



Allegheny County Department of Human Services

RFP Response Form

RFP for Countywide Support for Violence Prevention

PROPOSER INFORMATION

Proposer Name: Reimagine Reentry, Inc.

Authorized Representative Name & Title: Lindsay Angelo, Director of Administration

Address: Reimagine Reentry – Alloy 26, 100 S Commons Ave, Ste 102, Pittsburgh, PA 15212

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.letsreimaginereentry.org

Legal Status: For-Profit Corp. Nonprofit Corp. Sole Proprietor Partnership

Date Incorporated: 2021

Partners and/or Subcontractors included in this Proposal: Allegheny County Health Department, For Good PGH, Pittsburgh Parole & Probation Officers, Operation Better Block, Inc., UPMC, North American Building Trades Union (NABTU), PA Department of Corrections, Manchester Bidwell Corporation, various Boroughs/Townships/Cities of Allegheny County

How did you hear about this RFP? *Please be specific.* Richard Garland, Reimagine Reentry Executive Director

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? Yes No

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Richard Garland	[REDACTED]	[REDACTED]
Contract Processing Contact	Lindsay Angelo	[REDACTED]	[REDACTED]
Chief Information Officer	Julia Donnelly	[REDACTED]	[REDACTED]
Chief Financial Officer	Lindsay Angelo	[REDACTED]	[REDACTED]
MPER Contact*	CFO above.	“	“

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* MPER is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.
See attachment.

Board Chairperson Name & Title: John Harper, President of MovieScoop Cinemas (retired)

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. Please do not use employees of the Allegheny County Department of Human Services as references.

Richard Morris, Urban League of Greater Pittsburgh, [REDACTED]

Mike Cherepko, Mayor of McKeesport, [REDACTED]

[REDACTED]
Lauri Fink, Senior Program Officer at Hillman Family Foundations, [REDACTED]
[REDACTED]

PROPOSAL INFORMATION

Date Submitted 3/4/2022

Amount Requested: \$590,500.00

CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

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I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.

By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- Audited financial reports or other financial documentation for the last three years
- W-9
- Strategy staffing attachments
- Stakeholder support attachments

REQUIREMENTS

Please respond to the following. **All Proposers must complete the Organizational Experience and Budget Sections. Please complete these sections only once, regardless of the number of strategies proposed.** The score from these sections will be added to the score for each strategy proposed. Each strategy will be scored and evaluated separately and the maximum score a Proposal can receive in each strategy is:

- Countywide Violence Prevention Convener (Convener) = 110 points possible
- Homicide and Data Reviews = 110 points possible
- Hospital-Based Violence Intervention Programs (HVIP) = 100 points possible

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- Parent and Survivor Support = 105 points possible

Complete only the sections for the strategies you wish to propose. Strategies not included in your proposal may be left blank. Please stay within the page limit listed at the top of each section.

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A. Organizational Experience (25 points possible)

All Proposers must complete this section. Your response to this section must not to exceed 5 pages.

1. Describe your organization and any experience working with individuals at high risk of Community Violence and/or with communities impacted by violence.

The mission of Reimagine Reentry is to reduce recidivism in Allegheny County by providing opportunities, reducing barriers, and supporting returning citizens in a holistic way. Our work relies heavily on a strengths-based approach, whole person approach for the formerly incarcerated through reentry coaching, support, and job skill training to address the unique needs of returning citizens after they leave the corrections system.

In addition to coaching services, Reimagine Reentry is certified by North America's Building Trades Unions (NABTU) to teach the Multi-Craft Core Curriculum (MC3), which is a pre-apprenticeship training program that introduces and prepares students for sustainable, living-wage jobs in a wide variety of the building trades careers. NABTU's purpose of sponsoring this apprenticeship readiness program is to provide a pathway for local residents – focusing on women, people of color, and transitioning veterans – to gain access to building trades' registered apprenticeship programs with nationally recognized credentials. As part of our workforce development services, Reimagine Reentry runs this MC3 training three (3) cohorts per year. In addition to this in-house training, Reimagine Reentry also works with a wide array of partners to connect returning citizens to educational opportunities and sustainable employment.

Reimagine Reentry was a long-time dream of Founder and Executive Director Richard Garland (MSW), who also serves as Assistant Professor of Behavioral and Community Health Sciences and Director of the Violence Prevention Initiative (VPI) at the University of Pittsburgh Graduate School of Public Health (GSPH). Prior to his time at the University of Pittsburgh, Mr. Garland served as Executive Director of One Vision One Life (OVOL) from 2002-2012, a Pittsburgh-based organization dedicated to addressing violence in local communities through conflict mediation, strong community coalitions, and services for at-risk youth and adults.

As Director of VPI for the past nine years, Mr. Garland, with Gina Brooks (MSL), have collected homicide data for Allegheny County and facilitated yearly panels to review this homicide data with a wide range of community members. Additionally, they have managed a hospital-based intervention project where gunshot wound victims receiving treatment in the four major trauma units are counseled in an effort to reduce emergency department recidivism. This has included case management services to help to change the lifestyle of victims and prevent further involvement with crime and violence. Over the years, both Mr. Garland and Ms. Brooks have also convened community groups and conducted various location-based violence prevention projects in Allegheny County. Their convening work dates back to the 1990's by Mr. Garland during the height of Pittsburgh's gang violence. He has also led violence prevention programs for youth, victims and families, and community groups. Now, he and Ms. Brooks are core staff of Reimagine Reentry, with Ms. Brooks serving as Violence Prevention & Program Manager where she also facilitates Reimagine Reentry's MC3 training course. Reimagine Reentry's dynamic core team includes:

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Richard Garland (MSW), Founder & Executive Director
Gina Brooks (MSL), Violence Prevention & Program Manager
Lindsay Angelo (MPA), Director of Administration
Julia Donnelly (MPH), Data & Project Manager
Caroline Cook (BA), Financial & Administrative Manager
Jim Paolicelli, Reentry Coach (20+ years working with formerly incarcerated people, non-custodial fathers and at-risk youth)
Rick Cobbs, Reentry Coach (30+ years working locally in the human services field with formerly incarcerated people and their families)

Reimagine Reentry's team has a combination of: professional training and accreditation in human services/public health/public service fields, lived experiences with incarceration, incarcerated loved ones, and over a half century's combined experience working with at-risk youth, formerly incarcerated, and individuals at risk of violence and/or retaliation.

While Reimagine Reentry as an organization began in June 2020, it is a culmination of: the violence prevention projects mentioned above and longstanding history of working with high-risk individuals, as well as the new holistic, strengths-based reentry work being done for formerly incarcerated individuals in Allegheny County. This RFP proposes a new organizational model of rolling the history of these four public health approaches (homicide reviews, community convening, hospital-based interventions and reentry work) under one, cohesive organization in Reimagine Reentry, Inc. While this work is being carried out between the University of Pittsburgh GSPH and Reimagine Reentry, this proposal would allow a highly collaborative, synergistic environment for the highly complex nature of these violence prevention projects to operate in responsive, information-sharing way under Reimagine Reentry.

2. Describe your organizational experience maintaining databases/using software for managing finances and service delivery and for providing accurate, timely reports of financial and program data.

Reimagine Reentry collects, manages, and reports client data primarily through Salesforce Customer Relationship Management (CRM) system. Reimagine Reentry's coaches record case notes through each client's Salesforce profile, and create reports at the end of each week of all client progress, contact points, barriers faced, and any activity with the client. Salesforce reports are also used for retrieving student information for those clients enrolled in Reimagine Reentry's MC3 pre-apprenticeship training program, recruiting data, client demographic information, as well as client stories. A Phase I project created the build-out of the core case management system in Salesforce, and we are now in the midst of a Phase II project that will allow for more targeted, specific reporting from Coach case notes, an easier layout for case notes, and cleaned up page layouts for a more minimalist feel while creating more backend data extraction for better internal and external reporting. Though Salesforce is not a typical case management software, it has allowed a highly customized system with almost endless opportunities for analysis and reporting. Reimagine Reentry received vital technical assistance from the University of Pittsburgh GSPH for the initial build-out of the Salesforce system. Currently, the system is used by all Reentry Coaches on a daily basis, and is used by administrative and supervisory staff regularly to check notes, pull reports, and record important staff events and trainings.

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For data & homicide reviews and hospital-based intervention, Mr. Garland and Ms. Brooks used Salesforce CRM to record activities, homicide data, and case notes. Various staff members also have combined experience using systems such as Qualtrics, TypeForm, SAS, and various other case management systems.

For financial reporting, Reimagine Reentry utilizes Quickbooks Online, which is directly linked to our business bank account. Our Financial & Administrative Manager maintains all financial data, bookkeeping, and grant expense reports on a regular basis.

A Phase III Salesforce project is already being planned to improve the system even further and better integrate the hospital-based coaching case notes, data & homicide reviews, and reentry coaching case notes. This would allow far more robust data interaction and analysis.

Organizational files (institutional documentation) are kept and maintained in the company's Microsoft OneDrive file hosting service.

3. Describe your organization's policy on and history of hiring formerly incarcerated individuals. Reimagine Reentry is a program 'by returning citizens, for returning citizens'. The organization's founder spent 24 years in corrections, and the reentry program design is by those who have been incarcerated. Forty-three percent of our staff has personal incarceration experience, while a majority of our staff has loved ones who have been or currently are incarcerated. While we do not have a formal policy regarding the hire of returning citizens, it is embedded into the fabric of our entire program. In our hiring practices, we value lived experiences and connections to resources and partnerships that can benefit our team and clients. In many cases, incarceration experience is often better suited for hire than distinguished academic accreditation and training.

4. Describe and provide examples how your organization is committed to providing high-quality services to all individuals and families so that everyone feels welcomed, well-served and supported regardless of their race, ethnicity, sexual orientation, gender identity and expression (SOGIE), intellectual or physical ability, English language proficiency or life experiences. Reimagine Reentry is committed to high quality services to our formerly incarcerated and at-risk clients primarily through our strengths-based approach. Our strengths-based programming encourages program participants to see the best in themselves, not defined by their past or by solely viewing themselves as 'criminal risk factors'. This theory is embedded into our program touchpoints, such as interviews and initial assessment with their Coach. Initial interviews with potential clients involve questions that are less focused on their past choices or criminality, and more so on how they view themselves, their future, talents, and what motivates them. Coaching 'sit-downs' capture goals, and how our clients define success *for themselves* and their families, understanding that every client has incredible differences in how they move forward in their lives as they reacclimate or choose a different path outside of violence. In hospital-based interventions, Mr. Garland and Ms. Brooks have trained coaches in bedside manner and how to interact with hospital staff in a welcoming, relatable, and helpful way in high-stress environments like hospitals and trauma units.

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Additionally, as part of the MC3 pre-apprenticeship training curriculum, a diversity class is taught to clients/students to introduce topics of diversity and culturally sensitive language, especially as they prepare for work in building trades which is an industry with an unfortunate history of discrimination.

Reimagine Reentry's programming has garnered excellent results and positive feedback from clients and their loved ones on the overall care and thoughtful service of our program and staff. Lastly, our staff have all received state-certified training for trauma-informed care.

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B. Countywide Violence Prevention Convener (Convener) (75 points possible)

Complete this section only if you are proposing this strategy. If you are not proposing this strategy, please leave this section blank. Your response to this section must not to exceed 10 pages.

1. Describe why your organization is interested in the Convener strategy, including how it fits within your mission.

Over the last two years, rates of violence and homicide have soared in comparison to recent years. According to the FBI, the rate of homicides in the U.S. is 6.5 homicides per 100,000 people, the highest rate since 1997 (6.8 homicides per 100,000 people). Several states and cities have declared violence a public health emergency, with some cities such as Philadelphia, Pa. reaching all-time high records of violence, drawing much attention and desire for action to the issue. The causes of this observed increase in rate of homicides are complex, but the consensus is clear that community leaders at all levels want to dedicate more community resources to violence prevention.

Violent deaths and community violence is highly concentrated in a small number of under-resourced neighborhoods across urban areas, including many Pittsburgh and Allegheny County communities.¹ These neighborhoods, typically, are composed of predominantly Black and/or Hispanic/Latino residents who experience systemic inequities such as hyper segregation, multi-sector discrimination, fractured economies, underfunded schools, and few public services.¹ Social and economic inequalities are often at the root of community violence, resulting in a disproportionate impact of community violence on Black and brown communities.

Black Americans are more than ten times more likely to be murdered by firearm than their white counterparts.¹ In Allegheny County, only 13 in 100 residents are Black, yet 81% of homicide victims in the county in 2020 were African-American with the vast majority of these victims being young males. Nationally, Black males ages 15-34 make up 2% of the U.S. population but account for 37% of all firearm-related homicides, making gun violence the leading cause of death for this population.¹

Violence is cyclical – under-resourced communities often experience disproportionately high rates of violence that impact community social, economic, physical, and psychological health, resulting in reduced economic opportunity and social cohesion, which, in turn, contribute to violence. To break the cycle of community violence, it is necessary to address the underlying causes of violence and promote economic, social, and health equity. Reimagine Reentry's effective violence prevention efforts seek to bring together community stakeholders, social service providers, and law enforcement to identify and provide support for those at highest risk of violence. Mr. Garland and Ms. Brooks' nine years of convening experience in Reimagine Reentry is a solid fit for the convening work sought in this proposal.

Much like violence, recidivism – the offense of criminal act(s) that result in rearrest, reconviction or return to prison with or without a new sentence during a finite period of time (typically three years) following release – is cyclical. Upon release from incarceration, returning citizens face a myriad of barriers that make reintegration into their communities difficult. At least 95% people in corrections will eventually be released from incarceration, but data shows that 68% of returning citizens are rearrested within three years.²

¹ Community Gun Violence. (2021). Retrieved from <https://efsgv.org/learn/type-of-gun-violence/community-gun-violence/>

² Hughes, T., & Wilson, D. J. (2021). Reentry Trends in the US. Retrieved from <https://www.bjs.gov/content/reentry/reentry.cfm>

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Recidivism is one of the largest issues to be addressed by the criminal justice system, and Reimagine Reentry was conceived with the mission of intervening in this cycle and providing wrap-around, coaching services to the individual for three years following their release. If Reimagine Reentry can coach someone to stay out of corrections for three years, the likelihood that they will ever return drastically decreases. Reimagine Reentry moves beyond the traditional model of reentry, which typically offers, at most, job placement with 3-6 months of workforce development follow-up.

