



Allegheny County Department of Human Services

RFP Response Form

RFP for Countywide Support for Violence Prevention

PROPOSER INFORMATION

Proposer Name: Social Contract, LLC

Authorized Representative Name & Title: Ron Berry, Chief Business Officer

Address: 112 S French St. Wilmington, DE 19801

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.socialcontract.org

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

Date Incorporated: July 11, 2017

Partners and/or Subcontractors included in this Proposal: n/a

How did you hear about this RFP? *Please be specific.* BidPrime RFP software

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	Ronald Berry	[REDACTED]	[REDACTED]
Contract Processing Contact	Carling Ryan	[REDACTED]	[REDACTED]
Chief Information Officer	Meghan Wallace	[REDACTED]	[REDACTED]
Chief Financial Officer	See CEO	Enter number.	Click here to enter text.
MPER Contact*	See Contract Processing Contact	Enter number.	Click here to enter text.

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

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BOARD INFORMATION

Social Contract is a for-profit organization that does not have a board.

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

[Click here to enter text.](#)

Board Chairperson Name & Title: [Click here to enter text.](#)

Board Chairperson Address: [Click here to enter text.](#)

Board Chairperson Telephone: [Click here to enter text.](#)

Board Chairperson Email: [Click here to enter text.](#)

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.

Sheila Grant

Chief of Staff

Office of the Governor, State of Delaware

[REDACTED]

[REDACTED]

Cecilia (Cece) Ashe

Inspector of Operations

Wilmington Police Department

[REDACTED]

[REDACTED]

Molly Magarik

Cabinet Secretary

Delaware Department of Health and Social Services

[REDACTED]

[REDACTED]

PROPOSAL INFORMATION

Date Submitted 3/4/2022

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Amount Requested: \$399,280

CERTIFICATION

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

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**

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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
- 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.

Social Contract, LLC is a women and minority-owned social and collective impact consulting firm based in Wilmington, Delaware. Social Contract and its staff have meaningful experience incubating and supporting government, systems-based, and community-based development of evidence-based programs and innovative practices to serve individuals at high risk of community violence and communities most impacted by violence.

Community violence has been a consistent public health crisis that has plagued Delaware for years, resulting in the Centers for Disease Control and Prevention's (CDC) intervention which produced an epidemiological report on escalated rates of youth violence in Wilmington, our largest city, during a time when the federal government was essentially barred from conducting research on firearm violence. Much like other jurisdictions, Delaware has experienced a significant increase in shootings and homicides since the onset of the pandemic.

Social Contract is not a direct service provider. Therefore, we do not work directly with individuals at high risk of community violence. Rather, Social Contract engages agencies, organizations, and community leaders that provide direct service to such individuals.

In 2018, Social Contract was commissioned by philanthropic leaders to assess Wilmington's gun violence landscape and provide strategic recommendations on investments that could strengthen the landscape in order to contribute to a reduction in shootings and homicides. Following a year-long discovery phase and landscape analysis that involved engagement of the local community and national gun violence experts, Social Contract recommended and committed to:

- incubation of a backbone entity to align and coordinate Wilmington's gun violence ecosystem;
- building the capacity of a grassroots-led, community-based nonprofit to implement public health gun violence reduction strategies including intensive case management to those at highest risk of violence, street outreach/violence interruption, and primary prevention programs;
- serving as a third-party intermediary to align and coordinate evidence-based programs operating in the gun violence ecosystem until a backbone was established; and
- working with stakeholders to establish a long-term funding collaborative to secure the resources required to sustain gun violence reduction strategies in Wilmington.

Though initially focused on the City of Wilmington, in 2021 the project scope rapidly evolved from a city-wide focus to a statewide focus as gun violence escalated throughout Delaware during the pandemic. Social Contract worked across stakeholder groups to create a strategic plan

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aimed at reducing gun violence through a shared understanding of the language, challenges, and contexts in Delaware. Social Contract is currently in the process of developing project branding materials, including a website and communication materials for diverse audiences.

Social Contract played a critical role in designing, facilitating, and implementing the program, operational, and governance model of Delaware's Group Violence Intervention (GVI). We've worked closely with and organized partners in Delaware spanning four state agencies, local, state, and federal law enforcement, and the community. Following the establishment of the model, Social Contract worked closely with the Department of Health and Social Services to support the program director to launch a leadership development program for group-involved youth and continues to provide iterative planning support to partners implementing this work in Delaware.

Simultaneously, Social Contract staff engaged with local grassroots leaders who were seeking support to formalize their intervention efforts in Wilmington's communities, supporting them with capacity building including establishing their 501(c)(3) status, developing operational plans, hiring and onboarding paid staff, and fundraising. Social Contract staff also assisted one such organization in developing and launching their direct service programming which included the provision of intensive case management and implementation of a street outreach/violence interruption model, similar to Cure Violence.

Social Contract also coordinates a monthly "Community of Practice" for evidence-based gun violence reduction programs, including GVI, a street outreach and violence interruption program, and a Hospital-Based Violence Intervention Program, to foster cross-sector collaboration, reduce duplication of services and promote shared learning and growth.

As highlighted in the publication, "[*The Data Dilemma: How Delaware is Responding to the CDC's Recommendations on Gun Violence*](#),"¹ Social Contract supported the design of the foundational agreements to share data across state agencies through the establishment of the Delaware Integrated Data System (DIDS), in compliance with state and federal requirements. To operate DIDS, the agreements require ongoing collaboration across agencies, on a project-by-project basis, as well as related data infrastructure to be built and maintained through the Department of Technology and Information. DIDS will allow data to be shared from different agencies through a streamlined process, for research and analysis purposes; not to reach out to identified individuals, but to enable more efficient data sharing to truly understand impact. DIDS will not enable ongoing data reporting on identified individuals engaged in violence; it will, however, provide the procedural and process opportunity to evaluate the impact of cross-agency programs, including those targeting populations most at-risk for engaging in gun violence.

¹ Article available at <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8352402/>.

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In the convenor role, Social Contract engages in continuous communication with local external stakeholders, including nonprofits, community groups, advocacy groups, media, and elected officials. Social Contract has developed a strong working relationship with national community gun violence leaders, such as Giffords Law Center, National Network for Safe Communities, the Health Alliance for Violence Intervention, and Everytown for Gun Safety, and can leverage our relationships to advance the efforts of Allegheny County. In addition, Social Contract is a member of Gifford Law Center's Community Violence State Administrator Peer Network, which provides an opportunity to stay abreast of national anti-violence trends.

In addition to the Convener and stakeholder engagement activities described above, Social Contract has served as the primary fundraiser for community gun violence reduction efforts in Delaware. This includes working with the State of Delaware to reallocate existing funding to support the GVI program. Social Contract is most proud of raising an historic investment of over \$1M in private funds to support community-based gun violence reduction work in 2021. Social Contract continues to explore innovative financing models, such as using Medicaid to fund gun violence reduction work, to ensure programs have sustainable funding.

