materials.
3. Outreach Workers and Violence Interrupters should have business cards imprinted with their names, office phone numbers; mobile phone numbers, email addresses and any social media contact information associated with their CTS work.
4. General "stop gun violence" messaging
5. Display a program tag line, e.g., "STOP SHOOTING. START LIVING" – "GUNS DOWN. LIFE UP!"
6. Convey *alternatives to shooting* and *consequences of shooting* messages to high-risk target individuals.
7. Other relevant information designed to help the public to consider consequences of and

alternatives to gun violence.

Data

All program activities are recorded in the Cure Violence national online database.

All staff must submit daily logs recording their activities of each workday. Program activities recorded in the database include:

Shooting incidents

- shooting incident follow ups by program staff
- mediations
- canvassing hours
- participant contacts
- participant enrollments and discharges
- staff supervision
- community events
- participant events
- community shooting response events
- participant caseload data

Complete and accurate data is crucial to facilitating daily program management, program oversight, program impact assessment, and program evaluation.

APPENDIX B: APPLICATION SUBMISSION FORMAT & CHECKLIST

The proposal should be a clear, concise narrative that describes the applicant's ability to run a CTS program according to the specifications of this solicitation. Proposal submissions must adhere to the following:

- Applications must be in English
- Applications should be no more than twenty (20) pages in length, not including attachments, budget narrative and forms, and/or the title page and table of contents.
- Use a standard 12-point font.
- Use 8.5" by 11" white paper that can be photocopied.
- Top, bottom, left, and right margins may not be less than one (1) inch each.
- Text must be double-spaced.
- Do not submit double-sided copies.
- Do not use photo reduction or include photos or oversized documents.

A complete response to this RFA must include all the following information and must be submitted by or before the deadline. Failure to comply with this stipulation could be a basis for disqualification. Supplemental information about the Applicant's products or services may be included as an addendum to the proposal but not in place of the requirements listed below.

General Program Requirements:

☐ **Applicant Profile (Cover Page).** Identifies the applicant, type of organization, Tax I.D. numbers, D.U.N.S. number, project service area, and the amount of grant funds requested.

☐ **Proposal Narrative (should contain responses to the Section VI. Evaluation and Scoring Criteria)**

- **Organizational Overview (35 pts)**
- **Staffing (20 pts)**
- **Budget (15 pts)**
- **Implementation Plan (15 pts)**
- **Time and Deliverables (15 pts)**

☐ **Budget and Budget Narrative** (see Attachment 1 templates)

Administrative and Policy Requirements:

☐ IRS determination letter

☐ A current business license, registration, or certificate to transact business in the District of Columbia

☐ Financial Statements of the organization's most recent Fiscal Year

☐ Disclosure of Legal Proceedings

☐ Statement of Certification

- ☐ Ethics and Accountability Statement
- ☐ Insurance Policies Affidavit
- ☐ Standard Assurances
- ☐ Documentation of 501(c)(3) status and City-Wide Clean Hands Compliance Status Letter (formerly Certificate of Clean Hands) not older than three months prior to the application due date.
- ☐ Tax Affidavit
- ☐ Proposed organizational chart for the project
- ☐ Disciplinary policy
- ☐ Policy on hiring ex-offenders for the project (See Appendix D, Sample Policy for Hiring Ex-Offenders)
- ☐ Official list of Board of Directors for the current year and the position that each member holds on letterhead and signed by the authorized executive of the applicant organization, not the CEO.
- ☐ List of DC Government funding received in Fiscal Year 21 and expected in Fiscal Year 22.
- ☐ Minimum of two (2) Letters of Support from key community partners, these could include other community-based organizations, community associations, Advisory Neighborhood Commissions (ANCs) member or a D.C. Council member within the Ward of application documenting their specific support for the proposed project.
- ☐ Current Federal Negotiated Cost Rate Agreement, if applicable

Submission Deadline: 11:59 PM EST, Friday, August 12, 2022. *No extensions allowed.*

Submission Details: Applications must be submitted through OAG's online grant system at: <https://www.zoomgrants.com/zgf/curethestreetsfy23>

Note: Failure to submit ALL the above attachments, including mandatory certifications, will result in a rejection of the application from the review process. The application will not qualify for review.