Violence prevention and reentry work go hand-in-hand. There are factors known to reduce recidivism. These include having employment, stable housing, treating mental illness or substance abuse behaviors, and reintegrating into safer neighborhoods³ (Yahner & Visher, 2008), many of the same factors known to reduce risk of violence. Both violence and recidivism are complex problems that require creative, equitable solutions.

2. Describe any synergies of the Convener strategy with your current work and/or with the other strategies you are proposing in response to this RFP.

Reimagine Reentry currently serves returning citizens, who upon release from incarceration face immense systemic barriers such as low employment, lack of healthcare, limited education and work experience, prevalence of homelessness and so much more. Prevalence and severity of these barriers can make reacclimating into society difficult, increasing the likelihood that any one person recidivates and returns to incarceration.

Risk factors for recidivism and for violence overlap. Examples of risk factors for violence include poverty, witnessing violence, and gender stereotypes. The way in which risk factors influence violent behavior varies, however, the accumulation of risk factors in combination, frequency, and/or severity will influence the development of violent behaviors. Resiliency factors may help positively influence individual risk of violence, despite harmful environments and experiences, producing healthy outcomes for individuals and communities. Examples of resilience factors include positive relationships, good mental health, and access to services.³

Violence is truly multi-dimensional, and the causes of violence are complex. Similar to the issue of reentry and preventing recidivism, violence prevention requires a comprehensive solution that engages multiple stakeholders and coordinates agencies and actors across different service sectors. Effective violence prevention and recidivism reduction strategies must attend to both reducing risk factors and building resilience factors.

Currently, there is little to no centralized coordination between community-based violence prevention efforts in Allegheny County. Centralized coordination is necessary as we know that violence is often transitory and crosses community lines. Hence, this Request for Proposal allows for an opportunity to coordinate resources across the county in a collaborative, dynamic, information-driven network of organizations and agencies dedicated to violence prevention. The complexity of both violence and recidivism requires the systemic integration of all relevant human service resources; without coordination, not only is the success of disparate programs limited, but there is no effective way to track the impact of and leverage pre-existing violence prevention interventions to achieve their maximum potential.

By incorporating violence prevention, Reimagine Reentry does not desire to reinvent the wheel, rather, to bring all wheels together under a common vehicle. We believe that reentry work is violence prevention and vice versa. When preventing recidivism, reentry coaches work one-

³ Yahner, J., & Visher, C. (2008). Illinois' Prisoners Reentry Success Three Years After Release.

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on-one with returning citizens to find equitable solutions to address the challenges of reentry, taking a holistic approach in developing professional, social, and psychological skills best tailored to individual success – a framework we can expand to prevent violence.

Reimagine Reentry embraces a strengths-based approach that is designed to reduce the risk of recidivism by laying a solid foundation for success and growth. This is implemented primarily in the Reimagine Reentry Coaching program. Through this foundational aspect of our services, we teach and maintain that all people possess strengths, characteristics, and assets that are inherently valuable and can positively affect their lives. By emphasizing strength, our Coaches help clients see and believe in their own abilities and encourage the exercise of agency and control over the problems in their lives. This strong sense of agency promotes personal investment in the problem-solving process and development of solutions, resulting in greater commitment to desired outcomes and goals.⁴

Our programming supports our clients in all areas of life, working to identify personal strengths and harness their potential to address the problems they may face. We aim to promote an equal power dynamic between coaches and clients, ensuring that clients feel valued and considered in all decision-making processes.⁵ We make sure to address the whole person with professional care and advocacy, providing support and encouragement every step of the way. Our approach to reentry, to be applied to violence prevention, builds on a combination of community and systemic action that focuses on individual, family, and community resiliency.

3. Describe your experience with, and provide examples of, how your organization has successfully convened a broad range of stakeholders and coordinated large-scale initiatives to achieve results.

Richard Garland, Founder & Executive Director of Reimagine Reentry, is one of Allegheny County's most well-respected and well-received violence prevention experts. Mr. Garland has decades worth of experience in violence prevention work across county communities, including leading past violence prevention initiatives. Mr. Garland served as Executive Director of aforementioned One Vision One Life (OVOL), a grass-roots violence prevention organization which included a network of up to 50 gun violence interrupters throughout the county. In a past violence prevention initiative with Greater Valley Community Services, Inc. in Braddock, Mr. Garland brought together police officers, the Woodland Hills School District superintendent, parole officers, probation officers, community groups, and PA State Representative Summer Lee to address local violence. Currently, Mr. Garland serves as an Assistant Professor at the University of Pittsburgh Graduate School of Public Health (GSPH) where he directs the Violence Prevention Initiative (VPI), the primary means of his and Ms. Brooks' violence prevention work for the past nine years.

Through his experience and years of violence prevention work, Mr. Garland has been able to garner and maintain partnerships with an array of organizations and agencies including but not limited to Shuman Detention Center, Allegheny County Jail, Allegheny County Health Department, Allegheny County Department of Human Services, Urban League of Greater Pittsburgh, Braddock Greater Valley Association, First Steps Recovery – McKeesport, and the Neighborhood Resilience Project, to name just a few. These initiatives have allowed a broad

⁴ Sousa, L., Ribeiro, C., & Rodrigues, S. (2006). Intervention with Multi-Problem Poor Clients: Towards a Strengths-Focused Perspective. *Journal of Social Work Practice*, 20(2), 189-204. doi:10.1080/02650530600776913

⁵ Schlager, M. D. (2018). Through the Looking Glass: Taking Stock of Offender Reentry. *Journal of Contemporary Criminal Justice*, 34(1), 69-80. doi:10.1177/1043986217750443

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network of community groups in Allegheny County who are impacted by violence to develop neighborhood- and school-based coordination to prevent and intervene in potential violence.

Reimagine Reentry also relies on strong partnerships and collaboration for high quality service delivery and client success. While Mr. Garland's relationships have been an invaluable aspect of the organization's early success, we know Reimagine Reentry must build its own rapport with communities and organization for long-term success. All Reimagine Reentry staff members are encouraged to pursue, develop, and strengthen working relationships built on a foundation of passion for the work and cause. The sustainability of Reimagine Reentry's program depends on our ability to uncouple the work of just one single person, but rather, one organization and mission. Reimagine Reentry, thus far, has formed strong working relationships with the Pennsylvania Department of Corrections, UPMC, Urban League of Greater Pittsburgh, Pennsylvania Parole Office, Neighborhood Resiliency Project, Operation Better Block, For Good PGH, North American Building Trades Unions (NABTU), various Borough, Township, City, and County officials, Massaro Construction Company, the University of Pittsburgh, Manchester Bidwell Training Center, and Allegheny County Department of Health. Reimagine Reentry's Reentry Coaches are vetted and hired based on a rubric that includes connectedness to community supports and resources for clients. Reimagine Reentry invests heavily into new relationships and partnerships to offer the most diverse and comprehensive programming and services.

4. Describe your approach, why you chose it and how it can be expected to reduce Community Violence. If you based your approach on a promising or best-practice model, please describe the model.

We plan to continue to use the Cure Violence prevention model as Convener in participating communities. Richard Garland has extensive experience using Cure Violence in his violence prevention efforts, and the Cure Violence model has been practiced in communities like McKeesport, Clairton, Homestead, Duquesne, Penn Hills, and other Monongahela Valley communities. Cure violence takes a public health approach to reducing violence by treating the prevalence of violence to that of the prevalence of infectious disease. The model emphasizes three causal factors of violence: norms, decisions, and risks. Cure Violence is based on the cognitive principal that our thoughts affect our emotions which drive our behaviors and that psychological "inputs" can affect behavioral "outcomes".

Through this model, the Convener and Director of Community Relations, in coordination with community violence prevention plans and violence prevention programs, will address the causal factors believed to contribute to violence. First is challenging and encouraging new community norms that emphasize de-escalation and diplomatic resolve to conflict over violence. Second is to provide readily available alternatives to violence for when conflict arises. These alternatives can be both tangible and intangible, whether that be the development of conflict resolution skills or the designation of a neutral space. Last is to develop an awareness of community members and those at-risk of violence of the risks and costs associated with violence. This three-pronged approach helps break the cognitive cycle that drives violence; by challenging existing thoughts and beliefs, we can help community members rethink the viability of violence as an appropriate response and find better alternatives to resolving conflict.

Under the Cure Violence prevention model, there are five core activities to coordinate at the community-level: street-level outreach, public education, community mobilization, faith-

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community involvement, and law enforcement participation. Changing narrative starts on the streets where dedicated Violence Prevention Coaches put forth conversations around community violence norms and reorienting clients towards alternatives to violence. As the convening organization, Reimagine Reentry personnel will train Community Quarterbacks and Violence Prevention Coaches effective conflict mediation skills to help stimulate norm change in response to tension, targeting raising the awareness of the costs of violence. Violence Prevention Coaches will be able to take the skills developed and education gained to counsel a group of at-risk clients and connect them to a range of appropriate services. The Convener, Violence Prevention Coaches, and key community members will work together to develop and deliver a public education campaign aimed at changing violence-related norms and to enhance the understanding of the community cost of violence.

In line with Reimagine Reentry's strengths-based approach, the Cure Violence model treats individuals as rational actors capable of making informed and calculated decisions. At the foundation of strengths-based practice is the premise that accepting responsibility for one's prior actions produces the ability to change one's future behavior.⁶ Rather than simply scolding violent behavior, this model encourages the use of critical engagement with how one's thought, emotions, and beliefs drive behavior. The strategy of Cure violence is to promote the consideration of a wide variety of alternatives to violence in response to conflict or volatile situations. Properly educating community members on the risks and costs associated with violence reflects a classic deterrence model of human behavior in understanding the interpersonal and intrapersonal consequences of one's own actions. Through the Cure Violence model, we hope to teach community members, particularly those at-risk of violence, to see themselves as part of the solution, not merely the cause of the problem.

5. Describe how you will manage and deliver the Convener responsibilities, as outlined in section 2 of the RFP. Include how you envision forming a collaborative (who would be essential to include, how you would convene and meet, how you would communicate).

Though violence is preventable, no single program can address the magnitude or all causes of violence. Instead, violence prevention requires investment and commitment - of people, resources, and leadership. Mr. Garland and the network of people he has garnered dedicated to violence prevention are well-connected to communities across Allegheny County, specifically in the High Priority Communities outlined in this RFP. Under this RFP, we will leverage the existing relationships that Reimagine Reentry has as a human services provider and Mr. Garland has as a violence prevention expert and community leader to increase cross-community and cross-sector collaboration, maximizing the potential to disrupt violence. Gun violence is now the leading cause of Years of Potential Life Lost in trauma, surpassing motor vehicle crashes as the main cause of potential years of life lost.⁷ The time is ripe for a county-wide approach to bring together the many isolate and/or disparate programs across Allegheny County under a united effort. Mr. Garland would work alongside the newly hired Director of Community Relations to implement the Convener responsibilities of this proposal.

Upon initiation of Convener responsibilities, we will immediately prioritize developing a county-wide advisory group to bring all relevant partners and stakeholders to the table. The

⁶ Clark, M. D. (1997). Strength-based practice: The new paradigm. *Corrections Today*, 59, 3.

⁷ Klein J, Prabhakaran K, Latifi R, et al Firearms: the leading cause of years of potential life lost *Trauma Surgery & Acute Care Open* 2022;7:e000766. doi: 10.1136/tsaco-2021-000766

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advisor board will include law enforcement, businesses, school personnel, community-based organizations, community athletic coaches, and members of the faith community. These meetings will follow a hybrid-model to accommodate the potential impact of COVID-19, though in-person participation will be encouraged.

We feel that it is the responsibility of the Convener and Director of Community Relations to link violence prevention efforts across a range of services including but not limited to access to mental health resources, relocation services, referrals, community support groups, resources for basic needs. The advisory group will act as a steering committee to best guide and inform violence prevention efforts. We believe that there is no better expert on a community than the community, itself, so it is essential when addressing community violence to incorporate and live the ideas, voices, and people of the communities affected by violence. The Convener will conduct a monthly review of violence and intervention efforts with the advisory group and facilitate a conversation about practical, community-based solutions.

Once the advisory group is established, the Convener and Director, using Reimagine Reentry's data and information systems, will look to form a collaborative network of all service providers and community-based organizations relevant to violence prevention work. This network, which we will for now for sake of discussion refer to as the Violence Prevention Collaborative Network (VPCN), will act as a centralized information and data sharing network to coordinate all participating violence prevent efforts. VPCN will function similarly to an "open-source" bulletin board where participating parties will be able to freely share and leverage the vast array of social services across the county. For the VPCN to work, community support and buy-in is essential, hence, the need for the Convener to be well connect and well-received by community members.

Reimagine Reentry takes the approach that we want to be people-driven and data-dynamic. Violence is a social and behavioral phenomenon that cannot be reduced to a set of data, but we do believe that data can be elevated to tell a story. Reimagine Reentry uses Salesforce CRM to track all client-related activity built out on a custom data model designed to reflect the realities of reentry work. Salesforce is highly versatile with the capacity to build out and adapt the system to violence prevention efforts with the goal of tracking and identifying violence in real-time to best inform deployment of resources. We hope to integrate information from participating communities involved in violence prevention efforts with indicators tracked by school districts, law enforcement, and human services.

The Convener and Director will also work with Community Quarterbacks to administer a risk/needs assessment. Community Quarterbacks will meet with the Convener(s) once a week to discuss what is needed to reduce risk level. The Convener will help facilitate connecting Community Quarterbacks to the resources, programs, and people they need to address violence in the community. The Convener will also work with Reimagine Reentry to develop and implement a READI-like program in eligible communities. Reimagine Reentry's program is similar to the READI program, so we feel well equipped to pilot a READI-like program.

Tangibly, the Convener and Director of Community Relations would be in contact daily, with regular meetings between the Director of Community Relations and fellow Reimagine Reentry Directors (for necessary information-sharing and violence updates and prevention activities), and weekly staff meetings at Reimagine Reentry.

6. What potential outcomes do you envision for this Convener strategy? How would you know if the convening is a success?

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The success of the Convener strategy is abstract and will require the examination of latent variables to represent the overall effectiveness of the program. Our long-term vision for the Convener strategy is to understand why violence is happening in communities, what precipitates violence, and how to effectively mobilize the necessary resources to prevent violence and resolve conflict. We anticipate that most outcomes will lag calendar time before we can observe effects.