Social Contract has also participated in the efforts of upstream programs engaging in prevention work for populations that have elevated risk factors for engagement in community violence. These efforts include workforce development program analysis and support for organizations that serve 'opportunity youth' (young people who are between the ages of 16 and 24 years old and are disconnected from school and work).

Lastly, while not a direct service provider, Social Contract staff members do have individual experiences with direct service work. Specifically, the proposed Lead on the Convenor strategy was previously employed by a community-based organization that served youth at high risk of gun violence where she led a project for youth to develop a mixtape about the impact of gun violence and provided general mentorship to and advocacy for clients.

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.

Social Contract has experience and expertise in using existing large-scale systems databases (for example, DHIS2) to collect, manage and analyze health systems data from multiple sources and health centers. Social Contract also has experience working with program partners to develop custom-made databases for client and project data collection across diverse groups and organizations to inform strategy, decision making, and external reporting. Additionally, Social Contract is experienced in the use of various cloud-based project management systems such as Notion and Asana to track program implementation and outputs, facilitate collaboration, and guarantee timely product delivery. As needed, Social Contract allows the client and/or stakeholders to lead in determining which project management solution is used to guarantee compliance and consistency.

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3. Describe your organization's policy on and history of hiring formerly incarcerated individuals.

To promote equitable hiring processes, Social Contract does not perform background checks on prospective employees and contractors. Moreover, Social Contract has intentionally contracted with self-identified formerly justice-involved local leaders and community members to compensate them for their expertise and consultation around work with individuals at high risk of community violence and communities impacted by violence. Social Contract has also provided these leaders with pro bono capacity-building support to help them develop their own programming and launch entrepreneurial efforts.

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.

Social Contract aligns all of our work with diversity, equity, inclusion, and access (DEIA) best practices. Our organization believes that true community inclusion and implementation requires intentionally designing environments that include everyone on the spectrum of identity and ability. Social Contract recognizes the added complexity that intersectionality introduces and the special attention that must be paid to the historical relationship between oppression and privilege that are ingrained in our society.

In addition to this approach to our work, Social Contract also provides DEIA consulting services to clients, including ongoing work with Team Pennsylvania, a nonprofit which connects private and public sector leaders to achieve and sustain progress for Pennsylvania, and with the State of Vermont's Division of Vocational Rehabilitation.

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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.

Social Contract partners with community, corporate, government, and philanthropic leaders to solve complex social challenges. We work with clients to learn their ideal state and help them develop and execute a plan to get there. Social Contract's team is a diverse group of facilitators, project managers, policy experts, program designers, and researchers dedicated to elevating and supporting lasting social change. Community violence is one of the most complex social problems, resulting in significant and long-lasting negative effects on communities. The root causes of violence are expansive and deep, requiring a comprehensive and collaborative approach to reduce violence in real-time and address the underlying causes. A foundational element of Social Contract's work is fostering meaningful partnerships between stakeholders to amplify social change, which is a core component of the Convener strategy. Thus, the County's Convener strategy fits directly with Social Contract's mission, in addition to our organizational expertise and current work.

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.

Specifically, Social Contract understands the value of utilizing the Convener strategy to amplify social impact. In all its work, Social Contract focuses on fostering the conditions for collective impact; these include establishing a common agenda, executing mutually reinforcing activities, utilizing shared measurement, enabling continuous communication, and ensuring a backbone entity coordinates all of these elements and oversees the progress toward the project's goals. To achieve these collective impact conditions, Social Contract supports programs with fundraising so that social impact work can be funded to fidelity.

Of all these conditions, the use of a convener to provide backbone support may be most critical to an initiative's success. The Convener strategy calls for an ability to manage a multitude of stakeholders from various sectors, bringing them together and coordinating information-sharing and problem-solving toward a common goal; in this instance, to prevent and stop community violence. Social Contract serves as the convener/backbone in many of its complex, cross-sector projects to coordinate activities among stakeholders and ensure that they are aligned toward the common goal. For example, in 2018, Social Contract was commissioned by the Office of the Governor and the local philanthropic community to serve as a convener in Wilmington's community gun violence ecosystem. More information about Social Contract's role and activities as the convener can be found in the next response.

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.

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Social Contract has successfully convened and continues to convene cross-sector stakeholder groups for the purpose of meaningful social change and systems improvement for several large-scale initiatives. Through select projects described below, Social Contract has earned a solid reputation for bringing groups with historic distrust or lack of willingness to partner together around the same table, building trust and relationships to break down silos, and shifting paradigms to be open to new ways of thinking and doing. As an organization, Social Contract recognizes that progress isn't often linear; there are twists and turns, setbacks and roadblocks associated with a project. However, these challenges present opportunities to reinforce objectives, strengthening the project and leading to more ingrained change.

The Family Services Cabinet Council

For the last several years, Social Contract has acted as advisory, administrative, and capacity support for Delaware's Family Services Cabinet Council (FSCC), comprised of: the Departments of Health and Social Services; Services for Children, Youth, and Their Families; Education; Labor; Safety and Homeland Security; Correction; Human Resources; the Delaware State Housing Authority; and the Office of Management and Budget. Instead of operating in individual agency silos, Social Contract supports state agencies in working across departments to pilot new strategies to address societal challenges. Social Contract provides consultation, project management, facilitation, and implementation support. In addition, Social Contract works with agency staff and pilot projects across agencies to gather relevant progress data and report out project roadblocks and needs, as well as developed year-end project reports.

Family Homelessness Pilot

The Delaware State Housing Authority partnered with Social Contract to convene state agencies, school districts, and nonprofit organizations to design a pilot referral and case management program for people with housing instability and those experiencing homelessness. Social Contract provided project management, facilitation, and stakeholder management/engagement support for the provider team to support the operations of the pilot program. As a result of this project stakeholders increased communication, a more efficient process was developed, and families had increased access to housing and support services.

Making Delaware a Trauma-Informed State

Social Contract worked with Delaware state agencies to guide Delaware toward becoming a Trauma-Informed State as directed by Governor Carney's Executive Order 24, the first of its kind in the country. Social Contract has helped agencies launch educational and other training programs for staff and evaluate their processes and procedures with a trauma-informed lens. Social Contract has supported several state agencies with trauma-informed framework implementation progress monitoring, working with each agency to establish benchmarks for progress from year to year and assess how they are progressing along the trauma continuum. Social Contract assisted stakeholders in forming a public-private partnership and also conducted a series of interviews with a broad list of stakeholders to produce a Blueprint that highlighted seven key recommendations and six core workgroups to accomplish recommendations and advance trauma-informed care in the state. Stakeholders engaged in this effort are cross-sector in nature and include those from higher education institutions, members of the grassroots collaborative Trauma Matters Delaware, and Delaware's state agencies.