APPENDIX C: PROGRAM STAFF JOB DESCRIPTIONS

Program Manager

JOB DESCRIPTION

Program Manager (Cure Violence Program)

The successful candidate for the position of Cure the Streets Program manager will be an experienced manager and leader with integrity, professional manner and attitude and commitment to community service. This position involves leading a team of six to nine individuals in the implementation of the Cure Violence program model.

Responsibilities

1. Complete all Cure Violence training
2. Engage in ongoing learning about the program model and community violence
3. Conduct morning briefings with program outreach team (Outreach Workers and Violence interrupters) for outreach team to review conflict and violence issues in the target neighborhood and set each day's goals and activities.
4. Model professional demeanor and attitude for program staff
5. Provide supervision of and support to the Program Outreach Supervisor
6. Set and lead staff in pursuit of daily, weekly, and monthly goals
7. Provide staff with ongoing coaching, in the Cure Violence program model
8. Provide staff with ongoing feedback and professional development
9. Prepare program progress reports
10. Ensure faithful implementation of all components of the Cure Violence program model
11. Ensure that all program activities and violent incidents are documented in the Cure Violence database
12. Review staff daily logs and program inputs at least once each month
13. Lead neighborhood coalition and partnership building strategies
14. Develop social service, education, employment, mental health, and other resources for program participants
15. Liaise with MPD local district commander
16. Serve as liaison with OAG Cure The Streets oversight team
17. Oversee planning, organizing and conduct of CTS community activities and events, including community shooting response events
18. Ensure that *program participants* are effectively served
19. Oversee design, production and targeting of public education materials
20. Conduct community organizing activities in the program target neighborhood to help build community agency and cohesion
21. Attend all meetings with OAG Violence Reduction oversight team

Qualifications

Cure the Streets Program Managers must be organized and experienced professionals who:

- Reside in or past residence in the District of Columbia and organic familiarity with residents of the District's historically troubled neighborhoods
- Possess high school diploma or equivalency certificate (some college is a plus)
- Demonstrate basic computer user skills, including facility with Microsoft Office Suite
- Have at least 3-years' experience in a supervisory, management or professional leadership role
- Possess a demonstrated ability to effectively supervise and develop a staff of up to 10 individuals, many of whom may have little or no experience in the legitimate world of work
- Possess a demonstrated ability to lead and develop a project team in mastering new skills and applying them to prescribed programmatic concepts, and practices
- Possess experience and a demonstrated ability to plan program operations and to manage a program budget
- Possess a demonstrated ability to meet program milestones and strategic goals
- Demonstrate excellent oral and written communication skills
- Demonstrate facility with Microsoft Suite and desktop publishing
- Are experienced with complex planning and scheduling
- Have facility with database input and report generating
- Experience in community-based human service programming
- Working understanding of conflict and violence
- Knowledge of conflict mediation or nonviolent conflict resolution
- Knowledge of accepted basic counseling and case management practices

Job offers will be conditional, contingent on background checks and drug screenings.

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Outreach Worker

JOB DESCRIPTION

Outreach Worker (Cure Violence Program)

Cure The Streets Program Outreach Workers must be individuals with integrity, professional attitude, and commitment to community service. This position involves community outreach, conflict resolution and participant recruitment and case management duties.

DUTIES & RESPONSIBILITIES:

Under direct supervision and direction of the Outreach Supervisor, Outreach Workers will:

1. Attend and actively participate in all Cure the Streets training sessions and convenings
2. Identify and gain access to high-violence locations within the neighborhood
3. Establish and maintain relationships with high-risk groups and individuals as well as other key influential individuals in and around the program *target area** who agree to alert CTS staff to brewing conflicts that have potential of escalation to gun violence
4. Use personal networks, inroads, and observation to identify conflicts that have potential to escalate to gun violence,
5. Identify individuals and groups at highest risk of involvement in a shooting or killing and share their identity and the nature of their risk with the CTS program team
6. Work with CTS Program Manager, Outreach Supervisor, and program outreach team to formulate action plans to help resolve conflicts
7. Work closely with CTS program team leaders and colleagues to mediate and help to resolve conflicts peaceably.
8. Keep CTS program leaders and colleagues up to date on mood and dynamics in the target area and surrounding neighborhood
9. Help high risk individuals to deal with "in the moment" rage, anger, stressful events, and other triggering situations without violence
10. Identify and recruit high risk individuals as potential program participants
11. Provide counseling, support, and resources to help program participants to reduce their risk of involvement in violence
12. Play an active role in planning, and implementing program *community events* and *participant events*
13. Attend all scheduled and unscheduled meetings as directed by program leaders
14. Maintain a daily log of each workday's activities and contacts in the Cure Violence database
15. Record specified activities in Cure Violence database as directed by Outreach Supervisor or Program manager

[**Target area: A specified area of a neighborhood with geographic boundaries that surround locations where gun violence occurs frequently that is targeted for violence reduction operations by CTS.*]

KEY OUTREACH WORKER JOB RESPONSIBILITIES

Outreach Workers' responsibilities differ from those of Violence Interrupters on one critical way.