Short-term outcomes are largely logistical, as to reduce violence is to change and sustain behavioral norms, which takes time. Short-term outcomes will prioritize the immediate safety of at-risk individuals and their families. We believe relocation services will reduce retaliatory violence for at-risk individuals. We envision providing thorough, trauma-informed training to all involved personnel across cooperating violence prevention efforts and working with Community Quarterbacks to link clients to the appropriate services so immediate needs are met. Through these services, we may expect to see the prevention of violence in volatile conflicts, particularly in High-Priority Communities.

Intermediate outcomes focus on fortifying existing programs and unifying community buy-in. We expect active participation of Community Quarterbacks and their clients in scheduled mediations and active development of conflict mediation skills. We expect that the clients of Community Quarterbacks (or cooperating violence interrupters) will access and use the services provided by the Community Quarterback.

Long-term, we envision a sustained reduction of violence and a shift in social norms and narratives surrounding violence. We hope to educate and implement conflict resolution skills that lead to the development of amicable relationships between parties and communities in dispute and at-risk of escalation to violence. We believe that with proper education and coaching, clients who receive programming and services under the Convener umbrella will refrain from violence in during conflict or adversity. The core outcome we wish to see is the reduction in the incidence of violent crime across Allegheny County, particularly in High-Priority Communities.

To measure success and attainment of these outcomes, there are key statistics we plan to track to give us a sense of the impact of programming. The Convener will host monthly violence prevention meetings that bring together stakeholders and Community Quarterbacks, with a target of engaging at least 10 stakeholders per meeting. We will track the number of community violence interrupters cooperating with our Convener initiative as we recruit more to participate. We will measure the number of clients served and the number of, and description of, services linked. Through community reports and conflict mediation forms, we will be able to track the number of mediated conflicts and relevant details of each incident (location, date, time, etc.). The extent of data collected for each incident may vary depending on individual protocol, however, we would consider working with communities to develop and implement a standardized data collection model. We also anticipate conducting a weekly needs assessment with Community Quarterbacks to address potential issues before the escalate in which we will have data that may be useful in contextualizing program impact.

The strongest measure of success we envision is a reduction in the incidence of violent crime, particularly in High-Priority Communities, as tracked and reported in the FBI's annual Uniform Crime Report and relevant county-level homicide and data reviews. We will compare rates and incidents of crime before and after the Countywide Support for Violence Prevention intervention is implemented. If available, we may use High-Priority Communities who do not elect to participate in the Convener violence prevention strategy as counterfactual controls to those communities that do participate when evaluating program success.

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7. Describe where the Convener will fit within the overall administrative structure of your organization and why you placed it there. Summarize the staff positions needed to implement the Convener strategy and if you will need to hire and/or reassign staff.

- a. If you will hire positions, include the education and/or experience you will require and the traits you will emphasize in hiring decisions. Please attach summary job descriptions.
- b. If you have already identified individuals to staff the Convener strategy, include their names and a short description of their qualifications. Please attach resumes.

As indicated above and in the Staffing Strategy attachment, the Convener role will be comprised of two key positions: Executive Director Richard Garland, and the new role of Director of Community Relations (to likely be filled by Dr. Staci Ford, resume attached). The two positions would head the countywide convening strategy, but strategically placing the new Director job alongside the Director of Violence Prevention and Director of Coaching positions. This administrative structure allows for a highly collaborative environment and flow of information among the homicide review panels, convening, and coaching programs so that no one person operates in a silo. The Operations and Data & Evaluation aspects of the program would continue to underpin all activities of Reimagine Reentry.

An additional staff member to be added through the Convener strategy is a Licensed Professional Counselor/Licensed Clinical Social Worker (LPC/LCSW). Currently, Reimagine Reentry is missing this integral piece of our comprehensive community support for violence prevention. Reimagine Reentry plans to hire an LPC/LCSW as an independent contractor, rather than a W-2 member of staff. Traits that will be emphasized in this new hire is professional and licensed accreditation, and importantly, experience working with the (formerly) incarcerated population and those at high risk of violence. This experience in counseling will be highly sought after. We anticipate this position to be filled by Dr. Melody Caldwell, who has extensive experience working within state corrections institutions as a therapist and is very familiar with this population (resume attached). The contracted LPC/LCSW will coordinate primarily with the Director of Community Relations, as this position will have the most trauma-informed expertise that would work well with integrating the mental health aspect of the program.

The Director of Community Relations position will require a deep knowledge of evidence-based theory and practice for community organizing, violence prevention, and data-informed approaches. Facilitation of community meetings and expertise in a trauma-informed lens will be of vital importance for this position. This position will report directly to the Executive Director, and work in direct partnership with the Director of Violence Prevention to have an understanding of trends and other key pieces of information from Data and Homicide Reviews. Formally, this position requires a Master's degree in a human services or psychology (or related) field with ten years of violence prevention/community organizing. Our potential hire, Dr. Staci Ford, has a history of working with Richard Garland on conflict mediation in public schools (Penn Hills, currently) and trauma response situations. She has already been interviewed by staff for future employment at Reimagine Reentry and led staff training for trauma-informed care.

As a final note, the Staffing Strategy is a model that is postured for growth, as it contains our current make-up as an organization with new key positions potentially added through this RFP,

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as well as other new position that are currently in process through other funding (ie. Recruiting & Intake Coordinator).

8. Identify a few key challenges you anticipate encountering as the Convener and how you might mitigate them.

Community outreach, specifically concerning violence prevention, is a sensitive process. Violence permeates many aspects of everyday life, and violence can be traumatic for those affected by and exposed to it. To be as sensitive as possible to all parties, all programming will continue to be designed or adapted to be trauma-informed, including mandatory trauma-informed and cultural humility training for all staff. The convening team will have vast knowledge of and be well connected to High-Priority Communities, allowing them to leverage relationships to best understand ongoing conflicts, disputes and violent actors and connect those affected by violence to the appropriate resources. The convening team will also stay up-to-date with best practice models to maximize positive effects and minimize potential harm of programming.

Violence prevention is also a time sensitive process. The Convener will work with Community Quarterbacks, community Violence Prevention Coaches, and community-based organizations to keep close watch for potential disputes that may result in violence and mobilize necessary resources for early intervention.

We also want to be sure to acknowledge that relationships between communities and law enforcement are fractured. In addition to bring community stakeholders and law enforcement to the same table around violence prevention, the Convening team will work to help mend relationships between community and law enforcement by facilitating trust between both parties. Law enforcement is an essential and inevitable part of the violence prevention process, but the Convener will also need to be sensitive to and empathetic of concerns and grievances of community members. Mending relationships and building trust will take time, but the Convener will be in a unique position to unify all parties around a shared cause and the pursuit of an equitable solution.

9. Please list the key stakeholders that support your Convener Proposal (e.g., partners or stakeholders from local government, community-based organizations and other groups, residents and other individuals). Provide evidence of their support. This can be in the form of attached support letters, a description of their commitment to participate in aspects of your Proposal, or other form of endorsement.

Mayor Lattanzi, Mayor of the City of Clairton

Mayor Lattanzi has outlined his support for Reimagine Reentry's convening proposal in an attached letter of support.

Mary Nesby, Councilwoman of Homestead Borough and active community resident

Ms. Nesby is a long-time supporter of violence prevention initiatives led by the work of Reimagine Reentry core staff Richard Garland and Gina Brooks in data & community homicide reviews and violence intervention work in the Mon Valley of Allegheny County.

Chief Thomas Dunlevy, Chief of Police for City of Duquesne

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Chief Dunlevy has been involved in Reimagine Reentry's past violence prevention efforts in convening Mon Valley stakeholders around violence prevention at Greater Valley Community Services, Inc.

Kristen Michaels & Gisele Fetterman, Co-Founder of nonprofit organization For Good PGH in Braddock, PA

The partnership between Reimagine Reentry and For Good PGH has served our clients with basic needs and access to community resources. Kristen Michaels is also Vice President of the Reimagine Reentry, Inc. Board of Directors.

John Fetterman, Lieutenant Governor of Pennsylvania

Lieutenant Governor Fetterman has advocated alongside Richard Garland for ex-offender support since his tenure as Mayor of Braddock, and has practiced and expressed support for Reimagine Reentry's work in the community.

Mike Cherepko, Mayor of the City of McKeesport

Mayor Cherepko is highly involved in Richard Garland's McKeesport City project through the University of Pittsburgh Graduate School of Public Health, which focuses on violence prevention efforts within the City's hotspots.

Nancy Hines, Superintendent of Penn Hills School District

Superintendent Hines works with Richard Garland and Dr. Staci Ford weekly on conflict mediation and violence prevention efforts among students in the school, especially following violent incidents that are related to Penn Hills high school students.

Tina Ford, City of Clairton Resident, Moms Group, Inc. (Mothers of Murdered Sons support group)

Ms. Ford is a long-time supporter of violence prevention initiatives led by the work of Reimagine Reentry core staff Richard Garland and Gina Brooks in data & community homicide reviews and violence intervention work in the Mon Valley of Allegheny County. Ms. Ford's support work with mothers of murdered sons has complemented the violence prevention work of Reimagine Reentry, and the support for traumatized families.

Brandon Ziats, Executive Director of Youth Opportunities Development

Mr. Ziats, who worked for Richard Garland at One Vision One Life, has continued violence prevention efforts for youth and out-of-school time and also continues his support of wider coordination of recidivism efforts.

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C. Homicide and Data Reviews (75 points possible)

Complete this section only if you are proposing this strategy. If you are not proposing this strategy, please leave this section blank. Your response to this section must not to exceed 10 pages.

1. Describe why your organization is interested in the Homicide and Data Review strategy, including how it fits within your mission.

Reimagine Reentry's interest in Homicide and Data Reviews is due to our longstanding experience gathering community groups and individuals to discuss the raw homicide data of Allegheny County and identifying trends and recurring stories in that data. This has been an integral part of Reimagine Reentry's vision for violence prevention and is based on the evidenced framework of the Milwaukee Homicide Review Commission's public health approach. This work complements the hospital-based work and convening of relevant community groups by slowing down the reactive nature of violence and creating a focused lens and space where community members can productively and truthfully talk about what is happening in the County. The deliberate conversation of homicide reviews allows a therapeutic setting for stakeholders impacted by the harsh reality of violence to safely discuss what they believe the data is telling us. This type of violence prevention work is of great importance to Reimagine Reentry and our vision of reducing recidivism and violent crime in the County.

2. Describe any synergies of the Homicide and Data Review strategy with your current work and/or with the other strategies you are proposing in response to this RFP.

Reimagine Reentry is a people-driven, data-dynamic organization that looks to use data to optimize program design and delivery. We realize that data does not always tell the full human story, but we look to use data-driven storytelling to curate our whole-person approach to client-facing programs and services. We continually seek to humanize our data – prioritizing a qualitative approach to data analysis over a traditional quantitative approach. We value data quality and integrity, but not at the expense of our clients. We remain sensitive to the nature of the data and the people affected by what the data represents. Reimagine Reentry aims to be fully trauma-informed, including in the realm of data collection and use. We would look to continue these practices in the Homicide and Data review.

Violence does not exist in a vacuum. Violence affects not only the individual, but those around the individual including children, family, and community. Therefore, in response to data trends, we must be sure not to only approach the whole person, but also the whole community when addressing violence.

The goal of the Homicide and Data review is to examine and better understands trends of violence across the county to best inform service coordination and deployment, especially for affected family and community members. Much like recidivism, violence is cyclical and intergenerational. Nationally, 1 in 28 children have a parent that is incarcerated.⁸ The stress of parental incarceration and reentry puts children at increased risk of behavioral and mental health problems throughout childhood, and the stigma attached to incarceration may reduce social supports available to affected children.⁸ Upon a parent's return from incarceration, children of returning citizens often experience a mix of strong emotions which may cause aggression and

⁸ <https://youth.gov/youth-topics/children-of-incarcerated-parents>

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disobedience towards those around them.⁹ Poor mental health status, academic trouble, social ostracization, internalized stigma, and often irreparable familial relationships put tremendous strain on parent-children reunification following release from incarceration.

Sixty percent of children and youth are either victims of or witness to various types of violence in a variety of settings.¹⁰ Almost forty percent of these children have been exposed to more than one type of violence, and ten percent have experienced five or more instances of violence.¹¹ Although potential for violence anywhere and at any time, children of incarcerated parents may be more likely to have experienced violence in their homes and/or communities.¹² Exposure to violence can be traumatic for youth and their brain development, which may have lasting cognitive and behavioral effects that persist into adulthood.

When addressing reentry and preventing recidivism, Reimagine Reentry seeks to help returning citizens navigate and overcome the structural, social, economic, and political barriers of reentry that would otherwise put an unfair burden on families and loved ones. Similarly, to address the rising prevalence of and disrupt the cycle of violence, there needs to be a multi-level, multi-disciplinary, and multi-agency approach to supporting those affected by violence. Reimagine Reentry looks to establish, expand, and/or help sustain community-based solutions to address the problem of violence.

Violence and recidivism overlap, and joint prevention efforts can target the cyclic nature of each by addressing common underlying causes. In pursuing the Homicide and Data review violence prevention strategy, Reimagine Reentry would continue to work closely with various disciplines, agencies, and stakeholders across Allegheny County to best coordinate services dedicated to violence prevention and maximize human service potential.

3. Describe your experience with, and provide examples of, how your organization has successfully convened a broad range of stakeholders to review relevant data and information and develop solutions.

In past similar homicide and data reviews, current Reimagine Reentry staff members have history of successful convening a broad range of stakeholders. Due to the nature of the work of the Homicide and Data Review, fostering a strong relationship with law enforcement is integral. However, there is often systemic and historical mistrust between community law enforcement and community members that may interfere with unabated cooperation. Reimagine Reentry believes in the value of relationships and will use violence prevention work for foster stronger relationships between communities and law enforcement.

Mr. Garland, specifically, has experience in convening a wide group of stakeholders around a common cause. Mr. Garland has long-established relationships with communities across the county and uses his reputation to facilitate the mending of tensions. Mr. Garland encourages the development of personal relationships and reaching out directly to all relevant agencies to build rapport and mutual respect between stakeholders. The public health approach to violence is a popular model adapted by many agencies and sectors, creating a common cause and

⁹ Hairston, C. F. (2007). Focus on Children with Incarcerated Parents: An Overview of the Research Literature. 40.