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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.

Social Contract applies a collective impact approach in all its work. This approach has been widely adopted as an effective way to facilitate impactful cross-sector collaboration and contribute to population-level transformation. As a convener, Social Contract works to build, strengthen and maintain the conditions required for collective impact. The five conditions and Social Contract's process are described below.

1. **Establishing a common agenda.** Social Contract helps stakeholders gain a shared understanding of a problem, reach agreement on a solution, and operationalize key terms so that there is common language and understanding. This stage can be “messy” yet transformational as it requires the breakdown of silos between disparate stakeholders; shifting of paradigms; and creation of a culture that encourages open, honest dialogue and commitment to change.
2. **Executing mutually reinforcing activities.** Social Contract supports stakeholders in co-designing a blueprint for action that identifies the highest-value solutions to fix systems and maximize impact. At this stage, a landscape analysis is conducted, and an ecosystem map is produced to identify stakeholders that contribute to violence reduction and clearly define their role in the ecosystem; this reduces duplication of services and identifies gaps in the systems to be filled. Social Contract will work to build capacity and provide necessary technical assistance to ensure activities are executed to fidelity.
3. **Shared measurement system.** Social Contract leads stakeholders towards consensus on shared measurements of success. At this stage, a theory of change and logic model is developed; short, intermediate, and long-term indicators are identified; an evaluation plan is produced; necessary data infrastructure is built. Social Contract engages in capacity building and will facilitate necessary technical assistance for stakeholders who have varying levels of evaluation expertise. Data is monitored regularly, used to make data-informed decisions, and shared through, at minimum, annual reports to stakeholders.
4. **Continuous communication.** Social Contract engages stakeholders individually and collectively to ensure partners remain informed and bought into the initiative. Communication is one way to establish trust, a critical element of any successful collective impact initiative. To facilitate communication, Social Contract establishes regular cadences of relevant meetings and working groups that are facilitated intentionally to build relationships and continue accelerating the work forward. _

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5. **Backbone support.** Arguably the most critical element of collective impact work, Social Contract manages the component elements of the collective impact initiative, ensuring stakeholders are aligned, coordinated, and working toward the common agenda.

In addition to the collective impact approach, Social Contract applies a strategic framework to violence reduction efforts that was informed by empirical evidence, national expertise, and experience coordinating violence reduction efforts in Delaware. This framework includes:

- **A commitment to “both/and.”** Social Contract helps stakeholders expand possibilities by moving away from either/or thinking toward a both/and approach. This approach sees value in intervention, enforcement, prevention, community healing, and system change; recognizing the critical role each approach plays in reducing community violence.
- **Prioritizing individuals and communities.** By focusing on the small percentage of the population that is driving violence in the community, we can triage an issue that manifests from broader social inequities that will take a longer time and significant resources to address. Social Contract encourages the prioritization of those at highest risk of violence and communities most impacted.
- **Implementing evidence-based programs.** While there is room for innovation in the emerging field of violence reduction, Social Contract encourages the implementation of programs with a proven record of reducing violence, like Group Violence Intervention, Cure Violence, READI Chicago, and Hospital-Based Violence Intervention Programs.
- **Committing to long-term stable funding.** Resourcing for violence reduction programs has been consistently and historically lacking. Moreover, when funding is available they often have challenging metrics to accomplish in a short time. Long-term recurring funding is essential for programs to develop the capacity they need to execute programs to fidelity and attain the program’s ideal outcomes. Social Contract works to identify ways to leverage existing government resources and partner with local philanthropy to fund community violence work to fidelity.
- **Authentic community engagement.** Social Contract centers the feedback and input of affected, and often disenfranchised, stakeholders. We strongly emphasize building meaningful relationships, trusting the lived experience of local leaders, and ensuring they have a clear role in developing solutions for their communities.

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).

Social Contract has thoroughly reviewed the contents of the RFP and understands the expectations DHS has for the convener. Specifically, Social Contract understands that the contract period will be for one year. Based on past experience, similar projects have taken multiple years to cultivate trust and relationships between key stakeholders and build the necessary infrastructure. The amount of time required to launch a successful collective impact initiative in Allegheny County will, in part, be contingent upon the appetite and willingness of partners, as well as the current state of the ecosystem. We recognize this type of transformational

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work takes time to “get it right,” and desire to create realistic expectations for our clients upfront. Social Contract will work with DHS to establish a timeline, taking into account the phases of work described below, that can realistically be accomplished during the contract year.

Phase One (A): Discovery

The activities in phase one will help Social Contract to better understand the local landscape, as well as learn the history and current state of violence reduction efforts. This will include a review of pertinent documents and materials identified by DHS and the County and City Offices of Violence Prevention. In addition, Social Contract will work with DHS to identify stakeholders for Social Contract to schedule early introductory meetings. The intelligence gained during the Discovery Phase will allow Social Contract to begin outlining a Blueprint for the County’s approach to violence reduction. Meetings during this stage will be conducted virtually.

Phase One (B): Project Plan

Simultaneously, Social Contract will develop a project plan to launch the County’s collective impact initiative. The plan will identify clear actions required to co-design and implement a county-wide Blueprint to prevent community violence. Social Contract will work with DHS to iterate on the plan until it is approved. Meetings during this stage will be conducted virtually.

Phase Two: Blueprint Development

Once the Project Plan is approved, we will move to the Blueprint Development Phase, where Social Contract will conduct a local landscape analysis of stakeholders contributing to community violence reduction in the County. This will include interviews with key stakeholders to understand the role of individual actors in the ecosystem and will result in the production of a completed ecosystem map. The ecosystem map will help identify a Steering Committee to be engaged in the Blueprint building process. This group should be small but representative of the ecosystem. At a minimum, Social Contract recommends involvement from government, law enforcement, philanthropy, health care, Community Quarterbacks, direct service providers, and people who have been directly impacted by community violence.

Social Contract will coordinate a “Project Launch” for the Steering Committee to outline the path forward and begin moral and relationship building. This will be followed by a series of design sprints, facilitated consensus-building sessions, and, when necessary, working groups to establish a common agenda and shared measurement system. The intelligence gained during this phase will result in a draft Blueprint. The Blueprint will be shared with broader stakeholders in the ecosystem, including the community, to garner feedback that will be used to make subsequent iterations. Once finalized, Social Contract will work with DHS to publicly launch the Blueprint. Ideally, the Kick-Off will take place in-person to allow for team building but will be contingent upon COVID-19 restrictions. Remaining sessions may be hosted virtually or in person.