Outreach Workers:

- Recruit 10 to 12 high-risk individuals who reside in or operate in the program target area as program participants
- Provide program participants with case management service. The immediate and primary goal of case management is to assist program participants in finding motivation to make attitude, behavior and lifestyle changes that can reduce their levels of risk for involvement in gun violence either as perpetrators or victims
- Have frequent in-person and electronic contact with each program participant (at least three substantial contacts each week). Frequency of contact with each program participant will be dictated by the Outreach Worker's assessment of daily risk of involvement in violence
- Record enrollments of program participants and each contact that they have with participants in the Cure Violence database

[NO FURTHER TEXT ON THIS PAGE]

Outreach Supervisor

JOB DESCRIPTION

Outreach Supervisor (Cure Violence Program)

The successful candidate for the position of Cure the Streets Outreach Supervisor will be a leader with integrity who has at least one year of experience supervising staff in a programmatic setting. The supervisor will demonstrate a professional manner and attitude and a commitment to community service. To be successful in all aspects of this position, candidates must be patient, detail oriented and inclined to help others. This position involves leading and overseeing the day-to-day operations of a team of six to eight individuals in the implementation of the Cure Violence program model, including close supervision and support of Outreach Workers whose jobs entail counseling and case management of caseloads of up to 12 individuals who are at high risk for involvement in violence.

Responsibilities

As a member of the program outreach team, the Outreach Supervisor will:

1. Complete all Cure Violence training
2. Engage in ongoing learning about the program model and community violence
3. Conduct morning briefings with Program Manager and program outreach team (Outreach Workers and Violence interrupters) to review conflict and violence issues in the target neighborhood and set each day's goals and activities.
4. Model professional demeanor and attitude for program staff
5. Provide weekly supervision sessions with Outreach Workers and Violence Interrupters
6. In consultation with the Program Manager, set and lead staff in pursuit of daily, weekly, and monthly goals
7. Provide staff with ongoing coaching, in the Cure Violence program model
8. Provide staff with feedback, acknowledgement, correction, encouragement, and support
9. Ensure faithful implementation of all components of the Cure Violence program model
10. Ensure that all program activities and violent incidents are documented in the Cure Violence database
11. Review staff daily logs and program inputs at least once each week
12. Convene and lead weekly *team case review meetings* with Outreach Workers to assess and advance participant progress and accomplishment.
13. Assist with planning, organizing and conduct of CTS community activities and events, including community shooting response events and assign and supervise Outreach Workers' and Violence Interrupters' activities at events
14. Ensure that *program participants* are effectively served by conducting weekly case review sessions with Outreach Workers
15. Carry out program plans as directed by the Program Manager
16. Attend all meetings with OAG Violence Reduction oversight team

Qualifications

Cure The Streets Program Managers must be organized and experienced professionals who:

1. Reside in or recently resided in the District of Columbia and have organic familiarity with residents of the District's historically troubled neighborhoods

2. Reside in or have recently resided in the assigned program target neighborhood
3. Have extensive personal contacts in the program's assigned target neighborhood
4. Possess high school diploma or equivalency certificate (college is a plus)
5. Possess basic computer user skills, including facility with Microsoft Office Suite
6. Have at least 2-years' experience in a supervisory, management or professional leadership role
7. Possess a demonstrated ability to effectively supervise and develop a staff of up to 10 individuals, many of whom may have little or no experience in the legitimate world of work.
8. Possess a demonstrated ability to lead and develop a project team in mastering new skills and applying them to prescribed programmatic concepts, and practices
9. Have training and/or experience with counseling and/or case management of persons attempting personal behavior and lifestyle change
10. Possess experience and a demonstrated ability to plan program operations and to manage a program budget
11. Possess a demonstrated ability to meet program milestones and strategic goals
12. Demonstrate excellent oral and written communication skills
13. Demonstrate facility with Microsoft Suite and desktop publishing
14. Are experienced with complex planning and scheduling
15. Have facility with database input and report generating
16. Experience in community-based human service programming
17. Working understanding of conflict and violence
18. Knowledge of conflict mediation or nonviolent conflict resolution
19. Knowledge of accepted basic counseling and case management practices
20. Job offers will be conditional, contingent on background checks and drug screenings.