¹⁰ <https://youth.gov/youth-topics/children-of-incarcerated-parents/children-who-have-been-exposed-violence>

¹¹ Finkelhor, D., Turner, H., Ormrod, R., Hamby, S., & Kracke, K. (2009). Children's exposure to violence: A comprehensive national survey (Bulletin). Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention. Retrieved from <https://www.ncjrs.gov/pdffiles1/ojdp/227744.pdf> (PDF, 12 pages)

¹² Centers for Disease Control and Prevention (CDC). (2013). Adverse childhood experiences study. Retrieved from <http://www.cdc.gov/ace/about.htm>

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modality to unite stakeholders around. The Homicide and Data Review presents an opportunity to repair fractured community relationships and develop effective, collaborative working relationship that will help promote sustained success and long-term, positive change.

Past stakeholder engagement around homicide reviews includes convening school district personnel, probation and parole offices, representatives from the Allegheny County's coroner's office, community and community-based organization leaders, and Allegheny County DHS staff. Past convening efforts ensured that review panels are multi-leveled, multi-sector, and multi-disciplinary to best represent and discuss the complexity of the issue.

4. Describe your analytical experience and provide examples of how you have used homicide, shootings, social media, and other information sources in your work.

A core member of Reimagine Reentry's staff, Gina Brooks, has significant experience with review data pertaining to county-level homicide rates. Ms. Brooks currently serves as Violence Prevention & Program Manager at Reimagine Reentry, where she brings a wide breadth of knowledge and experience in the violence prevention field. Ms. Brooks has six years of experience reviewing county-level homicide data and using supplemental data, accounts, and intelligence to contextualize homicide trends.

When reviewing data pertaining to homicides, under Ms. Brooks' guidance, Reimagine Reentry will gather as much anecdotal evidence as possible to contextualize each homicide in correspondence with our data-driven storytelling model. This information will be collected from family member accounts, social media, and street intelligence. We will also maintain our collaborative approach and work with community-based organization like Stop the Killings to develop as deep of an understanding as possible around the events that precipitated each violent incident. Social media serves as an invaluable tool in forming stories around homicide as public sentiment is often shared openly. Facebook and Snapchat are the primary social media platforms where we may observe discourse around homicides, but it is important to follow activity on all social media platforms. Ms. Brooks, like much of Reimagine Reentry's staff, is incredibly well-connected and trusted in many of the communities that experience high rates of violent crime and homicide, making her an invaluable asset at gathering street-level intel. Many community members are open and willing to talk about their knowledge but may be selective of who they share with. The rapport of Ms. Brooks, Mr. Garland, and other key organizational personnel create a pathway for reciprocated partnerships and trust in many of the communities who experience regular violence.

Ms. Brooks also serves as Program Coordinator for the Violence Prevention Initiative at the University of Pittsburgh School of Public Health (GSPH) where she has facilitated conversations around homicide data and trends for the last six years. Analyzing data in and around violence requires gathering community voices and stakeholders to best understand and explain the violence. Ms. Brooks extensive experience with community and homicide reviews will allow a seamless continuation of that work and process described above into Reimagine Reentry. GSPH has provided extra support with data analytics and publishing, but Ms. Brooks looks for insight and intel from a community review panel to best inform solutions and action.

Reimagine Reentry will look to use its own data system provide quantitative analysis and serve as the hub for communication systems dedicated to relevant Homicide and Data Review activities. This could include conducting a spatiotemporal analysis of homicide incidents and social network analysis for those at high-risk of committing or experiencing violence. However,

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the most meaningful aspect of the Homicide and Data review is the human stories that surround the data, which can only be brought about by the process and model of community homicide review panels.

5. Describe your approach to the Homicide and Data Review strategy, why you chose it and how it can be expected to reduce Community Violence. If you based your approach on a promising or best-practice model, please describe the model.

Reimagine Reentry will continue to use the Milwaukee Homicide Review Commission (MHRC) approach for the Homicide and Data Review. MHRC is a multi-level intervention that involves participation by different agencies and stakeholders with the underlying assumption that the development and implementation of violence, specifically homicide, prevention strategies is complex. The complexity of the issue requires input and buy-in from community stakeholders throughout the county. The goal of the MHRC model is to use data and strategic problem analysis to develop innovative solutions for violence prevention.

The theoretical framework of MHRC closely aligns with both the existing work of Reimagine Reentry and the proposed work in this RFP. MHRC puts forth a multi-level, multi-disciplinary, multi-agency approach to best represent the complexity of the issue. We believe that this general approach is not only beneficial to the Homicide and Data Review but also will have overlapping synergies with the other violence prevention strategies and our existing reentry work. Mr. Garland and Ms. Brooks were trained on the MHRC model in 2017 and have since used the model on homicide data review projects. Their intersecting familiarity with the MHRC model and connection to community stakeholders makes them ideal candidates for forming a highly diverse, representative, and collaborative panel to serve the Homicide and Data Review Strategy.

The spirit of the MHRC model also closely aligns with the spirit of Reimagine Reentry. Reimagine Reentry was born out of the idea that there is desperate need for innovation in the field of correctional reentry – a sentiment that also rings true in the field of violence prevention. Furthermore, the mission of MHRC is to work to reduce violence through innovative interagency collaboration, the very idea we are proposing across this RFP. The dynamic and multi-dimensional MHRC process is designed to yield a comprehensive set of actionable policy and program development recommendations, and has shown to better position criminal justice, social service, and community-based organizations to positively affect those at-risk of violence. Using this model, we believe we can prevent violence through improved communication, centralized information sharing, and cooperation between and among law enforcement agencies, community service providers, and community members.

6. Describe how you will manage and deliver the Homicide and Data Review responsibilities, as outlined in section 2 of the RFP. Include how you envision forming the review panel (who would be essential to include, how you would convene and meet, how you would communicate).

Reimagine Reentry, led by the Director of Violence Prevention (to be assigned to Ms. Brooks), will establish a “well-informed, collaborative, diverse and effective” panel dedicated to reviewing homicide and relevant data. Key stakeholders to be represented on the panel include school district personnel, law enforcement, Allegheny County DHS representatives, faith-based

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leaders, community leaders, community-based organizations, and regional hospital staff. This panel will be multi-jurisdictional and multi-disciplinary. Reimagine Reentry has close ties several organizations to that could be represented on the Homicide and Data Review panel including but not limited to Operation Better Block, University of Pittsburgh's Community Engagement Centers, local YMCA's, Manchester Citizens Council, For Good Pittsburgh, Health Village Learning Institute, Mon Valley Initiative, Youth Opportunities Development, Homestead Public Safety, McKeesport Police, University of Pittsburgh Medical Center, and Allegheny Health Network.

The Director of Violence Prevention will host and facilitate quarterly meetings with the Homicide and Data Review panel to discuss trends in data and develop solutions, including but not limited to: policy implications, need for action, and community-based solutions. Meetings will be held in-person with a hybrid option, and there will be formal administration and documentation of all activities, discussions, and actionable items which will be promptly distributed to participating community stakeholders. Reimagine Reentry will publish reports on findings, discussions, and implications to policy and practice that are publicly accessible. Reimagine Reentry also looks to establish a centralized mode of communication, though the exact platform is to be determined. We first must assess the communication capacity of each community and stakeholder to make sure our communication systems are as accessible and inclusive as possible. Reimagine Reentry has the capacity to communicate regularly and across a wide number of platforms, need be.

7. Describe where the Homicide and Data Review strategy will fit within the overall administrative structure of your organization and why you placed it there. Summarize the staff positions needed to implement the Homicide and Data Review strategy and if you will need to hire and/or reassign staff.

- a. If you will hire positions, include the education and/or experience you will require and the traits you will emphasize in hiring decisions. Please attach summary job descriptions.
- b. If you have already identified individuals to staff the Homicide and Data Review strategy, include their names and a short description of their qualifications. Please attach resumes.

The Homicide and Data Review Strategy will be headed by the (reassigned) position of Director of Violence Prevention filled by Gina Brooks (currently Violence Prevention & Program Manager). In this position, she would continue to manage and facilitate data and homicide reviews, with the new ability to act as a resource and coordination hub of Reimagine Reentry's violence prevention activities. This position will tie in key areas of Reimagine Reentry's violence prevention programs by: managing community homicide reviews regularly, collaborating with community groups and residents to learn more about violent incidents in Allegheny County and finding common trends, overseeing recruiting and intake for all clients, and acting as the 'glue' for violence prevention work amongst the different programs.

Highlighted traits for this position include: facilitation of diverse people and backgrounds in high tension discussion, years of experience in violence prevention efforts, a solid understanding of evidence-based models of violence prevention and praxis, excellent research skills (both book-wise as well as informal 'street knowledge'), and extensive connections in Allegheny County violent hotspots to be able to identify trends and community sources of information. This

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position requires a Master's degree in public health or law (or related) field with at least seven years of violence prevention/community organizing.

As indicated in the Staffing Strategy, the Director of Violence Prevention weaves the relevant information into the different activities of Reimagine Reentry, allowing for a highly collaborative environment and serving as an advisor to other violence prevention initiatives, as she will have the keenest awareness of local residents' understanding of violence, and how that impacts Reimagine Reentry's community relations and coaching operations. The Operations and Data & Evaluation aspects of the program would continue to underpin all activities of Reimagine Reentry.

As a final note, the Staffing Strategy is a model that is postured for growth, as it contains our current make-up as an organization with new key positions potentially added through this RFP, as well as other new position that are currently in process through other funding (ie. Recruiting & Intake Coordinator).

8. Identify a few key challenges you anticipate encountering in the Homicide and Data Review work and how you might mitigate them.

The most immediate challenge we anticipate encountering in the Homicide and Data Review work is the potential for interference with active criminal investigations. While we do wish to seek and obtain as much information as possible around homicides for the sake of developing solutions, we do not want to disrupt or interfere with the activities of law enforcement. A collaborative and trusting relationship between the Homicide and Data Review panel and law enforcement is essential to conducting the review effectively but prevent obstructing investigations. To prevent any kind of interference, we will issue a legally binding confidentially agreement for all members of the Homicide and Date Review panel to sign (the same agreement used in prior homicide reviews by Ms. Brooks and Mr. Garland).

In addition to preventing the disruption of law enforcement efforts, we also want to make sure not to aggravate or escalate existing tensions in communities. Homicides are highly traumatic and trigger strong emotional responses. Under the Cure Violence model, we know that psychological "inputs" such as emotions affect behavioral "outcomes" like violence. We must remain sensitive to and vigilant of the emotional well-being of the families and communities affected by homicides and violence and be sure to promptly mobilize the necessary resources to serve those who have recently experienced or been close to homicide. This is especially pertinent for preventing retaliatory violence. Our overarching collaborative approach allows for centralized, streamlined communication so that response to violence is swift, responding in real-time to the data collected.

Last, COVID-19 is always a consideration. Though we seem to be nearing the end of the pandemic, COVID-19 has high potential to turn into an endemic which requires us to be prepared for sudden changes to promote public health and safety. As stated earlier, we prefer that as much work be completed in-person as possible due to the sensitive nature of the work, however, we will have virtual options available for a hybrid model. This allows us the capacity to complete all work in-person or on-line at moment's notice, creating little disruption or delay in the continuity of work. During in-person sessions, we will require and enforce the most up-to-date CDC guidelines, providing supplies, if necessary.

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9. Please list the key stakeholders that support your Homicide and Data Review Proposal (e.g., partners or stakeholders from local government, community-based organizations and other groups, residents and other individuals). Provide evidence of their support. This can be in the form of attached support letters, a description of their commitment to participate in aspects of your Proposal, or other form of endorsement.

Richard Morris, Urban League of Greater Pittsburgh

Mr. Morris has outlined his support for Reimagine Reentry's proposal in an attached letter of support.

Dr. Raquel Forsythe, Trauma Medical Director at UPMC Presbyterian Hospital

Dr. Forsythe has outlined their/UPMC's commitment to Reimagine Reentry's violence prevention efforts for Data & Homicide Reviews by committing a staff member to participate in the panel. Additionally, Dr. Forsythe outlines their support of Reimagine Reentry's HVIP services in the letter.

Taili Thompson, Director of Violence Prevention at Operation Better Block, Inc.

Mr. Thompson has served on prior Homicide Review Panels led by Gina Brooks and Richard Garland, and continues his support of Reimagine Reentry's violence prevention efforts as a member of the Reimagine Reentry, Inc. Board of Directors.

Mike Vogel Chief of Police, Allegheny County Housing Authority

Chief Vogel has served on prior Homicide Review Panels led by Gina Brooks and Richard Garland, and continues to express support for these violence prevention initiatives.

Sabrina Orlansky, Adult Probation Supervisor at Allegheny County

Ms. Orlansky has served on prior Homicide Review Panels led by Gina Brooks and Richard Garland, and continues to express support for these violence prevention initiatives especially as they relate to adult ex-offenders.

Adam Alfer, Chief of Police of the City of McKeesport

Chief Alfer is highly involved in Richard Garland's McKeesport City project through the University of Pittsburgh Graduate School of Public Health, which focuses on violence prevention efforts within the City's hotspots.

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D. Hospital-Based Violence Intervention Programs (HVIP) (65 points possible)

Complete this section only if you are proposing this strategy. If you are not proposing this strategy, please leave this section blank. Your response to this section must not to exceed 10 pages.

1. Describe why your organization is interested in the HVIP strategy, including how it fits within your mission.

Reimagine Reentry's interest in the hospital-based violence intervention programs (HVIP) is due to our longstanding experience coming alongside victims of violence at the onset of violence and providing the crisis and follow-up support to reduce recidivism and retaliation. Mr. Garland and Ms. Brooks have maintained a program that has helped to alter the lifestyle of perpetrators and victims by offering support for another way out of violence. Through case management services with housing relocation, referrals, follow-up medical/behavioral health counseling, and other barriers that keep victims in the path of violence. Reimagine Reentry's work in HVIP allows us to intervene in the path of violence in someone's life at the moment most likely for change: a hospital bed. This direct support in violence prevention work is of great importance to Reimagine Reentry and our vision of reducing recidivism and violent crime in the County.

2. Describe any synergies of the HVIP strategy with your current work and/or with the other strategies you are proposing in response to this RFP.

Violent and criminal behavior is learned, and violence can sometimes be an aspect of community norms. Discourse around violence and crime often treats violent and criminal actors as if their behaviors are pathological, implying a lifelong propensity to criminal and/or violence involvement. However, we know that criminal behavior is a result of differential social function, and that learned motivations, rationalizations, and attitudes affects one's actions but not one's identity.¹³ Criminal and noncriminal behaviors are the expression of the same needs and values, often sharing of the same goals, but the different between the two is the means of their pursuit. Criminality and violence are not predestined, rather, a consequence of the failure of society to meet one's basic needs.