Phase Three: Blueprint Implementation

In this phase, Social Contract will manage the countywide approach by:

- Facilitating a monthly Community of Practice for Community Quarterbacks to assist them in the development of community-specific violence reduction plans; create a space

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for brainstorming solutions to community-specific trends, barriers and policy issues; and activate communities to organize around needed policy change. Social Contract will also provide both individual and collective capacity building and technical assistance as needed. Meetings will take place virtually.

- Facilitating quarterly meetings with the Steering Committee to provide progress updates; problem-solving macro-level issues that may arise; and assessing solutions identified by Community Quarterbacks in response to trends, barriers they are experiencing in their community, and policy issues. Meetings can take place in person or virtually.
- Developing and implementing a data collection and reporting system.
- Coordinating engagement with national technical assistance providers including READI Chicago, Cure Violence, National Network, etc.
- Regularly communicating with stakeholders.
- Working to explore funding opportunities to support Crime Prevention Through Environmental Design activities and sustainability of community violence reduction programs (i.e., leveraging existing state/federal resources, using Medicaid, etc.).
- Engaging the broader community, in partnership with the Homicide Data and Review Panel, by attending community meetings to provide updates on initiative progress.
- Staying abreast of current trends/sharing knowledge with national, state, and local experts.
- Working in partnership with stakeholders to publish an annual report.

Supplemental Phase: Relocation Exchange Program

In addition to the aforementioned scope of work, Social Contract is uniquely positioned to explore an opportunity to establish a Relocation Exchange Program between Allegheny County and a jurisdiction in Delaware given our involvement in local community violence reduction efforts. This will require meeting with relevant stakeholders (i.e. government, direct service providers, law enforcement, etc.) to develop a plan and reach formal agreements. If this is accomplished during the first year of the contract, Social Contract will work with both jurisdictions to identify a test case, pilot the program, and iterate based on lessons learned.

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

The ultimate goal is to prevent shootings and homicides in Allegheny County, in turn fostering a condition where residents are safe, healthy, thriving, and can reach their full potential. Social Contract will work with the Steering Committee, referenced in question five, to reach consensus on a conceptual framework for the evaluation plan that will measure the impact of all the strategies and activities contributing to the ultimate goal. This will involve designing a theory of change and logic model, as well as identifying short-term, intermediate, and long-term outcomes. The conceptual framework developed by the Steering Committee will articulate the expected dynamic between people, strategies, and outcomes.

The Convener role is one strategy that will be embedded in the theory of change/logic model. The convener plays a critical role in achieving the ultimate goal of preventing community violence by aligning the right “people” (or actors in the ecosystem) and ensuring they have what they need to implement the right strategies/activities and influence expected outcomes. To determine if the Convener strategy is a success, Social Contract recommends the use of short,

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intermediate, and long-term outcomes and indicators that have been identified by the Collective Impact Forum² to evaluate the effectiveness of collective impact initiatives. They include:

SHORT	
<u>Outcome</u>	<u>Indicators</u>
Structures and processes are in place to facilitate communication and engagement.	Cadence of meetings, working groups, etc.; timing of information flows; individual engagement between the convenor and stakeholders; circulation of information and relevant updates to stakeholders.
A Steering Committee is established and actively engaged.	Diverse and representative group of stakeholders selected; attendance at relevant meetings; levels of engagement.
The Steering Committee has reached consensus on a common agenda for the initiative.	Agenda is clearly defined; stakeholders can articulate the agenda; there is a shared understanding of the problem; stakeholders utilize shared language.
The Steering Committee has reached agreement on activities that will drive desired change.	A vision is set for the change desired; agreement has been reached on how to achieve change; Countywide Blueprint and Community Violence Reduction Plans are developed; commitment made by relevant stakeholders to implement activities; resources are reallocated to agreed-upon high-value strategies and activities.
INTERMEDIATE	
<u>Outcomes</u>	<u>Indicators</u>
Infrastructure is built to effectively use data.	Establishment of data collection/management systems; existence of information sharing mechanisms/guidelines that distribute information based on needs of stakeholders.
Capacity is increased in the ecosystem.	Number and type of technical assistance and capacity-building activities offered to stakeholders in the ecosystem; new programs/activities are added to the ecosystem to fill identified gaps and address any unmet needs.
Stakeholders in the ecosystem are aligned and coordinated.	Number and type of stakeholders engaged in Community of Practice, working groups, etc.; levels of engagement; retention

² The Collective Impact Forum is a nationally recognized leader in matters related to collective impact. They developed a guide to evaluate collective impact projects that is available at www.collectiveimpactforum.org/resources/guide-evaluating-collective-impact.

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	rates; identification of gaps in the ecosystem; clear demonstrations of alignment/coordination.
LONG	
<u>Outcome</u>	<u>Indicators</u>
The Steering Committee is driving vision and change.	Strategic decisions made; problems and barriers addressed; policies and systems changed advanced.
Data is used to support learning and growth.	Utilization of systems and mechanisms by relevant stakeholders; regular review of data; capacity building provided as a result of lessons learned; strategic data-informed decisions, augments, or adaptations made.
Stakeholders remain committed to the collective impact initiative.	Number and type of stakeholders; levels of engagement in meetings, working groups, etc.; stakeholder retention rates.
Impact of work is shared with the broader community.	Number of informational outputs created and disseminated; number and type engagements with community and stakeholders

Social Contract will work in partnership with DHS to finalize a list of expected outcomes and indicators for the Convener strategy specifically, that are realistic for the year-long scope of work while developing the Project Plan referenced in question five.

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.

The Convener strategy will be managed by Social Contract's Impact Team. This team manages a portfolio of social impact projects to maximize client outcomes. The proposed project team, roles, and qualifications are summarized below. Full resumes and bios are provided as attachments.

- **Alisia Drew, Senior Consultant** - Alisia will serve as the Project Lead and is responsible for overall project management, including strategy development and implementation,

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stakeholder engagement, and facilitation. Alisia has previous experience managing similar initiatives and supporting community-based strategies to reduce violence.

- **Meghan Wallace, Managing Partner** - Meghan will serve as the Principal Oversight and is responsible for matters related to contracts, finances, etc. In addition, Meghan will provide strategy and facilitation support. Meghan has previous experience working within and in partnership with the government, managing similar initiatives, and supporting law enforcement strategies to reduce violence.
- **Christina Alexander, Director of Impact** - Christina will provide consultation on data strategy, collection, and analysis. Christina has experience building multi-stakeholder evaluation and data strategies with agencies and organizations in the social and health sectors as well as in designing and coordinating knowledge management initiatives across organizations and programs.
- **Kiersten Sweeney, Senior Consultant** - Kiersten will provide consultation on innovative financing strategies. Kiersten has expertise in cost-benefit analysis, financial modeling, and redirecting Medicaid/other federal funding sources to support social impact work.
- **Denique Dennis, Associate** - Denique will provide research support; strategic planning, capacity building, and technical assistance facilitation; and support with product/materials development. Denique has previous experience in social impact strategy advising, strategic planning, and facilitating cross-sector collaboration.
- **TBD, Analyst** - Social Contract Analysts are responsible for providing administrative support to the overall project, including scheduling meetings, note-taking, managing technology during conference calls, etc.