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Violence Interrupter

JOB DESCRIPTION

Violence Interrupter (Cure Violence Program)

Cure The Streets Violence Interrupters must be individuals with integrity, professional attitude, and commitment to community service to fill position(s) as Violence Interrupter(s) with District of Columbia's Cure The Streets violence reduction initiative. This position involves community outreach, information gathering and conflict resolution duties.

DUTIES & RESPONSIBILITIES:

Under supervision and direction of Program Manager and program Outreach Supervisor, Violence Interrupters will:

1. Attend and actively participate in all Cure the Streets training and convenings
2. Identify and gain access to high-violence locations within the neighborhood
3. Establish and maintain a network of personal relationships with high-risk individuals and groups as well as other key influential individuals in and around the *program target area** who agree to alert CTS staff to brewing conflicts that have potential of escalation to gun violence
4. Use personal network and observation to identify conflicts that have potential to escalate to gun violence
5. Engage with residents, business operators, and organizations in the program target neighborhood to explain the program and how it works
6. Identify individuals and groups at highest risk of involvement in a shooting or killing and share their identity and the nature of their risk with the CTS program team
7. Work with CTS Program Manager, Outreach Supervisor, and program outreach team to formulate action plans to resolve conflicts
8. Work closely with CTS program team leaders and colleagues to mediate and help to resolve conflicts peaceably
9. Keep CTS program leaders and colleagues up to date on mood and dynamics in the target area and surrounding neighborhood
10. Help individuals deal with "in the moment" rage, anger, stressful events, and other triggering situations without violence
11. Refer high-risk individuals to CTS program Outreach Workers as potential program participants
12. Play an active role in planning, organizing, and implementing program *community events* and *participant events*
13. Attend all scheduled and unscheduled meetings as directed by program leaders
14. Maintain a daily log of each workday's activities and contacts in the Cure Violence database
15. Record specified activities in Cure Violence database as directed by Outreach Supervisor or Program manager

**Target area: A specified area of a neighborhood with geographic boundaries that surround locations where gun violence occurs frequently that is targeted for violence reduction operations by CTS.*

Qualifications:

Successful candidates for the position of Violence Interrupter must:

1. Be respected and credible with high-risk individuals and groups in and around the target area
2. Be outgoing and willing to engage with all people in the target neighborhood
3. Be viewed as suitable for community work by neighborhood residents
4. Possess excellent interpersonal skills
5. Possess excellent oral communication skill
6. Have in-depth knowledge of alliances, groups, crews, gangs, and individuals at high risk of involvement in gun violence in the program target area and surrounding neighborhood
7. Have strong personal relationships with a network of persons in and around the target area
8. Possess a valid District driver's license, insurance, and good driving record
9. Have no pending criminal cases or prior convictions for domestic violence (within 10 years) or prior convictions for sexual assault or child abuse
10. Preventing larger scale events or retaliatory violence before it occurs
11. Experience working in a helping capacity with at-risk youth and gang members is a plus
12. Knowledge and or experience with crisis intervention and/or conflict mediation is strongly desired

MINIMUM QUALIFICATIONS / REQUIREMENTS:

- High School Diploma or GED, or equivalent combination of education and experience.
- Have physical ability to walk at least 2 miles each day

APPENDIX D: SAMPLE POLICY FOR HIRING EX-OFFENDERS

This is ONLY a sample. Please refer to the Personnel Section for the minimum requirements that must be included in the policy. The Office of the Attorney General (OAG) 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) OAG 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) OAG will not hire individuals who are currently on probation or who have been off probation for less than six months.
- 3) OAG will not hire individuals where less than one year has elapsed since the applicant was released from incarceration or completed probation (which ever has last occurred) for a conviction of a violent crime, as defined in §23-1331 of the D.C. Law Article.
- 4) OAG 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.