Violence and crime share risk and causal factors, making a collaborative approach to both ideal. When people have no sound way to express their needs, they often resort to violent or criminal behaviors that may lead to injury, fatalities, and/or incarceration. Hence, the goal of Reimagine Reentry is to help meet the needs of returning citizens by addressing some of the many personal and community-level barriers to reentry – a goal that can be expanded to prevent violent behavior.

Social norms provide community members with an idea of how to behave and function to provide order and predictability in society. Norms can influence the development and perpetuation of violence, and we cannot expect to address the issue of violence without first changing social norms. However, there are policies, practices, and tradition of norms that promote power dynamics (whether by socioeconomic status, race, gender, ability, etc) within a community that can be used to sanction violence. We must be sensitive to how the legacy of

¹³ Bosiakoh, T. A. (2012). Differential Association Theory. In N. M. Seel (Ed.), *Encyclopedia of the Sciences of Learning* (pp. 990-992). Boston, MA: Springer US.

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racism and social oppression contribute to and influence the dynamics of all forms of violence, particularly in communities with predominately minoritized populations.

Reimagine Reentry's theoretical framework is multi-prong approach that addresses both individual need, to prevent crime as a mechanism for caring for one's self, and challenge standing cultural norms that fuel violence and crime. We look to provide opportunities to people and communities who have been excluded in the past (and present) so they have accessible, culturally-relevant modes of meeting their own needs. Reimagine Reentry is designed to reduce the risk of recidivism by laying a solid foundation for success and growth – a model we believe can work to reduce risk of community violence.

3. Describe your approach, why you chose it and how it can be expected to reduce Community Violence. If you based your approach on a promising or best-practice model, please describe the model.

Our Hospital-Based Violence Intervention Program (HVIP) will continue to be based on The Wraparound Project, first designed and implemented in San Francisco. The Wraparound Project works to reduce injury and criminal recidivism by providing clients with the mentoring, services, and resources essential to reduce risk of violence. The experience that Mr. Garland and Ms. Brooks bring to Reimagine Reentry in hospital-based intervention would be replicated in the hiring of two new Violence Prevention Coaches (through this RFP), who would fit into our overall Reentry Coaching program.

The Wraparound Project uses a Public Health Model that addresses the root causes of violence as a means of preventing violence in the future. Incarceration typically follows violence, so by addressing the root causes of violence to prevent violence, we can also prevent recidivism. The Wraparound Project is sensitive to the fact that cultural incompetence often impedes the effectiveness of public health communication. Valuing and leveraging diversity and lived experience is essential to the effective delivery of services. Reimagine Reentry's coaching philosophy includes treating lived experience as an asset and using client's past troubles and mistake as teachable moments to leverage in future decision-making. While Reentry Coaches and the new Violence Prevention Coaches would serve a different clientele with differing needs, the core values emulated in The Wraparound Project would remain the same: the idea that people don't just deserve second and third chances, but as many chances as it takes for them to succeed.

The Public Health Model underlying the theoretical framework of both Reimagine Reentry and The Wraparound Project works to disentangle one's identity from their behaviors to prevent internalization and foster a better, compassionate, and loving relationship for oneself. The Public Health Model recognizes that one's thoughts, emotions, and beliefs directly impact one's behavior. If we can work to remove stigma, disdain, and other negative perceptions towards oneself and replace them with compassion and grace, we are much more likely to promote positive, pro-social behavior. We believe that if someone feels valued, has a positive perception of themselves and their experiences, has all their basic needs met, and is given the opportunity to succeed and grow, they are not likely to partake in violent and/or criminal behavior. Under this framework, violence is not a defect of the individual but, rather, a disease of society that some are burdened with more than others.

The Wraparound Project is an effective hospital-based intervention that has demonstrated the ability to decrease violent injury recidivism. Evaluation of the program found that over a 10-

RFP for Countywide Support for Violence Prevention

year period, violence reinjury rate was 50% lower than the historical control (4% and 8%, respectively).¹⁴ The program also revealed that 51% of clients needed mental health services, 36% needed employment services, and 30% needed housing assistance.¹⁴ The Wraparound Project has proven potential for sustained violent recidivism reduction and success in addressing client's needs. The Wraparound Project and Reimagine Reentry's coaching program are complimentary and supplementary, which may further increase the chances that one or both programs are successful in reducing correctional and violent recidivism.

4. Describe how you will manage and deliver the HVIP. Be sure to include:
 - a. A description of your partnership with your chosen trauma hospital.
 - b. The roles and responsibilities your organization and the hospital will have in the HVIP.
 - c. How you will work with high-priority communities to coordinate care inside the hospital and after release.

Richard Garland and Gina Brooks have active working relationships with all four Level 1 Adult Trauma Centers in Allegheny County: Allegheny General Hospital, Forbes Hospital, UPMC Mercy, and UPMC Presbyterian. Mr. Garland and Ms. Brooks have been granted special permission by these hospitals to visit victims of violent trauma upon request for services. Currently, these hospitals use a simple referral model to obtain the violence prevention services delivered by Mr. Garland and Ms. Brooks.

For the HVIP, as mentioned above, Reimagine Reentry will hire two hospital-based Violence Prevention Coaches dedicated to delivering violence prevention programming to victims of violent trauma in the hospital setting. Under the leadership of the Director of Coaching (TBD), Mr. Garland and Ms. Brooks, the hospital-based Violence Prevention Coaches will work closely with nurses, social workers, and other relevant healthcare professionals to deliver violence prevention programming to victims of violence. The hospital-based Violence Prevention Coaches will work under the guise of Reimagine Reentry's coaching programming and will use the same standards of practice and values as Reimagine's reentry coaching program. All coaches will benefit from shared problem-solving, community resources, referrals, and general support while they have the challenging task of helping people in crisis.

Reimagine Reentry will expand and adapt its Salesforce CRM to include HVIP so Violence Prevention Coaches can keep a detailed, HIPAA-compliant file of client interactions and service linkages. We will establish a referral portal for hospital staff to easily request the visit of a Violence Prevention Coach during the critical window after a violence incident has occurred. Violence Prevention Coaches will respond to the referral as soon as possible under best-practice guidelines and provide necessary services to prevent retaliation and interrupt the cycle of violence. Relevant hospital staff, violence prevention leadership at Reimagine Reentry, and the hospital-based Violence Prevention Coaches will meet at least once every 6 months to evaluate programming and re-up on training materials and best practices. We plan to foster a cooperative and collaborative approach in addressing violence in a clinical setting.

The HVIP will not conclude once a victim is discharged from the hospital. The hospital-based Violence Prevention Coaches will ensure that clients have all that they need to return

¹⁴ Juillard, Catherine MD, MPH; Cooperman, Laya MPH; Allen, Isabel PhD; Pirracchio, Romain MD, PhD; Henderson, Terrell; Marquez, Ruben; Orellana, Julia; Texada, Michael; Dicker, Rochelle Ami MD A decade of hospital-based violence intervention, *Journal of Trauma and Acute Care Surgery*: December 2016 - Volume 81 - Issue 6 - p 1156-1161. doi: 10.1097/TA.0000000000001261

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home safely by working with agencies and organizations in the communities of the victims to coordinate support and services in the community. The Violence Prevention Coaches will continue to provide support for patients up to 6 months post-release from the hospital. The Violence Prevention Coaches will be expected to carry a minimum caseload of 10 active clients, but we can expect workload to vary between clients. Violence Prevention Coaches will assess immediate needs of the clients and provide emergency relocation services through our existing partnership with Urban League of Greater Pittsburgh.

5. What potential outcomes do you envision for your HVIP? How would you know if it is a success?

Similar to the Convener strategy, we envision a collection of short-term, intermediate, and longer-term outcomes. We will be able to track and manage these outcomes in the contact file for each client in Salesforce. Short-term outcomes we envision include the development of a client-driven coaching plan to help clients set goals and coaches link appropriate services. These services include but are not limited to emergency relocation and community medical follow-ups. Intermediate outcomes we can expect include clients accessing using the services and resources provided by their violence prevention coach. This outcome, we hope, will reflect the clients' journey to self-sufficiency upon return to their communities. Additionally, we can expect to see clients complete the goals developed in their coaching plan and use knowledge from the HVIP and coaching program to make informed decisions about their lives and behaviors. However, the specifics of these outcomes will vary depending on the individual goals developed by clients. During this intermediary period, we may also expect to see improvements in the mental health and stability of individuals and families following violent events.

Long-term, we envision that the use of services and coaching by Violence Prevention Coaches will help clients avoid committing and/or being victim to violence in the future. The goal of the HVIP program is to provide knowledge, resources, and opportunities to victims of violence that will help them live independent, positive lives. However, it is difficult to quantify the success of prevention efforts as we cannot measure what has not happened. Instead, we will look to measure key indicators that may contribute to the long-term success of clients and decreased prevalence of violence. As mentioned previously, we have immense data collection, analytic, and storage capacity with our Salesforce CRM that will afford us the opportunity to closely track how outreach work affects client outcomes. Using Salesforce, we will measure: the number of, and description of, services linked, the number of mediated conflicts, the number of clients, the number of HVIP responses to violent incidents, annual change in the number of instances of targeted violence, annual change in the number of targeted homicides. We ultimately would like to measure the rate of violence recidivism but are not able to measure it directly. Instead, if possible, we will gauge program impact by comparing the percentage of people who are perpetrators and/or are victims of violence after receiving HVIP services to an untreated control group (perpetrators/victims of violence who do not request HVIP services) and a positive control group (victims of violence who participated in pre-existing HVIPs in the past).

6. Describe where the HVIP will fit within the overall administrative structure of your organization and why you placed it there. Summarize the staff positions needed to implement the HVIP and if you will need to hire and/or reassign staff.

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- a. If you will hire positions, include the education and/or experience you will require and the traits you will emphasize in hiring decisions. Please attach summary job descriptions.
- b. If you have already identified individuals to staff the HVIP, include their names and a short description of their qualifications. Please attach resumes.

As indicated in the Staffing Strategy attachment, the HVIP program will be comprised of two (2) new Violence Prevention Coaches. These two positions would be responsible for providing hospital-based, violence prevention coaching services to new victims of violent trauma. The two new coaches would be placed within Reimagine Reentry's already-existing Reentry Coaches. Though serving slightly different populations with different time frames, providing the necessary support and coaching holds the same core values and aspects of preventing violence and recidivism. This administrative structure allows for a highly collaborative environment amongst Coaches and a better ability for problem-solving client issues and sharing resources and connections. The Operations and Data & Evaluation aspects of the program would continue to underpin all activities of Reimagine Reentry.

The Violence Prevention Coach positions will require very specific skills and lived experiences, including: experience supporting individuals in crisis, communication skills when engaging conversation with new victims of violence and their families, and a solid understanding of violence prevention on the individual and family level. This position will report to the Director of Coaching within a highly collaborative coaching environment. Formally, this position seeks an accredited four-year degree in a human services/social work field with three years of experience, but is very open to an equivalent combination of experience, training, and background. Currently, Reimagine Reentry does not have any specific potential hires.

As a final note, the Staffing Strategy is a model that is postured for growth, as it contains our current make-up as an organization with new key positions potentially added through this RFP, as well as other new position that are currently in process through other funding (ie. Recruiting & Intake Coordinator).

7. Identify a few key challenges you anticipate encountering in the HVIP and how you might mitigate them.

Though mentioned previously, we do consider still COVID-19 to be one of the biggest challenges when working with clients in a clinical health setting. To prevent the spread of COVID-19 to the community, Violence Prevention Coaches and visiting staff must have 100% compliance with hospital rules and actively communicate with hospital staff regarding risk-of-exposure. Reimagine Reentry is also prepared to develop and distribute resources and materials for hospital staff to give to clients if access to facilities becomes an issue. If an Violence Prevention Coach is unable to visit a patient of violence crime during the best-practice window for preventing retaliatory violence, they will be sure to deliver the full breadth of program services as soon as possible.

Turn-over of hospital staff is a persistent issue as we battle pandemic-fatigue and labor shortages among healthcare professionals. Nurses and social workers, in particular, have high rates of turnover, so it is important that Reimagine Reentry's HVIP stays engaged with hospital staff. Violence Prevention Coaches and violence prevention leadership should be prepared to give frequent introductions of themselves and the programming, making sure to orient new

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hospital staff on how to use HVIP services. HVIP will have a secondary but consistent presence in these hospitals to foster a cooperative, symbiotic relationship.

Last, the demand for HVIP services is often larger than the capacity of programs to deliver them. We hope that this solicitation receives many proposals for existing and new HVIPs in which we can develop coordinated response across all county HVIPs. However, we will also prepare for a demand larger than our capacity by keeping a close watch on Violence Prevention Coaches' case loads.

8. Please list the key stakeholders that support your HVIP Proposal (e.g., partners or stakeholders from the healthcare system, local government, community-based organizations and other groups, residents and other individuals). Provide evidence of their support. This can be in the form of attached support letters, a description of their commitment to participate in aspects of your Proposal, or other form of endorsement.

Dan LaVallee, Senior Director of Social Impact at UPMC Health Plan

Mr. Lavallee is a longstanding partner of Reimagine Reentry's violence prevention efforts as it relates to public health in Allegheny County. His participation in the HVIP aspects of this proposal include enhancing hospital-based and UPMC-related connections.

Dr. Raquel Forsythe, Trauma Medical Director at UPMC Presbyterian Hospital

Dr. Forsythe outlines their/UPMC's commitment to Reimagine Reentry's violence prevention efforts for HVIP service in the hospital, as well as detailing a staff member to participate in Data & Homicide Reviews.

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E. Parent and Survivor Support (70 points possible)

Complete this section only if you are proposing this strategy. If you are not proposing this strategy, please leave this section blank. Your response to this section must not to exceed 10 pages.

1. Describe why your organization is interested in the Parent and Survivor Support strategy, including how it fits within your mission.

[Click or tap here to enter text.](#)

2. Describe any synergies of the Parent and Survivor Support strategy with your current work and/or with the other strategies you are proposing in response to this RFP.

[Click or tap here to enter text.](#)

3. Describe your experience with, and provide examples, of how your organization has successfully formed or led parent and survivor support groups.

[Click or tap here to enter text.](#)

4. Describe your approach, why you chose it and how it can be expected to reduce Community Violence. If you based your approach on a promising or best-practice model, please describe the model.

[Click or tap here to enter text.](#)

5. Describe how you will manage and deliver the Parent and Survivor Support responsibilities, as outlined in section 2 of the RFP. Include how you would help others to build support in their communities.