Social Contract has existing staff capacity. However, we are open to contracting local leaders to meet specific strategy needs to provide local context, knowledge, and expertise to the project.

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

Based on prior experience, Social Contract anticipates and has the skill set to work through the following potential challenges.

1. ***Philosophical differences.*** Across the field of community violence reduction, there is a “prevention versus intervention” debate. “Upstream” prevention and “downstream” intervention efforts are often in competition. Social Contract encourages stakeholders to move away from either/or thinking toward seeing the value in both philosophies. Social Contract leans into empirical evidence that calls for the prioritization of intervention efforts to “stop the bleeding” more immediately while also supporting prevention strategies that address root causes of violence. Historically, intervention efforts (outside of enforcement) have been underfunded/undervalued. For that reason, Social Contract has worked to educate stakeholders on the distinct role of intervention strategies in particular.
2. ***Disorder, confusion, and/or lack of trust in the ecosystem.*** Most collective impact initiatives start by looking like arrows pointing in various directions. This is because

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stakeholders will have differences of opinions around methods for reducing community violence, are unclear who the “quarterback” is in the ecosystem, and may be unwilling to work in partnership with each other due to lack of trust or past negative experiences. This is especially true for community stakeholders and law enforcement/systems-based stakeholders. Social Contract thrives in this space due to our ability to align the “arrows” and point them in the same direction: toward the ultimate goal of reducing violence. This work takes time, is “messy,” and requires intentional facilitation techniques, but is critical for the ongoing success of a collective impact initiative.

3. ***Barriers to information sharing.*** To make data-informed decisions, stakeholders need access to relevant and timely data/information. Gun violence programs, law enforcement, and agencies collect personally identifiable information, and some collect personal health information in which privacy is even more of a potential hurdle. To mitigate this, information sharing agreements and consent to share information when necessary can be developed and created so that jurisdictions can share information with one another with confidence that they are not violating any privacy laws or regulations. A willingness to share information also requires trust between key stakeholders, which is why Social Contract puts a strong emphasis on trust and relationship building throughout our work.

4. ***Initial lack of local context.*** Social Contract is not based in Allegheny County and therefore may lack local context around specific challenges and dynamics with participating jurisdiction. However, Social Contract recognizes the benefits of its detachment from the inner workings of the County; our position as an external organization allows for more objectivity in our work and neutrality between stakeholders that may have interpersonal challenges. And, in every project, Social Contract has successfully established meaningful, trusting relationships to support the execution of our work; to mitigate our “outsider” status. Establishing that foundation with stakeholders would be a primary activity in the first phase of our work.

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.

Letters of support have been provided by the following stakeholders:

- John Cook, Director, Group Violence Intervention Support and Outreach, DHSS
- Mike McLively, Community Violence Initiative Policy Director, Giffords Law Center
- Darryl Chambers, Executive Director, Center for Structural Equity
- Laurie Owens, Director, Group Violence Intervention, National Network for Safe Communities

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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.

Social Contract is interested in the Homicide and Data Review strategy because our organization seeks to facilitate effective collaboration to drive collective impact. From experience leading similar scopes of work, Social Contract recognizes that effective and efficient review of quantitative data and qualitative intelligence are critical to meaningful collaboration and shared problem-solving. Given our interest in playing the role of Convener, we believe that the facilitation of the Homicide and Data Review strategy will ensure critical alignment between strategies.

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.

Since 2018, Social Contract has worked with the National Network for Safe Communities (NNSC) to build effective interagency, cross-sector strategic problem-solving infrastructure in the State of Delaware to reduce shootings and homicides in New Castle County, Delaware, and now in a second geographic location, Kent County, Delaware. The Homicide and Data Review strategy proposed in this application builds upon Social Contract's lessons-learned and the innovations developed with the State of Delaware in the implementation of violence intervention and interruption and seeks to propose a strategy aligned with the Convener strategy herein.

To leverage any trusting relationships built through the activities described in the proposal for the Convener, Social Contract will work to ensure that all activities are aligned with Homicide and Data Review objectives to produce the desired outcome across strategies. These mutually reinforcing activities are important for effective collaboration toward shared impact and in service to strategic problem analysis toward real-time violence intervention and interruption efforts.

Social Contract recognizes that synergies between these two important strategies won't happen independent of intentional design, and we will organize our activities across strategies accordingly. Having worked to create these connections across violence intervention initiatives in Delaware, we have learned many lessons about meeting stakeholders where they're at, maximizing stakeholders' time, and providing strong backbone coordination and facilitation.

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.

Social Contract has spent the last three years developing inter-agency qualitative and quantitative intelligence sharing between the following partners in the State of Delaware, through a partnership with the Delaware Governor's Office: United State Attorney's Office (and other federal law enforcement partners, i.e., ATF, FBI), Attorney General's Office, Wilmington Police

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Department, Dover Police Department, Department of Corrections Probation and Parole, Department of Services for Children, Youth and Their Families Youth Rehabilitative Services, Department of Health and Social Services, Department of Education and the Department of Safety and Homeland Security.

Through this initiative, partners participate in a layered approach, similar to the Milwaukee Homicide Review Committee (MHRC), to routinely share qualitative information across parties to address or prevent community shooting incidents and homicides in real-time. At the operational level, agency partners participate in Intelligence Meetings every Monday to review shooting incidents and interagency intelligence related to those events (including social media content, community intelligence, and law enforcement intelligence). Social Contract hosts weekly “Response and Planning” meetings with operational line staff to target anti-retaliatory and intervention activities to those who, based on intelligence, may be most at-risk for engaging in violence. Social Contract facilitates this collaborative process for data and information sharing in partnership with National Network for Safe Communities (NNSC). It most closely mirrors MHRC’s “Level 1”³ infrastructure layer. Social Contract works across partners at this operational level to build the internal agency capacity, policies, procedures, and agreements needed to facilitate routine information sharing (including common client consent forms) and directly facilitates meetings and partner relationship development to execute shared action and mutually reinforcing activities.

The next layer of review and analysis provided in Social Contract’s work with the State of Delaware reflects the same partners but is facilitated monthly with specific geographic sites: one in partnership with the City of Wilmington’s Police Department, and the other with the City of Dover’s Police Department. These Site Operational Teams meet monthly to review shootings and homicide qualitative and quantitative data, track and iterate on implementing the strategy within that site, plan joint activities, and problem-solve around structural influencing factors (like the impact the Courts may have on strategy effectiveness). Solutions developed by Site Operational Teams in Delaware have led partners to collaborate to host joint events to message those most at-risk of engaging in violence, problem-solve around challenges, deconflict agency activities, strengthen agency partnership, and iterate through implementation efforts.