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APPENDIX E: PROGRAM DOCUMENTATION & MONITORING FORMS

All grant recipients will use OAG and Cure Violence document templates and CV design database to gather data to track the performance of the programs.

PROGRAM DOCUMENTATION & MONITORING E-FORMS

Violence Interrupter (VI) Daily Log

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

Daily Plan

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

Team Meeting Agenda

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

Conflict Mediation Form

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

Conflict Mediation Follow-Up Form

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

Shooting Incident Review Form

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

Shooting Incident Follow-Up Form

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

Individual Supervision Form

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

Monthly Report Form

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

ATTACHMENT 1: BUDGET TEMPLATE AND NARRATIVE SAMPLE

Budget Template: The budget line items are not limited to the examples in red. All expenses should relate directly to achieving grant outcomes. The budget should reflect a 12-month grant period.

Cure the Streets Initiative			
Fiscal Year: _____ Program Site(s): _____ CBO Name: _____ Program Director: _____			
PROJECT DATES:	Year 1	Year 1	
Personnel - List all Cure the Streets positions with effort on this project.			Total Project Costs
	Efforts (%)	Salary	
Program Manager (x__)	100		
Site Supervisor (x__)			
Outreach Worker (x__)			
Violence Interrupter (x__)			
Administrative Assistant (x__)			
Subtotal Personnel		0.00	
Fringe Benefits (%) of W9 (i.e. Health Insurance, etc.)			
Total Salary + Fringes			0.00
Operating Costs			
Rent			
Utilities/Maintenance			
Marketing/Promotional Items			
Uniforms			
Subtotal Operating Costs			0.00
Participant Costs/Activities			
Community Events			
Participant Support			
Subtotal Participating Cost/Activities			0.00
Supplies			
Background Check Sytem			
Office supplies			
Subtotal Supplies			0.00
Equipment			
Cell Phones			
Computers			
Subtotal Equipment			0.00
Consultants/Contracts			
Other Costs			
Insurance			
Staff Development			
Subtotal Other Costs			0.00
Total Direct Costs			0.00
Modified Total Direct Costs (MTDC)*			0.00
Indirects 10%			0.00
Total CTS Budget			0.00

BUDGET NARRATIVE SAMPLE

*This sample budget narrative does not represent how the CTS Program is operated. Its intent is to give applicants a sense of how they may describe their proposed budget narrative across personnel and non-personnel cost categories. Please note that OAG **does not** require a match for CTS grants.*

PERSONNEL

Program Director. The Program Director will oversee all aspects of the grant. Responsibilities will include ensuring that budget and timetable targets are met, selecting contractors, putting together an advisory committee, preparing project reports, working with evaluation consultant to develop the project evaluation, and supervising the project staff. The Project Director will work 50% of the time for 12 months. Based on an annual salary of \$60,000, the cost of the project will be \$60,000.

OAG Funds: \$60,000	Matching Funds: \$0	Total: \$60,000
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Administrative Assistant. The Administrative Assistant receives all incoming correspondence, fields all calls and greets customers at the point of entry. Maintain paper documentation and electronic information in orderly systems. Supports staff, maintain supply inventory and schedules for each of the 7 nutrition meal sites. The assistant assigned 100% of the time to the project for 12 months with an annual base salary of \$24,000. The total cost of benefits @ 100% will be \$26,400.

OAG Funds: \$8,000	Matching Funds: \$18,400	Total: \$26,400
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Total OAG Funds: \$68,000
Total Matching Funds: \$18,400
Total Personnel Cost: \$86,400

NON-PERSONNEL

SUPPLIES

Office supplies will be purchased to carry out general administration and program activities. Supplies will be purchased on a quarterly basis for the program year. Incidental supply needs will be handled through emergency funds. A general list is attached; however, the supplies will include, paper, cartridges, toner, computer software, binders, stationary, water, books.

OAG Funds: \$2,000	Matching Funds: \$22,000	Total: \$24,000
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Total OAG Funds: \$2,000
Total Matching Funds: \$22,000
Total Supply Cost: \$24,000

EQUIPMENT

Four personal computers will be purchased installed at each of 3 sites for computer training and data input. Each computer will be equipped with high-speed modem and will cost \$24,000.

OAG Funds: \$4,000	Matching Funds: 20,000	Total: \$24,000
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A Great Server network will be located at the project headquarters. The server will be the repository of the program client information files and will manage the electronic mail communication among the sites. The server will be configured with a 1 GB hard drive, 32MB of ram, and will have a magnetic tape drive for backup purposes.