[Click or tap here to enter text.](#)

6. Describe where Parent and Survivor Support will fit within the overall administrative structure of your organization and why you placed it there. Summarize the staff positions needed to implement the Parent and Survivor Support strategy and if you will need to hire and/or reassign staff.

- a. If you will hire positions, include the education and/or experience you will require and the traits you will emphasize in hiring decisions. Please attach summary job descriptions.
- b. If you have already identified individuals to staff the Parent and Survivor Support strategy, include their names and a short description of their qualifications. Please attach resumes.

[Click or tap here to enter text.](#)

7. Identify a few key challenges you anticipate encountering in the Parent and Survivor Support work and how you might mitigate them.

[Click or tap here to enter text.](#)

8. Please list the key stakeholders that support your Parent and Survivor Support Proposal (e.g., partners or stakeholders from local government, community-based organizations and other groups, residents and other individuals). Provide evidence of their support. This can be in the

RFP for Countywide Support for Violence Prevention

form of attached support letters, a description of their commitment to participate in aspects of your Proposal, or other form of endorsement.

[Click or tap here to enter text.](#)

RFP for Countywide Support for Violence Prevention

F. Budget (10 points possible)

All Proposers must complete this section. Your response to this section must not to exceed 5 pages.

1. Provide a detailed, line-item budget that reflects a realistic estimate of the costs associated with all strategies you are proposing. Be sure to include:
 - a. Staff salaries and fringe benefits by position
 - b. Any matching funds, listing the funding source
 - c. Total expenses and total revenues

The table below represents Reimagine Reentry’s line-item budget for the three strategies in this RFP:

Reimagine Reentry Budget	
<i>DHS RFP: Countywide Support for Violence Prevention 2022-2023</i>	
Countywide Violence Prevention Convener Strategy	
Executive Director (partial salary)	\$ 50,000*
Director of Community Relations	\$ 75,000
LPC/LCSW (8 hours per week @ \$150/hour)	\$ 30,000 *
Meeting Supplies/Food	\$ 10,000
Travel/Mileage	\$ 7,500
Marketing & Office	\$ 5,000
Fringe Benefits for Dir of Community Relations	\$ 22,500
<u>SUBTOTAL:</u>	<u>\$ 200,000</u>

Homicide & Data Review Strategy	
Data Analyst	\$ 50,000
Data & Project Manager (partial salary)	\$ 15,000*
Director of Violence Prevention (partial salary)	\$ 35,000*
Tech & Software	\$ 15,000
Meeting Supplies/Food	\$ 2,000
Travel/Mileage	\$ 2,000
Administrative Salary Support	\$ 35,000
Fringe Benefits for all salaries above (@ 30%)	\$ 40,500
<u>SUBTOTAL:</u>	<u>\$ 194,500</u>

(cont’d on next page)

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Hospital-Based Violence Intervention Program Strategy	
(2) Violence Prevention Coaches	\$ 90,000
Travel/Mileage	\$ 8,000
Barriers Fund (\$500/client)	\$ 10,000*
Relocation Fund (\$2,000/family)	\$ 20,000
Technology & Supplies	\$ 10,000
Reentry Coach Salary Support	\$ 20,000
Branding & Marketing	\$ 5,000
Fringe Benefits for all salaries above (@ 30%)	\$ 33,000
<u>SUBTOTAL:</u>	<u>\$ 196,000</u>
<u>TOTAL:</u>	<u>\$ 590,500</u>

*Indicates line items which are supplemented by additional funding sources below:

	RFP Budget Amount:	Other Funding:	Line-Item Total:	Other Funding Source:
Executive Director	\$ 50,000	\$ 80,000	\$ 130,000	Richard King Mellon Foundation
LPC/LCSW	\$ 30,000	\$ 40,000	\$ 70,000	Staunton Farms (pending)
Data & Project Manager	\$ 15,000	\$ 50,000	\$ 65,000	Hillman Family Foundations
Director of Violence Prevention	\$ 35,000	\$ 30,000	\$ 65,000	Hillman Family Foundations
Barriers Fund	\$ 10,000	\$ 19,500	\$ 29,500	Hillman Family Foundations, The Pittsburgh Foundation

Overall, the RFP budget will expand the current operating budget (also included on page 5 of the Financial Audit Packet submitted with this RFP):

Reimagine Reentry Operating Budget, Year 2	
<i>2021-2022</i>	
EXPENSES	
Staff	\$ 337,500
MC3 Training & Stipends (3 Cohorts)	\$ 96,250
Salesforce (Phase II Project & Licenses)	\$ 27,000
Office & Parking	\$ 30,000
Tech & Supplies	\$ 17,500
Licensing & Training	\$ 1,000
Program Activity Expenses	\$ 7,500
Advertising & Outreach	\$ 10,000

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Barriers Resource Fund	\$ 19,500
Transportation Fund	\$ 6,750
Insurance	\$ 8,000
Fiduciary Fees (OBB & Pitt)	\$ 52,857
Fringe Benefits & Admin	\$ 89,278
<u>TOTAL EXPENSE:</u>	<u>\$ 703,135</u>
EXPECTED REVENUE	
Grants/Contracts/Contributions	\$ 675,500.00
Allegheny County Health Department	\$ 114,500.00
Hillman Family Foundations	\$ 450,000.00
The Pittsburgh Foundation	\$ 75,000.00
Buhl Foundation	\$ 18,000.00
Opportunity Fund	\$ 15,000.00
Corporations	\$ -
Individuals	\$ 3,000.00
Other	\$ -
Earned Income	\$ -
Events	\$ -
Publications and Products	\$ -
Membership Income	\$ -
In-Kind Support	\$ -
Other	\$ -
<u>TOTAL EXPECTED REVENUE:</u>	<u>\$ 675,500.00</u>
<u>TOTAL SURPLUS (DEFICIT):</u>	<u>\$ (27,635.00)</u>

Given the labor-intensive nature of violence prevention, salaries of existing staff at Reimagine Reentry are supplemented by the RFP budget, as some of those positions will shift or be promoted to accommodate the expanded work, while new positions will be created and filled to fulfill the deliverables of the three strategies applied for in this RFP.

In addition to a copy of the Operating Budget above, a summary of Reimagine Reentry's Overall Funding Summary is described in detail on page 6 of the Financial Audit Packet, outlining revenue sources.

The new positions being created by this RFP (Director of Community Relations, Director of Violence Prevention, Data Analyst, and Violence Prevention Coaches) have job descriptions that are submitted along with this RFP as well.

2. Provide a budget narrative that clearly explains and justifies all line items in the proposed line-item budget.

Countywide Violence Prevention Convener Strategy

The budget for the Convener strategy largely concerns **Executive Director** Richard Garland, who has undertaken violence prevention and convening of communities in Allegheny County for

RFP for Countywide Support for Violence Prevention

over 20 years. An additional position would be hired, **Director of Community Relations**, to assist with activities of the project such as: coordinating, information-sharing, co-convening, and community organizing. As a READI-like program, Reimagine Reentry's model includes a whole-person approach to reducing recidivism that would be applied to this project, in addition to relocation assistance to individuals. Part of these services are included in this budget as mental health support through line item '**Licensed Professional Counselor/Licensed Clinical Social Worker (LPC/LCSW)**'. Currently, Reimagine Reentry is missing this integral piece of our comprehensive community support for violence prevention.

Convening and information-sharing will include regular **meeting supplies & food, mileage** for driving community-to-community, as well as general **office costs** of running the program activities. **Fringe benefit costs** are also included for the new position of Director of Community Relations.

Homicide & Data Review Strategy

The Homicide & Data Review Strategy includes two new positions and data-intensive line-items to accommodate the facilitation and reporting activities of this project. A new **Data Analyst** would assist with the essential data collection, analysis, and reporting. This position would report to the current **Data & Project Manager**, who would oversee the larger data aspect of this Strategy. Most importantly, Reimagine Reentry would hire (or promote a current employee) to the position of **Director of Violence Prevention**, who would be responsible for: coordinating, facilitating, and tracking trends across communities in violence prevention. This position would serve as the 'glue' of Reimagine Reentry's violence prevention programs, making sure that each one does not operate in silos, but is advised by data and investigation of trends. The **Administrative Salary Support** line-item accounts for the added duties of already-existing administrative positions (financial, intake, operations, etc.).

The Data & Homicide Review Panel would meet regularly, requiring **meeting supplies & food, mileage** for driving community-to-community, as well as general **office costs** of running the program activities. **Fringe benefit costs** are also included as a percentage (30%) of each salary listed in this part of the budget.

Hospital-Based Violence Intervention Program Strategy

This Strategy budget includes the hiring of two (2) new Violence Prevention Coaches, who would be mainly based within Allegheny County's four trauma units/hospitals. As part of their crisis response and follow-up services to victims of violence, a **Barriers Fund** and **Relocation Fund** are included (the Relocation Fund also relates to the Convener Strategy). The Barriers Fund is a funding line-item within Reimagine Reentry that helps address any barriers that clients face in reacclimating back into their communities after incarceration or violence.

Technology & supplies for Coaches are included (ie. laptop, phones, etc.), as well as **branding and marketing** costs that would accumulate. The new Violence Prevention Coaches would be added to the current cohort of Reentry Coaches, who would assist in training and quality control

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for Reimagine Reentry's coaching standards, while adapting them to a hospital-based setting. This labor is accounted for in the '**Reentry Coach Salary Support**' line-item.

Convening and information-sharing will include regular **meeting supplies & food**, mileage for driving community-to-community, as well as general **office costs** of running the program activities. **Fringe benefit costs** are also included as a percentage (30%) of each salary listed in this part of the budget.

Reimagine Reentry Organizational Model

Allegheny County DHS RFP: Countywide Support for Violence Prevention

This model combines the 3 violence prevention programs (Data & Homicide Reviews, hospital-based intervention, and reentry) under one, cohesive organization at Reimagine Reentry, Inc.

REIMAGINE REENTRY, INC.
CEO

**Violence
Prevention***

**-Homicide &
Data Review
Panel
-Client
recruiting &
intake**

**Community
Relations**

**-Convener role
-Stakeholder
engagement
-Mental health
staffing**

Coaching

**-Reentry
Coaches
-Violence
Prevention
Coaches**

**Data & Info
Systems**

**-Data Analysis
-Evaluation
-Tech/Info
Systems**

Operations

**-Finances
-Human
Resources
-Administration**

Reimagine Reentry Staffing Strategy

Allegheny County DHS RFP: Countywide Support for Violence Prevention

**Indicates new positions through RFP proposal*

CEO, Richard Garland

Director of Violence Prevention*, Gina Brooks

Director of Community Relations*, Dr. Staci Ford

Director of Coaching, TBD

Director of Data & Evaluation, Julia Donnelly

Director of Operations, Lindsay Angelo

-Recruiting & Intake Coordinator, TBD

-LCP/LCSW, TBD*

**-Reentry Coaches (Rick Cobbs, Jim Paolicelli)
-Violence Prevention Coaches, TBD***

-Data Analyst, TBD*

-Financial & Administrative Manager, Caroline Cook



Data Analyst Job Posting/Description

This position is responsible for the maintenance and analysis of Reimagine Reentry's program data and key data reporting activities of Reimagine Reentry, a program serving men and women recently released from the Pennsylvania state corrections system. The mission of Reimagine Reentry is to reduce recidivism in Allegheny County by providing opportunities, reducing barriers, and supporting returning citizens in a holistic way. Our work relies heavily on a strengths-based approach for those formerly incarcerated through reentry coaching, support, and job skill training to address the unique needs of returning citizens after they leave the corrections system. As a program that contributes to violence prevention, Reimagine Reentry is also home to a Community Homicide Review Board as well as a service program for gunshot wound victims in hospitals in Allegheny County. These programs synergize under Reimagine Reentry as public health approaches to violence in our communities. This role is based in Pittsburgh, PA, though is adaptable to remote work.

The Data Analyst will work with the Data & Project Manager to cover the data management and analysis needs of Reimagine Reentry. The Data Analyst will work primarily with the program's Salesforce CRM database and help to maintain, analyze, and report vital program data within the system. This will include key administrative responsibilities as they relate to program data, such as assistance with grant reporting, compliance, training/onboarding new staff onto the Salesforce CRM system, general documentation and tracking, and updating and/or developing guides or manuals concerning Salesforce system processes. Above all, the Data Analyst will work closely with other Reimagine Reentry staff as needed to make sure that the Salesforce system is collecting the adequate data in a high-quality manner while addressing any issues that come up with staff to make this happen. This position will report to the Data & Project Manager.

Essential Duties & Responsibilities:

- Manage and maintain Salesforce CRM system used for all Reentry Coaching activities and program tracking
- Work closely with Salesforce CRM consultant to address any technical or system issues as they occur
- Run Salesforce data reports as needed, and then compile and interpret numbers into organized, monthly & quarterly reports
- Formulate and develop special reports upon request
- Assist Reentry Coaches with data entry from returning citizens' intake forms, assessments, reports, etc. as needed
- Become well-versed in Salesforce CRM system and how it related to the Reentry Coaching Manual
- Update and develop guides or manuals concerning Salesforce system processes
- Lead Salesforce user training for new employees, as well as ongoing training for current employees as needed. This includes training on data entry requirements.

