

**Mayor's Office of Neighborhood Safety
NYC Crisis Management System Initiative
Concept Paper
August 21, 2020**

Purpose/Background

This Fall, the Mayor's Office of Neighborhood Safety (ONS), which is part of the Mayor's Office of Criminal Justice (MOCJ), plans to release a Request for Proposals (RFP) for the NYC Crisis Management System (CMS) Initiative. This concept paper outlines the proposed scope of services, the qualifications of competitive organizations, and guidelines for the RFP application process, seeking comments that will assist in shaping the RFP. The RFP will seek community-based partners to continue and expand on the work currently done by the CMS providers. This includes implementing evidence-based anti-gun violence interventions designed to engage people exposed to high risk factors, with a focus on youth and young adults, and to amplify a culture of peace in communities most affected by gun violence.

With its vision of safe and thriving neighborhoods, ONS initiatives put communities at the center of creating and sustaining public safety. ONS is comprised of the [Mayor's Action Plan for Neighborhood Safety \(MAP\)](#), the [Office to Prevent Gun Violence \(OPGV\)](#), and the newly launched [Atlas](#). MAP is a comprehensive place-based approach employing participatory mechanisms and coordinating resources to respond to communities' public safety priorities and reduce crime around 15 City public housing developments that historically have experienced the highest rates of crimes. OPGV synchronizes the city's anti-gun violence initiatives, including the Crisis Management System and its Cure Violence providers, and magnifies the leadership of community-based solutions to support safe, empowered, and interconnected communities. Atlas is a strength-based, voluntary set of therapeutic and social supports delivered by trusted community-based organizations to engage and empower individuals released on their own recognizance who are at heightened risk for involvement in violence.

ONS initiatives are designed to increase safety through evidence-based approaches that respond to the inequities in health, wealth, and safety in communities of color. Among other things, these conditions arise from generations of underinvestment, conditions that have been aggravated by discriminatory policies in housing, lending, education, and employment and harmful approaches to policing in Black and Brown communities. This solicitation promotes the City government's transformative approach to public safety that:

- Recognizes and follows community-based solutions,
- Grounds public safety responses in evidence-based solutions that promote racial equity and acknowledge the root causes of violence, and
- Approaches harm reduction through the power of kinship, healing, and love, not punishment.

Goals and Objectives of the RFP

This Concept Paper outlines ONS/OPGV's proposed solicitation for vendors for the Crisis Management System (CMS), to bolster the co-production of public safety and shift community norms away from those that promote violence.

ONS/OPGV's objectives for the forthcoming RFP include:

- To use innovative and evidence-based strategies to reduce violent crime, such as homicides and shooting incidents.
- To increase connection of youth and families to supportive community networks.
- To coordinate city agencies to enhance youth access to social and emotional mental health support, vocational/educational opportunities, employment, and legal services.
- To promote positive cultural norms around behavioral change to maintain community-led public safety.
- To use data to inform daily efforts and make necessary changes to violence interruption strategies.

Launched in 2014 by Mayor Bill de Blasio and coordinated by ONS/OPGV, CMS is a partnership of more than 70 organizations that promote peace, community stewardship of public safety, and healing in neighborhoods most affected by gun violence. The CMS network is currently operating citywide in over twenty neighborhoods, which account for upwards of 50% of NYC's shooting incidents. CMS is a model of civilianizing public safety, building on the talent, resiliency, and creativity that reside in neighborhoods across New York City. The broad-based CMS initiative is founded on a street outreach and violence intervention model, which is bolstered by additional supportive services tailored for youth and young adults. All service components are responsive to specific community needs, while also building awareness and momentum to actively mitigate cyclical patterns of violence. This initiative has brought [measurable benefits](#) to communities citywide: researchers found that, across CMS sites, shooting victimizations fell by 28% over the first 24 months following a site launch, compared to the 24 months prior to the launch, with gun injuries down 33%. Researchers also found CMS increased trust in police and decreased residents' reliance on violence to settle disputes.

As described below, the core components of CMS include: (1) deployment of the Cure Violence public health model of violence intervention, (2) school-based conflict mediation, and (3) therapeutic mental health services. Vendors will be able to propose for one, two, or all three components in each precinct.

Core Components of CMS:

1. Cure Violence (CV): CV is a community-based public health model for preventing gun violence in targeted areas ("catchments"), [which has been deployed both nationally and internationally](#). The core CV program staff include Outreach Workers, Violence Interrupters, and Hospital Responders who are the frontline teams identifying potential incidents of gun violence and preventing and intervening in conflicts in real time that may lead to gun violence and retaliation. CV staff follow up in the immediate aftermath of shooting incidents to connect

impacted parties to essential services and resources within the network to initiate positive lifestyle changes.