OAG Funds: \$7,249	Matching Funds: \$7,249	Total: \$14,498
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Total OAG Funds: \$11,249
Total Matching Funds: \$27,249
Total Equipment Cost: \$38,498

RENT

Two thousand square feet of office space located at 2222 Jelly Roll Street NW, Washington DC 29999 is leased from Whosoever Realty Co. to house the program headquarters @ \$2.00 per square foot. The monthly lease is \$4,000 and \$48,000 for the year (see appendix 4 Lease Agreement)

OAG Funds: \$42,0000	Matching Funds: \$6,000	Total: \$48,000
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Utilities are averaged over a 12-month period based upon the previous year usage as follows:

1. Gas @ \$100 mo. x12 = \$1,200
2. Electric @ \$75 mo. x 12 = \$900
3. Water – is covered in the lease = \$0
4. Trash removal 150 mo. x 12 = \$1,800
5. Snow/grass maintenance \$125 x7appointments = \$875

OAG Funds: \$4,775	Matching Funds: \$0	Total: \$4,775
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IN-KIND MATCH: Memorandum of Understandings exists with PXZ Management for an additional site estimated @ \$120.00 month per the current market renter's rate for the area. Total annual in-kind space agreement is \$1,440 per annum.

OAG Funds: \$0	Matching Funds: \$1,440	Total: \$1,4410 in-kind
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Total OAG Funds: \$42,000
Total Matching Funds: \$10,775
Total Occupancy Cost: \$52,775
Total In-kind: \$1,440

OTHER DIRECTS

- Blank Check Food Service Contract provides specialty meals for birthday center events = \$400
- Transportation Services for meals – flat rate cost for transportation of meals to sites from caterer Monday through Friday for 52 weeks = \$15,000
- Employee Background Checks -Expenses for 85 new employee background checks at \$30.00 each = \$2,550
- Copier Contract - annual service contract on cannon copier = \$2,500
- Exercise Consultant- Consultant provides 26 exercise sessions annually not to exceed two 2-hour sessions per month for 12 months @ \$269.23 per mo. = \$7,000

OAG Funds: \$23,332 Matching Funds: \$4,118 Total: \$27,450

Total OAG Funds: \$ 23,332
Total Matching Funds: \$4,118
Total Other Directs Cost: \$27,450

INDIRECT COSTS

- Administrative Clerical Pool - 2 staff @ \$12.00/ hr. x 1040 hrs. ea. = \$24,960
- Facilities supplies and janitorial support services 12 mos. x \$150 = \$1,800
- Accountant consultant: not to exceed 192 hrs. @ 20.00/hr = \$3,840

Total Personnel Cost @ 7,000

OAG Funds: \$37,600 Matching Funds: \$ 0 Total: \$37,600

Total OAG Funds: \$37,600
Total Matching Funds: \$0
Total Indirect Costs: \$37,600

TOTAL FY 2023 GRANT PROGRAM FUNDING

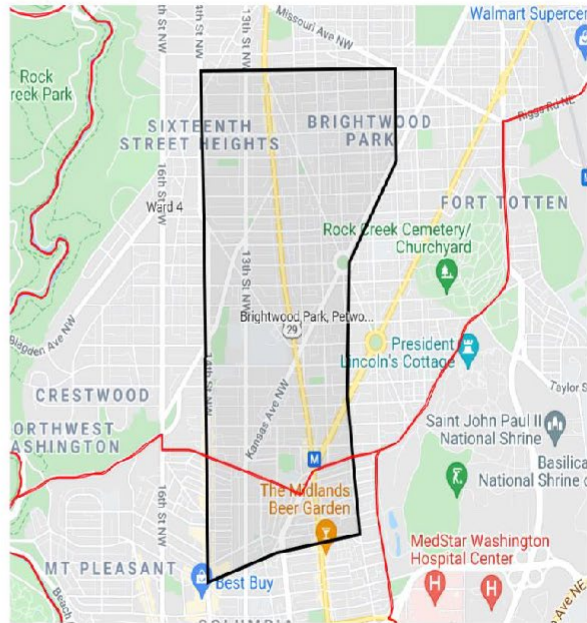
Total OAG Grant Award Funds: \$187,881.00
Total Local Cash Matching Funds: \$83,536.75 @ 31% of total grant
Total Local In-Kind Matching Funds: \$1,440
Total Program Grant: \$274,857.75