- Develop data collection methods that are individually relevant to any project being embarked upon by Reimagine Reentry
- Ensure that data collection procedures are in line with all relevant rules and guidelines from contractual and funding agreements
- Align evaluation measures, Reentry Coaching Manual standards, funding agreement terms with the relevant Salesforce CRM data collection framework to ensure that all data requirements are always met (work directly with the Director of Administration on these needs)
- Present reports and findings to staff or external partners periodically
- Projects include branding, outreach, and support to core staff duties that may involve technology, design, and/or organizational -related activities

Qualifications:

- Bachelor's degree, preferably in Computer Science, Information Technology, Computer Engineering, or related IT discipline; or equivalent experience
- At least 2+ years of Salesforce project development experience
- Experience with Salesforce administrative tasks: User management, customization of objects, record types, fields, page layouts, etc
- This position values experience with formerly incarcerated populations or other marginalized groups and the skills and know-how to effectively operate programs assisting vulnerable people.
- Skill in working effectively with people with diverse backgrounds, educational levels, races, cultures, and living situations
- Ability to handle duties responsibly, work independently, and maintain good working relationships with clients, staff, and community service providers
- Ability to work flexible hours and travel as needed (evening/weekend hours)
- Knowledge of Salesforce CRM software preferred but not required
- Knowledge of computers, including proficiency in Microsoft Office applications and the Internet
- Must be available to attend meetings and meet the needs of the program and/or clients throughout the city, counties or wherever needed (a valid driver's license, current auto insurance, a satisfactory driving record, and reliable automotive transportation are required)
- PA Child Abuse History (ACT 33), PA Criminal Record Check (ACT 34), and the FBI Fingerprint Criminal History (ACT 73) clearances are required.
- Ability to complete milestones and work toward multiple deadlines simultaneously
- Experience working with private and sensitive personal information
- Able to compile and organize statistical information retrieved and present findings

Desired Skills/Abilities:

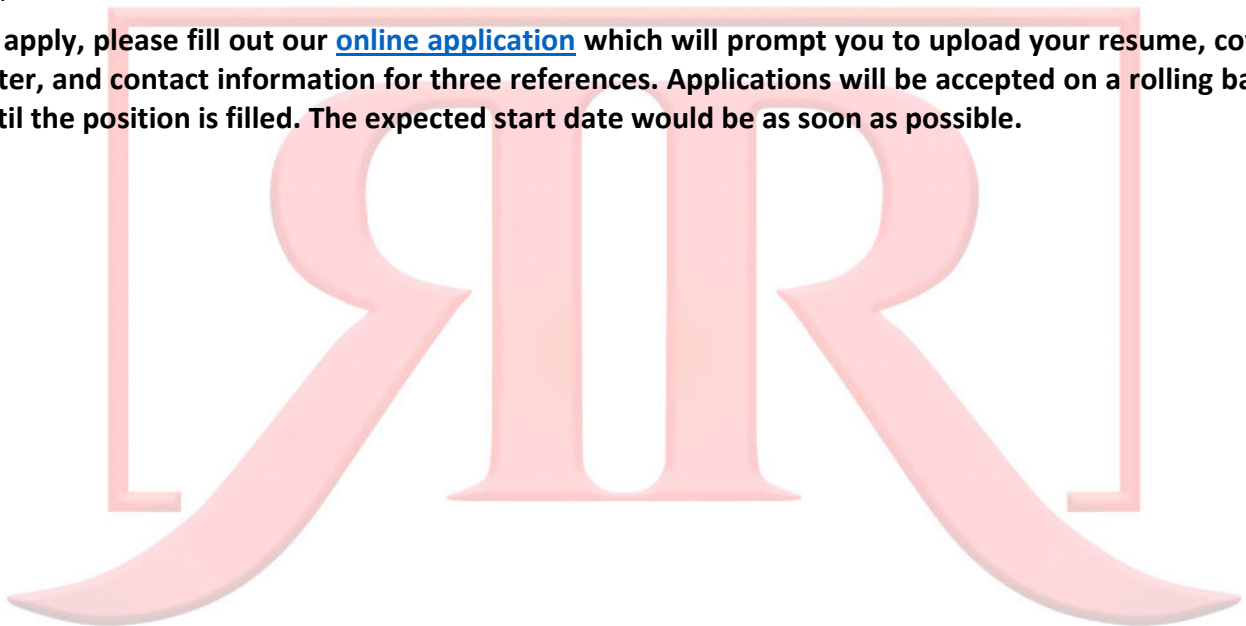
- Strong alignment with the organization's mission
- Passion to serve returning citizens in the Pittsburgh community

- Extremely detail-oriented and highly organized
- Excellent and effective verbal and written communication and interpersonal skills
- Excellent multitasking skills and task management strategies
- Excellent computer skills and ability to utilize one or more information systems (ie. One Drive, Salesforce CRM, etc.)
- Adaptable and flexible in a dynamic work environment with many moving parts
- Able to keep a sense of humor and “go with the flow”
- Must be willing and able to work in a team as well as work independently and accomplish assignments/tasks with little or no supervision

Reimagine Reentry, Inc. is an equal opportunity employer.

Job Type: Full-time; with ability to work some evenings and weekends. On-call availability may be required.

To apply, please fill out our [online application](#) which will prompt you to upload your resume, cover letter, and contact information for three references. Applications will be accepted on a rolling basis until the position is filled. The expected start date would be as soon as possible.





Director of Community Relations Job Posting/Description

This position is responsible for coordinating, organizing, and convening stakeholders of Reimagine Reentry, a program serving men and women recently released from the Pennsylvania state corrections system. The mission of Reimagine Reentry is to reduce recidivism in Allegheny County by providing opportunities, reducing barriers, and supporting returning citizens in a holistic way. Our work relies heavily on a strengths-based approach for those formerly incarcerated through reentry coaching, support, and job skill training to address the unique needs of returning citizens after they leave the corrections system. As a program that contributes to violence prevention, Reimagine Reentry is also home to a Community Homicide Review Board as well as a service program for gunshot wound victims in hospitals in Allegheny County. These programs synergize under Reimagine Reentry as public health approaches to violence in our communities. This role is based at Reimagine Reentry's offices in Pittsburgh, PA, with travel among Allegheny County communities. The Director of Community Relations reports to the Executive Director.

Essential Duties & Responsibilities:

- Work directly with the Executive Director to maintain relationships related to violence prevention with Allegheny County communities, groups, and residents as well as establish new ones
- Organize, coordinate, and facilitate convenor meetings for diverse groups of people with the intention of information-sharing
- Maintain knowledge of current events with violent incidents in Allegheny County
- Supervise mental health staff and partnerships with Reimagine Reentry
- Provide technical assistance to Allegheny County communities who are high-risk of violence
- Attend relevant external events and activities outside of those convened by Reimagine Reentry
- Act as a present and support to victims of violence and their families with sensitivity, expertise, and compassion
- Advise
- Document relevant data, activities, and reporting in Salesforce and OneDrive
- Publish reports of convening activities for funders and the community

- Work collaboratively with hospital social workers, nurses, doctors, social services, community partners, mental healthcare supports, governmental agencies, elected officials, and/or crisis intervention agencies to encourage sound policy changes and facilitate progress towards those changes
- Document consistently and accurately in records all contacts with clients (case notes)
- Attend weekly staff meetings, supervisor meetings, trainings, and Coaching meetings as scheduled
- Perform other tasks as assigned

Qualifications:

- Equivalent of a Master's degree from an accredited college or university in a human services, public health, law, or public service (or similar) and ten years of experience in a mental health, social services or a community services organization; or any equivalent combination of education, training and experience.
- Strong background in convening and relationship-building within and amongst communities
- Excellent skills in conflict resolution, public speaking, and trust-building
- Skill in working effectively with people with diverse backgrounds, educational levels, races, cultures, and living situations
- Ability to handle duties responsibly, work with others, and maintain good working relationships with clients, staff, and community service providers
- Ability to work flexible hours and travel locally as needed (evening/weekend hours)
- Knowledge of computers, including proficiency in Microsoft Office applications and the Internet
- Knowledge of Salesforce CRM software preferred but not required
- Must be available to attend meetings and meet the needs of the program and/or clients throughout the city, counties or wherever needed (a valid driver's license, current auto insurance, a satisfactory driving record, and reliable automotive transportation are required)
- PA Child Abuse History (ACT 33), PA Criminal Record Check (ACT 34), and the FBI Fingerprint Criminal History (ACT 73) clearances are required.

Desired Skills/Abilities:

- Strong desire to engage and work alongside diverse clients
- Excellent, calm, and effective verbal and written communication including effective use of interviewing techniques for clients in crisis

- Excellent, effective verbal and written communication including facilitating and convening a diverse group of people at the same time (ie. law enforcement and community activists)
- Familiar with resources in the community that meet a wide variety of client needs
- Compassion & care for those suffering from violence or violence tendencies
- Ability to directly supervise staff and serve as an advisor to other staff
- Strong ability to work with people in crisis with a clear mind and effective communication
- Responsive to community residents and able to answer complex questions concerning violence and violence prevention
- Ability to cope with regular exposure to trauma stories and events with self-care, a clear mind and effective communication
- A strong knowledge and application of evidence-based public health models that combat violence as a disease
- Adaptable and flexible with work that requires frequent shifts in direction
- Able to keep a sense of humor and “go with the flow”

Reimagine Reentry, Inc. is an equal opportunity employer.

Job Type: Full-time; with ability to work some evenings and weekends. On-call availability may be required.

To apply, please fill out our [online application](#) which will prompt you to upload your resume, cover letter, and contact information for three references. Applications will be accepted on a rolling basis until the position is filled. The expected start date would be as soon as possible.



Director of Violence Prevention Job Posting/Description

This position is responsible for managing and communicating the violence prevention activities of Reimagine Reentry, a program serving men and women recently released from the Pennsylvania state corrections system. The mission of Reimagine Reentry is to reduce recidivism in Allegheny County by providing opportunities, reducing barriers, and supporting returning citizens in a holistic way. Our work relies heavily on a strengths-based approach for those formerly incarcerated through reentry coaching, support, and job skill training to address the unique needs of returning citizens after they leave the corrections system. As a program that contributes to violence prevention, Reimagine Reentry is also home to a Community Homicide Review Board as well as a service program for gunshot wound victims in hospitals in Allegheny County. These programs synergize under Reimagine Reentry as public health approaches to violence in our communities. This role is based in Pittsburgh, PA, though is adaptable to remote work.

The Director of Violence Prevention will work with all organizational directors as a resource and coordination hub of its violence prevention activities. This position will tie in key areas of Reimagine Reentry's violence prevention programs by: managing community homicide reviews regularly, collaborating with community groups and residents to learn more about violent incidents in Allegheny County and finding common trends, overseeing recruiting and intake for all clients, and acting as the 'glue' for violence prevention work amongst the different programs. This position will report to the Executive Director.

Essential Duties & Responsibilities:

- Manage and facilitate community homicide reviews project in finding common trends in Allegheny County including: regularly collecting homicide data, adding information to Salesforce/OneDrive, producing annual reports for the community, coordinating and convening a diverse group for regular homicide review meetings
- Research and stay up-to-date with violent incidents, including checking high-risk situations on social media and through law enforcement
- Facilitate problem-solving, decision-making, and productive deliberations of homicide review panel
- Oversee the Recruiting & Intake Coordinator for Reimagine Reentry
- Facilitate the training activities for Reimagine Reentry's Multi-Craft Core Curriculum (MC3) pre-apprenticeship training program
- Document relevant data, activities, and reporting in Salesforce and OneDrive

- Work alongside administrative staff of Reimagine Reentry to document proper process and protocol with violence prevention programs, relying on evidence-based and best practices
- Work collaboratively with Allegheny County residents, community groups, hospital social workers, nurses, doctors, Social Service, mental healthcare supports, university officials, law enforcement, governmental agencies, and victim advocate services in order to understand violent activities in the County and communicate relevant information
- Set up protocols for nurses or social worker in the trauma units to talk to victims and request permission to talk with Reimagine Reentry's team and offer support/services
- Attend and present at weekly staff meetings, Directors meetings, and other internal meetings as needed
- Advise the Reimagine Reentry Coaching program and share relevant data/homicide reviews information with all Coaches at regular meetings
- Assist with the hiring and vetting process for new staff in violence prevention programs
- Assist with training curriculum for Reimagine Reentry staff
- Complete and maintain electronically on Salesforce CRM all required documentation pertaining to all services provided to clients, including: service plans/goals, needs, meeting summaries, assessments (if applicable), progress notes, issues and resolution, contacts and follow-ups, discharge summaries, and any other relevant results and accurate reporting of services
- Perform other tasks as assigned

Qualifications:

- Equivalent of Equivalent of a Master's degree from an accredited college or university in law, human services, or public service field and at least seven years of experience in violence prevention work. A Masters degree in a related field is highly preferred.
- Knowledge of clinical skills to effectively manage clients and evaluate their need for services
- Skill in working effectively with people with diverse backgrounds, educational levels, races, cultures, and lived experiences
- Ability to handle duties responsibly, work independently, and maintain good working relationships with clients, staff, and community service providers
- Ability to work flexible hours and travel as needed among County-wide meetings and offices (evening/weekend hours). A valid driver's license, current auto insurance, a satisfactory driving record, and reliable automotive transportation are required.
- Knowledge of computers, including proficiency in Microsoft Office applications and the Internet. Knowledge of Salesforce CRM software preferred but not required

- PA Child Abuse History (ACT 33), PA Criminal Record Check (ACT 34), and the FBI Fingerprint Criminal History (ACT 73) clearances are required.

Desired Skills/Abilities:

- Passion for violence prevention work and deep care for families and our local communities impacted by violence
- Strong desire to engage and work alongside diverse clients and build relationships across borders and across complex relationships within and between communities
- A strong knowledge and application of evidence-based public health models that combat violence as a disease
- Strong problem-solving skills
- Ability to directly supervise staff and serve as an advisor to other staff
- Ability to cope with regular exposure to trauma stories and events with self-care, a clear mind and effective communication
- Excellent, effective verbal and written communication including facilitating and convening a diverse group of people at the same time (ie. law enforcement and community activists)
- Familiar with resources in the community that meet a wide variety of client needs

Reimagine Reentry, Inc. is an equal opportunity employer.

Job Type: Full-time; ability to work some evenings and weekends. On-call availability may be required.

To apply, please fill out our [online application](#) which will prompt you to upload your resume, cover letter, and contact information for three references. Applications will be accepted on a rolling basis until the position is filled. The expected start date would be as soon as possible.



Violence Prevention Coach Job Posting/Description

This position is responsible for providing hospital-based, Violence Prevention Coaching services to new victims of violent physical trauma. This position is located at Reimagine Reentry, a program serving men and women recently released from the Pennsylvania state corrections system. The mission of Reimagine Reentry is to reduce recidivism in Allegheny County by providing opportunities, reducing barriers, and supporting returning citizens in a holistic way. Our work relies heavily on a strengths-based approach for those formerly incarcerated through reentry coaching, support, and job skill training to address the unique needs of returning citizens after they leave the corrections system. As a program that contributes to violence prevention, Reimagine Reentry is also home to a Community Homicide Review Board as well as a service program for gunshot wound victims in hospitals in Allegheny County. These programs synergize under Reimagine Reentry as public health approaches to violence in our communities. The Violence Prevention Coach serves in the latter program for victims of physical violence who are brought to one of Allegheny County's trauma units/hospitals. This role is primarily based within these trauma units and requires travel between them.