Two additional layers of infrastructure and governance exist in Delaware and are facilitated and managed by Social Contract to promote qualitative and quantitative data and information sharing to prevent shootings and homicides: (1) a quarterly Executive Committee; and (2) a bi-annual Principals Convening.

The Executive Committee comprises partnership leaders with decision-making authority, like the State Prosecutor, the Federal Prosecutor, Police Department leadership, State Departmental Division Directors, Policy Advisors to the Governor, and other key personnel. The Executive Committee convenes quarterly to review and analyze both quantitative and qualitative data for both operational sites, share best practices, deconflict interagency challenges, and iterate on strategic priorities established by the Committee. In May of 2022, this group will establish annual percentage targets for reductions in non-fatal shootings and homicides and qualitative

³ Additional information is available in a Department of Justice evaluation of the Milwaukee Homicide Review Commission (<https://www.ojp.gov/pdffiles1/nij/grants/240814.pdf>).

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program outcome objectives. It's important to note that national research on community gun violence intervention recognizes the implementation of evidence-based strategies can take 2-3 years to show impact. The State of Delaware is entering the third year of full implementation; the Executive Committee is committed to setting measurable outcomes for the anti-violence work occurring in partnership with the NNSC and tracking progress toward those outcomes at their quarterly convenings in 2022. In addition to providing the staff support and materials development for this layer of infrastructure, Social Contract is also accountable for what happens in-between Executive Committee meetings and regularly hosts planning meetings and discussions across partners to ensure progress regardless of formal convening opportunities for this team.

The Principals Convening, which will go into effect in April of 2022, will be hosted by the Governor and include Cabinet Secretaries, site Mayors, site Police Chiefs, the Attorney General, and the U.S. Attorney General for the District of Delaware. Similarly, this group gathers to review both quantitative and qualitative data, provide direction to the partnership, and address interagency challenges related to effective implementation. This convening is used to review goals set by the Executive Committee and refine the objectives of the Executive Committee. The Executive Committee and the Principals Convening provide accountability to partners and enable expedient problem-solving across various agencies to ensure effective interagency implementation of anti-violence activities.

To effectively execute the layered approach to information sharing described above, Social Contract has worked and continues to work closely with the NNSC to engage partners in strategic problem analysis and iterative solution design and implementation. NNSC currently participates in weekly planning meetings with Social Contract and attends a majority of the convening meetings described above, with the exception of weekly intelligence meetings.

Beyond governmental coordination and the information-sharing infrastructure outlined above, Social Contract has been committed to addressing community gun violence through collaborative information sharing and intelligence sharing with non-governmental intervention programs and leaders. We have worked to build trusting relationships between government and intervention partners in the healthcare and nonprofit sectors to ensure they can communicate in real-time around shared clients to prevent and respond to violence. Social Contract also facilitates a Community of Practice with Hospital-Based Violence Intervention practitioners, Community Intervention practitioners, and Department of Health and Social Services' Group Violence Intervention social service staff to collaboratively problem-solve on shared challenges related to violence intervention clients across programs.

In service to this cross-sector coordination effort, Social Contract has convened organizational leaders in healthcare, philanthropy, and government since 2019 through a facilitated quarterly "Investors Meeting." Those participating in Investors Meetings include the Governor of the State of Delaware, the Governor's Chief of Staff, the Secretary of Health and Social Services, the Deputy Secretary of Health and Social Services, the Chief Health Equity Officer and Senior Vice President of Christiana Care Health System, and the Presidents and Executive Directors of Delaware's largest foundations, among others. This group serves as the Steering Committee for Delaware's collective impact initiative to reduce community gun violence. As a result of Social

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Contract-led facilitation, Investors reached a consensus on a common agenda, shared vision, and solutions to address community gun violence in Delaware. They now meet quarterly to review, resolve and provide direction on overall initiative strategy; data outcomes and evaluation; long-term sustainable funding for intervention strategies statewide; further investment in intervention innovations; coordination of practitioners providing intervention; and policy issues and capacity needs identified by stakeholders in the gun violence ecosystem.

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

Social Contract has practical expertise in the design and implementation of knowledge management strategies, participatory evaluation methods, and the facilitation of collective data analysis and data-driven decision-making processes with key stakeholders in community violence initiatives. Social Contract's work facilitating and managing data review and analysis in Delaware is described above in response to question 3.

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.

Recognizing the likely variability across the 14 Allegheny sites regarding readiness, infrastructure, capacity, and buy-in, Social Contract is prepared to work with National Network for Safe Communities (NNSC) to approach the Homicide and Data Review strategy in partnership with sites. Using intelligence sharing best practices aimed at achieving the objective of incorporating qualitative and quantitative analysis into a site's operational response, Social Contract will include both our practical experiences within the State of Delaware as well as elements and best practices from the homicide review process first implemented in Milwaukee in 2004, now known as the Milwaukee Homicide Review Commission (MHRC).

Not dissimilar to work happening in the State of Delaware across Site Operational Teams and the Executive Committee, the work of the MHRC is directed by two committees, a Working Group and an Executive Committee that oversee and monitor the work of the MHRC. In the infrastructure designed under the MHRC, the Working Group meets monthly. It is charged with guiding the review process and with an initial review of any policy and programmatic recommendations developed by the review groups. It comprises mid-level personnel (managers and supervisors) who participate in the review groups and bring feasible process changes and recommendations for approval and implementation to the Executive Committee for review and approval. Like Delaware's Executive Committee, the MHRC's Executive Committee consists of high-level representatives of City and State agencies but meets monthly to plan and monitor the implementation of recommendations that emerge from the review meetings. In the early implementation of Delaware's work, the Executive Committee also met monthly. This reality highlights the iterative approach needed for success with homicide and data review efforts, and Social Contract is prepared to ensure a flexible approach to best practices for homicide and data review based on the needs of each site.

Given the activities and infrastructure outlined in response to question 3, which Social Contract is prepared to replicate with parties most appropriate to a given site, we also intend to work with

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DHS to co-design the incorporation of Homicide and Data Review activities with the backbone activities of the Convener.

As articulated in the evaluation and study of the MHRC, the goal of their commission is to foster and support innovative homicide prevention and intervention strategies using strategic problem analysis. This goal is shared by the leaders and practitioners undertaking violence intervention in the State of Delaware. Though the models vary slightly in their infrastructure design, their common objectives are met through convening the right parties at the right cadence to hold the most tactical and strategic conversations needed to respond to violence both in real-time and through long-term change through policy and process reform across partners. The important takeaway here, and one Social Contract intends to use to shape our design with site partners, is that one size does not fit all, and there's more than one way to do effective homicide and data review, yet there are foundational elements that must be in place.