2. School Conflict Mediation (SCM): School-based Conflict Mediation is designed to provide culturally competent programming to vulnerable youth in the community to reduce the likelihood of their involvement in violence in their school and community while increasing their attendance, academic progress, and other social measures. The program includes school-wide activities to assist in changing the culture around violence and to assist schools in their response to incidents that occur in the school or community. Service modalities can include classroom modules, after-school programming, individual counseling, mentoring, trips, and school-wide assemblies. Focus areas can include conflict mediation and resolution training, anger management, mindfulness, and other related topics. Use of arts, music, theater, or movement-based programming is allowed.

3. Therapeutic Services (TS): Therapeutic Services programs provide participants and other community members impacted by gun violence with informal supportive counseling, public awareness and advocacy events, skill-building groups, assessment and referral to address concrete needs, and positive and safe recreational opportunities. These services are often provided outside of a clinical setting by staff who have experience engaging and motivating youth, adults, and communities to respond proactively to social and emotional difficulties. These efforts are designed to form a collective response to gun violence that community members experience as stabilizing and affirming (i.e. therapeutic). Organizations will host at least one public outreach and advocacy event per month, and present at similar events hosted by other organizations as opportunities arise. Services may include assistance with accessing and attending legal and court related appointments, entitlements, funeral and burial assistance arrangements, safety plans, and housing transfers, etc.

Who should apply?

The forthcoming RFP seeks to support vendors who are committed to the health and vibrancy of Black and Brown youth and communities and can demonstrate their direct impacts and/or contributions to promoting public safety with agency and community partners. Vendors should be aligned with the core principles of the approach to public safety outlined in this concept paper, which elevates community voice and amplifies community-based solutions from the individuals and networks most affected by gun violence.

Preferred community-based partners will be grassroots organizations, founded, led and staffed by individuals, especially people of color, with deep ties to the health and safety of their community. These organizations will have been at the forefront of innovative and evidence-based violence prevention work, including, but not limited to, experience implementing the Cure Violence model of violence prevention. Competitive organizations will demonstrate a willingness to grow and adapt the model to be responsive to community needs and emerging evidence in the field of violence prevention and trauma-informed responses to harm. Organizations that have not previously contracted with MOCJ to provide Cure Violence services but that have comparable experience and commitment will be considered.

Eligible organizations will possess:

- Willingness to embrace the public health approach to violence;
- An approach to community work focused on community strengths;
- Demonstrated ability to track, document, and report on results;
- Track record of partnerships with other organizations;
- Culture of transparency, accountability, flexibility, and trust building;
- Commitment to racial equity;
- Willingness to operate during weekends, evenings, and late nights;
- Organizational capacity to handle risk and liabilities, including a strong governance structure, insurance, financial stability, and capacity to work responsibly as a city contractor.

How to Apply?

As described in detail below, it is anticipated that organizations will be required to submit separate proposals for each core component of interest. Organizations can opt to submit a proposal for one, multiple, or all service components available within a precinct. ONS is interested in hearing from a wide range of organizations and is committed to making the RFP process as accessible as possible. All terms in this competitive solicitation are contingent and/or subject to change based on the availability of city tax levy funding for implementation.

What we want to know about your organization and work:

- What do you know about Cure Violence and public health approaches to violence prevention, healing, and/or community well-being?
- What is your concrete experience and practical knowledge implementing violence prevention, healing, and/or community well-being?
- How does your organization put people and communities first in the work?
- If a community member were asked, what would they say about your organization and your reputation in the community?
- How do you define success in the work?