ATTACHMENT 2. TARGET SITES MAP

Brightwood Park/Petworth

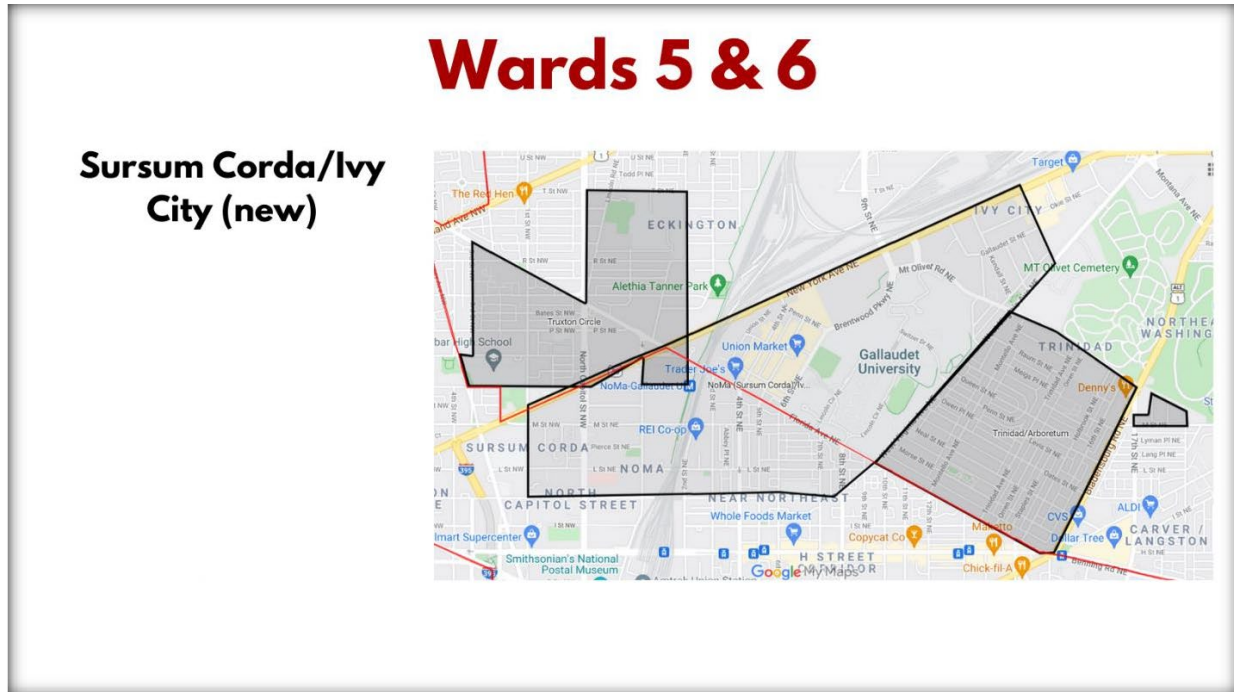
Wards 1 & 4

**Brightwood Park/Petworth
(new)**



ATTACHMENT 2. TARGET SITES MAP

Sursum Corda/Ivy City/Truxton Circle/Trinidad/Arboretum



ATTACHMENT 2. TARGET SITES MAP

Historic Anacostia/Fairlawn/ Congress Heights/Washington Highlands/
Bellevue/Trenton Park and Wahler Place

Ward 8

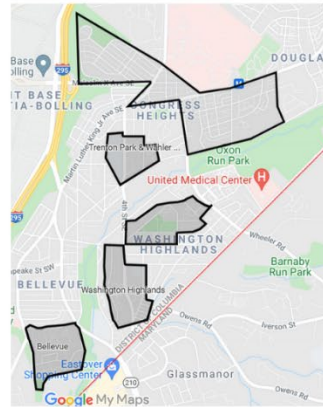
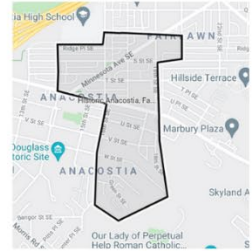
Historic Anacostia/Fairlawn (new)

Congress Heights (new)

Washington Highlands

Bellevue

Trenton Park and Wahler Place



Marshall Heights

Ward 7

Marshall Heights