Social Contract will work through the Convener, in partnership with DHS and NNSC, to address the most critical foundational elements to homicide and data review, and will work with sites to adapt their existing intelligence and data sharing infrastructure to formally accommodate effective information sharing for real-time intervention, improved response coordination across partners, and meaningful policy and program reform. Depending on site readiness and stage of program development, Social Contract will also work to set measurable objectives, including targets for percentage reductions in non-fatal shootings and homicides. Our approach will be to leverage the eagerness and readiness of sites to meet them where they're at, and provide implementation support through a cohort-based strategy as outlined in question 6.

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).

Social Contract has thoroughly reviewed the contents of the RFP and understands the expectations DHS has for the Homicide and Data Review strategy. Social Contract also understands that the contract period will be for one year.

Based on Social Contract's experience, similar efforts have taken multiple years to cultivate trust and relationships between key stakeholders to build the necessary intelligence-sharing infrastructure. The amount of time required to launch a successful Homicide and Data Strategy across 14 sites in Allegheny County will, in part, be contingent upon the appetite and willingness of partners, as well as the current state of intelligence and data infrastructure at selected sites. Social Contract recognizes this type of capacity and partnership building is no small feat, and we intend to create realistic expectations for our clients upfront.

Social Contract will work with the DHS, in partnership with National Network for Safe Communities (NNSC), to establish a timeline that considers the phases of work described below that we estimate can realistically be accomplished during the one-year contract term.

Phase One (A): Discovery

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The activities in phase one will help Social Contract better understand the local landscape and learn the history and current state of violence intervention, intelligence sharing, and data review efforts already underway at each site. In parallel with activities outlined in the convener strategy, Social Contract will review pertinent documents and materials identified by DHS and the County and City Offices of Violence Prevention. In addition, Social Contract will work with DHS to identify law enforcement and other direct service stakeholders per site for Social Contract to schedule early introductory meetings. The intelligence gained during the Discovery Phase will allow Social Contract to develop customized readiness assessment questions for site leaders that can be answered through surveys or interviews.

Phase One (B): Development of the Site Readiness Assessments

Social Contract will partner with NNSC to develop a set of questions designed per site to assess site readiness. At a minimum, Social Contract's questions will seek to understand the current state of site homicide and data review activities, including:

1. Key site stakeholders with intelligence on homicide and shooting events (various law enforcement entities, direct service providers, etc.)
2. How key site stakeholders gather and disseminate information currently
3. Who leads or holds responsibility for hosting intelligence sharing sessions in the current state
4. Whether and how key site stakeholders communicate intelligence across law enforcement entities (local jurisdictions, corrections, juvenile corrections, state and federal agencies) and additional stakeholders (street outreach, violence interrupters, hospitals, etc.)
5. How routinely intelligence is disseminated and discussed, and by whom
6. The timeliness and level of detail discussed in homicide and shooting reviews occurring in the current state (the nature of intelligence briefing content including the use of social media and network analysis)
7. The technology tools utilized to track intelligence sharing and facilitate information dissemination across law enforcement and other partners
8. Any violence intervention activities underway in response to intelligence, who is responsible for those activities, and how accountability is practiced
9. Any existing outcome tracking mechanisms, reporting structures, or routine reports both internal to partners and external to public
10. Existing data-sharing agreements and necessary permissions required for intelligence sharing
11. Key site stakeholders' general opinion, experience and response to county-led violence intervention efforts and DHS

Phase Two: Readiness Assessment Implementation

After working in partnership with DHS and NNSC to design site assessments, Social Contract will develop a timeline for implementation of assessment activities (in alignment with convener discovery activities) with DHS across the 14 sites, and then execute those activities accordingly.

Notably, Social Contract will streamline this information-gathering phase to each site by tailoring questions and the approach to answering these questions for efficiency. This approach will be important because early engagement with site leaders must build trust, disarm frustrations, and inspire interest and optimism from site leaders. We will also inform site leaders

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that they will collectively receive a proposal to consider implementing reforms to their existing infrastructure, as described in Phase Three.

Phase Three: Site Panel Proposal Design and Circulation

Using the information collected through Phase Two, Social Contract will develop and circulate:

1. Site Homicide and Data Review Panel Proposals for submission to site key stakeholders articulating the steps they might take to build upon existing homicide and data review infrastructure or establish new infrastructure as appropriate. These activities will be done in partnership with the Convener. Proposals will include recommendations outlining steps needed to:
 - a) Establish, or enhance existing panel(s) for intervention and policy reform
 - b) Utilize panel(s) to improve intelligence sharing through tools and practices
 - c) Improve opportunities for collecting, storing, and using the information to intervene in violence
 - d) Provide routine internal and external (public) reports
- 2) A phased cohort-based proposal for Homicide and Data Review Panels for DHS to consider and approve, prioritizing sites with eagerness and readiness based on assessment results. The proposal will articulate:
 - a) A summary of site readiness and the current state of each site
 - b) A summary of recommendations from site panel proposals (detailed above)
 - c) Recommendations for DHS on a phased, cohort-based approach to panel implementation across 14 sites
 - d) A proposed cohort 1 launch plan to include onboarding activities and site agreements for recommended cohort 1 sites, and future cohorts

Phase Four: Launch of Cohort 1 Panels

Upon approval of DHS, Social Contract is prepared to work with NNSC and key site stakeholders to launch an inaugural cohort of Homicide and Data Review Panel(s) building off of existing infrastructure, or through establishing new infrastructure. We recommend working with an initial cohort of 4-6 sites that demonstrate both eagerness and capacity to engage in their proposed recommendations as outlined in Phase Three. Activities to launch should not be completed until sites are assessed for resource dedication, or DHS identifies the necessary resources for sustainability of activities. Launch activities per 4-6 sites would include:

1. Convening key site stakeholders as a team to collectively review their site recommendations (team could be considered early stage panel members, or members of a transition team prior to formal launch)
2. Facilitating consensus building across site stakeholders on highest priority recommendations, and co-designing a project launch plan (objectives, stakeholders, communication, responsibility matrix, etc.)
3. Co-designing the make-up of site panel (inclusive of any layers within approach)
4. Identifying site project leads (operational, administrative, and governance)
5. Working with site project leads to design convening calendar and facilitation approach
6. Beginning implementation of activities in partnership with site project leads

It should be noted that depending on the level of need or lack of capacity to implement site recommendations, additional resources will need to be dedicated to ensuring sites are set up for

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success. Social Contract is prepared to support DHS to complete additional fundraising, as necessary, prior to initiating this phase to ensure success.