Competition Pools/Service Areas

<p><u>Competition Pools</u></p> <p>(A separate and complete proposal will be required for each proposed Competition Pool)</p>	<p><u>Competition Pools:</u></p> <p>CMS Service Area (s)</p> <ul style="list-style-type: none"> • Cure Violence • Conflict Mediation • Therapeutic Services
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	<p><u>Neighborhood/Precinct Service Areas</u></p> <p>1. Bronx: 40th Precinct (Mott Haven); 40th Precinct (Patterson/Mitchell Houses); 42nd Precinct (Morrisania); 44th Precinct (East Concourse-Concourse Village); 46th Precinct (University Heights); 47th (Eastchester/Edenwald); 48th Precinct (Claremont); 52nd Precinct (Norwood)</p> <p>2. Brooklyn: 60th Precinct (Coney Island); 67th Precinct (East Flatbush); 73rd Precinct (Brownsville A); 73rd Precinct (Brownsville B); 75th Precinct (East New York A); 75th Precinct (East New York B); 77th Precinct (Crown Heights); 79th Precinct (Bedford Stuyvesant); 81st Precinct (Bedford Stuyvesant-Ocean Hill); 88th Precinct (NYCHA: Ingersoll, Whitman, Farragut Houses)</p> <p>3. Manhattan: 23rd Precinct (East Harlem); 32nd Precinct (Central Harlem)</p> <p>4. Queens: 101st Precinct (Far Rockaway); 113th Precinct (South Jamaica); 114th Precinct (Queensbridge)</p> <p>5. Staten Island: 120th Precinct (North Shore)</p> <p><i>**Please note:</i> CMS Precinct Catchment Area(s) are target neighborhood regions known for high propensity of shootings and other forms of severe violence as evidenced by mapping the location of incidents (as reported by local NYPD commands) from at least the past three years. The size and density (number of residents) of the area must be manageable given program resources.</p> <p><i>Proposers are not required to propose for all catchment areas in a Borough. Proposers should indicate which catchment and service area(s) within a borough they are proposing for in their proposal. There is no minimum or maximum number of catchment or services areas required for a proposal.</i></p>
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Performance Measures

Successful applicants implementing the Cure Violence model will be required to input monthly data in the database maintained by Cure Violence Global and provide monthly narrative reports

in a format to be determined by the Office of Neighborhood Safety (ONS). All funded programs must submit monthly data and narrative reports to ONS. Sample metrics include:

- # of shooting incidents (CV)
- # of shooting responses (CV)
- # of anti-gun violence community events (CV)
- # of conflicts mediated (CV, TS, SCM)
- # of direct individual and group services (CV, TS, SCM)
- # of service referrals (CV, TS, SCM)
- Measures of success and community-building (CV, TS, SCM; e.g., key individual or organizational successes, such as increased perceptions and experiences of public safety and wellbeing; examples of network activation and holistic responses for participants and/or community)

Total Funding Available/Sources of Funding

The total anticipated funding for this program and competition pools will be approximately \$30,916,000. Selected vendors will be required to submit monthly or quarterly invoices prompting payment. This includes but is not limited to the submission of a line-item program budget, which represents the annual costs to provide all services included in the proposed program and enable the effective delivery of services described in the RFP. MOCJ welcomes comments from potential proposers on the payment approach for this program.

Planned Method of Evaluating Proposals

Proposals will be evaluated pursuant to criteria that are specified in the RFP. This will include the quality of the proposer's approach and program design for each key service area comprising the NYC Crisis Management System Initiative. In addition, the evaluation will assess the proposer's successful, relevant experience providing similar services. Proposals will also be evaluated based on the organization's staffing model and organizational structure as it relates to capacity to deliver these services and capacity to work responsibly as a city contractor.

Proposed Term of the Contract(s)

It is anticipated that the term of the contract award for this RFP will be from July 1, 2021 through June 30, 2024 and will include two (2) additional three (3) year renewal options. The City reserves the right, prior to contract award, to determine the length and start date of the initial contract term and each option to renew, if any.

Procurement Timeline

MOCJ and ONS anticipate that the RFP will be released in the Fall 2020. A pre-proposal conference will be held approximately two weeks after the release of the RFP. The proposal will be due approximately six weeks after the pre-proposal conference. It is anticipated that contractors will be recommended for award by spring 2021, with contract start date of July 1, 2021.

Use of HHS Accelerator



To respond to the forthcoming NYC Crisis Management System RFP and all other client and community services (CCS) Requests for Proposals (RFPs), vendors must first complete and submit an electronic prequalification application using the City's Health and Human Services (HHS) Accelerator System. The HHS Accelerator System is a web-based system maintained by the City of New York for use by its human services Agencies to manage procurement.

Only organizations with approved HHS Accelerator Business Application and Service Applications for one or more of the following will be eligible to propose:

- Public Safety
- Community Engagement
- Outreach

To submit a Business and Service application to become eligible to apply for this and other CCS RFPs, please visit <http://www.nyc.gov/hhsaccelerator>.

Contact Information/Deadline for questions/Comments

All comments and feedback regarding this Concept Paper must be received no later **than October 4, 2020**. Questions regarding this RFP must be transmitted in writing to the Agency Contact. Please email comments to MOCJProcurements@cityhall.nyc.gov