Essential Duties & Responsibilities:

- Provide emotional and crisis support, mentoring, and advocacy to program participants (victims of violence), while engaging them concerning their risk of violence or retaliation
- Respond to calls within Pittsburgh's trauma units and respond hospital-side to victims of violence
- Assist program participants with crisis support, including: counseling, follow-up medical appointments, referrals to community service providers, housing relocation assistance, and whatever needs are identified.
- Carry a full-time caseload and provide direct services and coordinate other services with resources, people, and community partner organizations to empower clients to pursue safety for themselves and their families
- Maintain intensive follow-up contact with participants and applicable social contacts for up to 6 months post-injury
- Work collaboratively with hospital social workers, nurses, doctors, Social Service, community partners, mental healthcare supports, governmental agencies, and/or crisis intervention agencies to ensure appropriate support for clients, advocating for clients as needed; follow up with clients and other agencies regarding transition of clients and record outcomes

- Document consistently and accurately in records all contacts with program participants (case notes)
- Assess and document participants' needs and work with them to create short/medium-term goals and service plan based on their goals and all available information
- Work with and support participants for whom substance use disorder may require different avenues of recovery, including harm reduction strategies, medication for opioid use, group meetings, and others.
- Attend weekly staff meetings, supervisor meetings, trainings, and Coaching meetings as scheduled
- Complete and maintain electronically on Salesforce CRM all required documentation pertaining to all services provided to clients, including: service plans/goals, needs, meeting summaries, assessments (if applicable), progress notes, issues and resolution, contacts and follow-ups, discharge summaries, and any other relevant results and accurate reporting of services
- Perform other tasks as assigned

Qualifications:

- Equivalent of a four-year degree from an accredited college or university in the human services field (social work preferred) and three years of experience in a mental health, social services or a community services organization; or any equivalent combination of background, training and experience.
- Experience working and providing support to people in crisis and/or in violence prevention services is highly valued
- Knowledge of clinical skills to effectively manage clients and evaluate their need for services
- Skill in working effectively with people with diverse backgrounds, educational levels, races, cultures, and living situations
- Ability to handle duties responsibly, work independently, and maintain good working relationships with clients, staff, and community service providers
- Ability to work flexible hours and travel as needed among hospitals and offices (evening/weekend hours)
- Basic knowledge of computers, including proficiency in Microsoft Office applications and the internet
- Knowledge of Salesforce CRM software preferred but not required
- Must be available to attend meetings and meet the needs of the program at trauma units and hospitals throughout the County
- A valid driver's license, current auto insurance, a satisfactory driving record, and reliable automotive transportation are required

- PA Child Abuse History (ACT 33), PA Criminal Record Check (ACT 34), and the FBI Fingerprint Criminal History (ACT 73) clearances are required.

Desired Skills/Abilities:

- Strong ability to function in a crisis situation in hospitals, with a clear mind and effective communication
- Strong desire to engage and work alongside diverse people who are at high risk
- Excellent, calm, and effective verbal and written communication including effective use of interviewing techniques for clients in crisis
- Familiar with resources in the community that meet a wide variety of client needs
- Compassion & care for those suffering from substance use disorder and other addiction issues, as well as familiarity with harm reduction strategies to address substance use disorder
- Adaptable and flexible with work that requires frequent shifts in direction
- Able to keep a sense of humor and “go with the flow”
- Excellent computer skills and ability to utilize a Salesforce-based Reentry Coaching system

Reimagine Reentry, Inc. is an equal opportunity employer.

Job Type: Full-time; \$40,000 base annual salary; with ability to work some evenings and weekends. On-call availability may be required.

To apply, please fill out our [online application](#) which will prompt you to upload your resume, cover letter, and contact information for three references. Applications will be accepted on a rolling basis until the position is filled. The expected start date would be as soon as possible.



Reimagine Reentry, Inc. Board of Directors List

- Richard Garland, Executive Director: Reimagine Reentry
- John Harper, President: President, MovieScoop Cinemas
- Kristen Michaels, Vice President: Co-Founder & Director, For Good PGH
- Jerome Taylor, Secretary: Associate Professor, Department of Africana Studies, University of Pittsburgh
- Taili Thompson: Director of Violence Prevention, Operation Better Block, Inc.
- Jake Goodman: Executive Director, The Opportunity Fund
- Tom Farrell, Treasurer: Adjunct Professor, University of Pittsburgh School of Law and Duquesne Law School



Board of Directors Professional Affiliations/Bios

Richard Garland, CEO

Mr. Garland is the Chief Executive Officer of Reimagine Reentry. He also serves as Assistant Professor of Public Health Practice and the Director of the Violence Prevention Project at the University of Pittsburgh Graduate School of Public Health. He received his Master of Social Work (MSW) degree from the University of Pittsburgh in 1996, and since then has held several executive directorships with organizations serving formerly incarcerated and at-risk populations, including an organization where he oversaw 50 employees. In addition, as a former inmate in the Pennsylvania state correctional institution for over 24 years, Mr. Garland brings knowledge, mentorship, and experience that has brought not only a grounded, trusting relationship with local communities, but also national recognition for his work with men and youth in gangs. Mr. Garland has worked at the University of Pittsburgh for the past nine years directing an annual Homicide Review in Allegheny County, and leading GRIPS (Gunshot Recurring Injury Prevention Services), a hospital-based violence intervention program that visits and offers support to gunshot victims admitted to Pittsburgh's major trauma units.

John Harper, Reimagine Reentry Board President:

[Bio forthcoming!]

Kristen Michaels, Reimagine Reentry Board Vice President:

Kristen serves as the Director of For Good PGH, a non-profit that works to advocate inclusion and inspire kindness through its own unique initiatives and by facilitating partnerships. She previously served as the Executive Director of the Congress of Neighboring Communities (CONNECT), where she worked to bring elected and appointed officials from the City of Pittsburgh and its 40 neighboring municipalities together to collaborate on common policy issues. Kristen is co-founder of Free Store Wilkesburg, in Wilkesburg, PA that serves neighbors in need, and is a freelance writer. Earlier in her career, she held management positions in marketing and public relations. She is a graduate of Miami University in Marketing and Advertising.

Tom Farrell, Reimagine Reentry Board Treasurer:

Thomas J. Farrell was appointed Chief Disciplinary Counsel for the Attorney Disciplinary Board of the Commonwealth of Pennsylvania in 2020. In this role he oversees disciplinary counsel and other staff throughout the four disciplinary districts in the Commonwealth. Before his appointment, Mr. Farrell was law clerk to the Honorable Gustave Diamond of the U.S. District Court in the Western District of Pennsylvania; a public defender in Brooklyn, NY; an Assistant United States Attorney in Pittsburgh; and a lawyer active in complex civil and criminal matters, handling cases ranging from charges of capital murder to public corruption and complex white-collar crimes, the defense of lawyers and doctors, whistle-blower cases, and appearances before Congressional committees which were investigating the use of performance-enhancing drugs in Major League Baseball. He is the author of *Criminal Defense Tools and Techniques* (James Publishing 7th ed. 2017), and co-author of the *Third Circuit Criminal Handbook* (Matthew Bender, Rev. Ed. 2018) as well as numerous professional articles on ethics and criminal practice and procedure. He sits on the boards of non-profit organizations which aim to assist citizens returning from prison in their re-entry: Reimagine Reentry and the House of Life of Pittsburgh. In



2021, Mr. Farrell was elected to the American College of Trial Lawyers. Mr. Farrell received his B.A. degree from Yale University and his J.D. from the New York University School of Law.

Jerome Taylor, Reimagine Reentry Board Secretary:

Dr. Taylor, PhD, is formerly a faculty member in clinical psychology, director of the Clinical Psychology Center, Chair of the graduate program in social psychology, chair of psychology's racial justice committee, and chair of the Department of Africana Studies. He is currently faculty member in the Department of Africana Studies at the University of Pittsburgh and founder and president of The Center for Family Excellence, Inc. He has received invitations and commendations from President Barak Obama and President Bill Clinton in his work in educational justice and community wellbeing.

In Taylor's prior role as faculty member in Pitt's Department of Psychology, he chaired more than 25 dissertation committees of black students—the record number of black PhD's supervised and graduated by any faculty member in the history of the department. These former students now serve as tenured professors, department chairs, college deans, provosts, and presidents and as successful civic leaders, elected politicians, agency heads, and clinical practitioners.

Taili Thompson:

Mr. Thompson currently serves as Director of the Violence Prevention Initiative at Operation Better Block. As a Pittsburgh North Side native, Taili has spent years serving our region in violence prevention and youth development efforts after a period of incarceration that brought him to where he is today. He holds an Associate's degree in Paralegal Studies from Community College of Allegheny County and a BA degree in legal studies from Point Park University. He is formerly the Violence Prevention Coordinator at Allegheny County Health Department and Area Manager at One Vision One Life. He currently serves on the Board of Directors at Foundation of HOPE in Pittsburgh.

Jake Goodman:

Mr. Goodman is the Executive Director and Board Member of The Opportunity Fund. He is a community organizer, educator, and performer. He is a founding member of Queer Rising, a NYC-based group that, in its heyday, demanded full equality and dignity for all LGBTQ+ people through direct action and civil disobedience. Previously, Jake directed Auburn Seminary's national LGBTQ campaign, Groundswell, and managed their media program to train multi-faith religious leaders to speak through the media about issues of justice. He has taught, spoken, and served as scholar-in-residence across the United States and Israel. As a Jewish educator, Jake has worked for Storahtelling (now Lab/Shul), the Foundation for Jewish Camp, LABA at the 14th Street Y, the 92nd Street Y, and synagogues across the country. As an actor, Jake has performed at Actors Theatre of Louisville and the Berkshire Theater Festival. He is the co-creator and performer in "Kaddish," a stage adaptation of Nobel Prize-winning author Imre Kertész's book, Kaddish for an Unborn Child. "Kaddish" has been produced in Hungary, Romania, Bulgaria, the Czech Republic, New York City, and other cities across the United States. Mr. Goodman is also a Board Member of JCC of Greater Pittsburgh and of Grantmakers of Western PA.

University of Pittsburgh
Physicians, Department
of Surgery

Trauma and General Surgery

UPMC Presbyterian Hospital
Suite F 1200
200 Lothrop Street
Pittsburgh, PA 15213

March 1, 2022

Dear Mr. Garland,

As Medical Director of the Level 1 Trauma center at UPMC Presbyterian Hospital, I am pleased to support your application for the Allegheny County Department of Human Services Request for Proposals for Communitywide Support for Violence Prevention. I understand this is part of a larger effort to develop countywide collaborative to “support community plans for reducing violence” and provide “sustained support for the infrastructure that is critical to violence prevention in the county”. We are eager to partner with Reimagine Reentry, Inc. in this important effort, along with other Pittsburgh area community partners, like For Good Pittsburgh and Mom’s Group.

This proposal highlights strengths relevant to our community. The recruitment and deployment of community residents as violence-prevention outreach workers will offer great benefit to the community, at large. Pittsburgh has not had access to a program specific to the needs of our community that links and facilitates collaboration between the many assets in our community. Leveraging our community’s strengths to focus on preventing violence, as you propose, will allow the designated street outreach workers to establish and nurture deeper roots in Pittsburgh and Allegheny County.

Under the direction of Richard Garland, this proposal would implement the Cure Violence prevention model in our community. Mr. Garland has many years of experience in the field of violence prevention, in which he trained and implemented the Cure Violence model in the past. Mr. Garland previously served as the Executive Director of One Vision One Life, a grassroots non-profit organization dedicated to violence prevention, and now sits as the Director of the Violence Prevention Initiative (VPI) and as an Assistant Professor at the University of Pittsburgh Graduate School of Public Health. At VPI, Mr. Garland oversees several community-oriented violence prevention projects including a hospital-based violence prevention service, Gunshot Recurring Injury Prevention Service (GRIPS). Most recently, Mr. Garland founded and is the Executive Director of Reimagine Reentry, Inc., a strengths-based reentry program working with men and women returning to their communities from incarceration.

We are excited to partner with you in this effort. As partners, we agree to detail a staff member to attend advisory group meetings and share data as appropriate to coordinate street outreach efforts. We look forward to a productive



partnership as we work together to reduce violence in Pittsburgh and Allegheny County.

University of Pittsburgh
Physicians, Department
of Surgery

Trauma and General Surgery

UPMC Presbyterian Hospital
Suite F 1200
200 Lothrop Street
Pittsburgh, PA 15213

Sincerely,

A handwritten signature in black ink, appearing to read "R Forsythe", with a long horizontal flourish extending to the right.

Raquel Forsythe, MD
Trauma Medical Director
UPMC Presbyterian Hospital

March 3rd, 2022

Dear Mr. Garland,

As Mayor of the Clairton, I am pleased to support your application for the Allegheny County Department of Human Services Request for Proposals for Communitywide Support for Violence Prevention. I understand this is part of a larger effort to develop countywide collaborative to “support community plans for reducing violence” and provide “sustained support for the infrastructure that is critical to violence prevention in the county”. We are eager to partner with Reimagine Reentry, Inc. in this important effort, along with other community partners such as Youth Opportunities Development.

This proposal highlights strengths relevant to our community. The recruitment and deployment of community residents as violence-prevention outreach workers will offer great benefit to the community, at large. The City of Clairton has not had access to a program specific to the needs of our community that links and facilitates collaboration between the many assets in our community. Leveraging our community’s strengths to focus on preventing violence, as you propose, will allow the designated street outreach workers to establish and nurture deeper roots in Clairton.

Under the direction of Richard Garland, this proposal would implement the Cure Violence prevention model in our community. Mr. Garland has many years of experience in the field of violence prevention, in which he trained and implemented the Cure Violence model in the past. Mr. Garland previously served as the Executive Director of One Vision One Life, a grassroots non-profit organization dedicated to violence prevention, and now sits as the Director of the Violence Prevention Initiative (VPI) and as an Assistant Professor at the University of Pittsburgh Graduate School of Public Health. At VPI, Mr. Garland oversees several community-oriented violence prevention projects including a hospital-based violence prevention service, Gunshot Recurring Injury Prevention Service (GRIPS). Most recently, Mr. Garland founded and is the Executive Director of Reimagine Reentry, Inc., a strengths-based reentry program working with men and women returning to their communities from incarceration.

We are excited to partner with you in this effort. As partners, we agree to detail a staff member to attend advisory group meetings and share data as appropriate to coordinate street outreach efforts. We look forward to a productive partnership as we work together to reduce violence in Clairton. In this proposal to DHS, we are collaborating with the following communities: McKeesport, Clairton, Homestead, and Duquesne. Additional partners also include For Good Pittsburgh and Mom’s Group Inc.

Sincerely,

A handwritten signature in cursive script that reads "Mayor Richard Lattanzi". The signature is written in dark ink and is positioned below the word "Sincerely,".

Mayor Richard Lattanzi, City of Clairton