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.**

Social Contract specializes in stakeholder engagement, identifying high-value strategies to address pressing needs, collaborative financing to amplify impact through shared investments, and implementation support and technical assistance. To achieve this work, staff have a meaningful experience with facilitation, project management (especially with government agencies), community and stakeholder needs assessment and priority alignment, implementation and strategic planning, local and national research, and organizational development. Our work leading the Homicide and Data Review strategy would be supported with a full-team approach, bringing in additional Social Contract resources as needed to ensure the successful execution of the project.

The Homicide and Data Review strategy will be managed by Social Contract's Impact Team, as articulated in the Convener strategy proposed herein. The proposed project team, roles, and qualifications are summarized above. **In the Homicide and Data Review strategy, Meghan Wallace will serve as the Project Lead, and all other staff named above will serve in supportive roles. Full resumes and bios are provided as attachments.**

As noted above, Social Contract has the existing capacity to staff the Homicide and Data Review strategy but is open to contracting with local leaders to meet specific strategic needs.

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

Social Contract expects to encounter all of the key challenges articulated in the proposal for the Convener, during the course of our work in facilitating the Homicide and Data Review efforts including **philosophical differences; disorder, confusion, and/or lack of trust in the ecosystem; barriers to information sharing; and, initial lack of local context.** Social Contract also anticipates the following challenges related to the execution of this strategy:

1. ***Inadequate level of dedicated resources for implementation.*** Strategic facilitation and management of Homicide and Data Review activities across participating agencies within any given jurisdiction/community will require reallocation and reorganization of existing resources and new investment of resources. Frequently sites will need to redirect staff activities, increase existing staff, change norms for information sharing, and utilize new

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or improved technology. All of these activities or tools require dedicated and sustainable funding. Social Contract has expertise and experience facilitating the reallocation and redirection of existing governmental resources, fundraising, and supporting government budgeting for new investments.

2. ***Lack of buy-in, commitment, and willingness to collaborate from key site stakeholders.*** Social Contract recognizes the importance of leadership from those with formal titles *and* those who lead through their actions within the community. We cannot overstate the importance of having buy-in from community leaders of all kinds. We know that buy-in isn't a fixed state - that leaders can be swayed, convinced, or in some cases pressured over time to shift their commitment to shared causes. Social Contract has witnessed and facilitated these shifts with stakeholders and leaders throughout our many projects. We intend to leverage local relationships, build trust through our actions, and persistently seek ways to win over critical leaders in participating sites. We also hope to work with DHS to start this work with those most willing and eager to engage and take a phased approach to development.

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.

Letters of support have been provided by the following stakeholders:

- Laurie Owens, Director, Group Violence Intervention, National Network for Safe Communities

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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

Countywide Violence Prevention Summary of Investments Price Quotation and Cost Worksheet		
Convener and Homicide and Data Reviews (Combined Budget and Technical Narrative)		
<p>Cost Methodology: Social Contract will charge a simple rate of \$195 per hour; this is Social Contract's standard hourly rate for 2022. Social Contract calculates this rate as an "evenly weighted average" based on ordinary Social Contract project role rates. The hourly and All-inclusive In-Person rates account for all staffing costs and fringe benefits. Social Contract commits to not "stacking" hours. Stacking is defined here as simultaneously charging for multiple team members working on the same project function. When this occurs, Social Contract will only bill at the previously outlined hourly rate of \$195 per hour, solely for the primary staff role. Other roles will bill only if they are separate and distinct assets for the project. This "no stacking" policy is to avoid "piling on," the unethical practice of adding additional team members to an event solely to inflate billing.</p>		
<p>All-inclusive In-Person Rates:</p> <ul style="list-style-type: none"> • Daily Rate: \$2,500 • Half-Day Rate: \$1,750 • Remote Rate: \$195 per hour 		
<p>Project Staff Resources:</p> <ul style="list-style-type: none"> • Meghan Wallace, Managing Partner • Christina Alexander, Director of Impact • Alisa Drew, Senior Consultant • Kiersten Sweeney, Senior Consultant • Denique Dennis, Associate • TBD, Analyst 		
<p>Reader Note: All Staff Resources are paid using the Social Contract Cost Methodology. Line items are based on Phase Narratives and a Good Faith Estimate (GFE) for what it will take to complete each Phase. There are no match funds or additional revenue identified for this work.</p>		
Function	Function Description	Estimated Cost
Phase One (A): <i>Discovery</i>	<p>Phase Description: Social Contract will launch a discovery period during Phase One (A). This Phase is estimated to last up to 3 months as needed.</p> <p>Total Estimated Staff Hours:</p> <ul style="list-style-type: none"> • 160 (Convener) • 140 (Data/Homicide) <p>% of Total Estimated Investment: 14.7 %</p>	\$ 58,500

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<p><i>Project Initiation, Stakeholder Mapping, Blueprint Outline Development, Readiness Review</i></p>	<p>Summary of Investment: The Prevention Convener activities in this Phase will help Social Contract understand the local landscape better and learn the local history and current state of violence reduction efforts.</p> <ul style="list-style-type: none"> • Stakeholder interviews (trust-building and vetting) • Local Landscape Map (current state) • Stakeholder Asset Map (intelligence gathering) • Blueprint Outline (foundational) <p>Phase 1 (A) Deliverable: Tactical Blueprint Outline</p> <p>Summary of Investment: The Homicide and Data review activities in this Phase will help Social Contract better understand the history and current state of violence intervention, intelligence sharing, and data review efforts underway at each site.</p> <ul style="list-style-type: none"> • Initial Readiness Review (all sites) • Stakeholder Site Team Outlines (all sites) <p>Phase 1 (A) Homicide and Data Deliverable: Readiness Review</p> <p>Staff Included in this Phase: These (5) staff members will bill against the total estimated staff hours line item.</p> <ul style="list-style-type: none"> • Meghan Wallace, Managing Partner • Christina Alexander, Director of Impact • Alisa Drew, Senior Consultant • Kiersten Sweeney, Senior Consultant • Denique Dennis, Associate 	
<p>Phase One (B): Project Plan and Development of Site Readiness Assessments</p> <p><i>Strategic Planning, Facilitated Sessions, Collective Impact Framing and Implementation Plan Outline Development</i></p>	<p>Phase Description: Social Contract will launch Project Planning and Site Readiness Assessments during Phase One (B). This Phase is estimated to last up to 3 months as needed.</p> <p>Total Estimated Staff Hours:</p> <ul style="list-style-type: none"> • 90 (Convener) • 200 (Data/Homicide) • (2) In-Person Facilitated Sessions <ul style="list-style-type: none"> ◦ 2 Social Contract Staff Resources per session <p>% of Total Estimated Investment: 16.7%</p> <p>Summary of Investment: The Prevention Convener activities in this Phase will ensure the development of an actionable project plan to launch the County’s collective impact initiative.</p> <ul style="list-style-type: none"> • Clear Action Steps and Timelines for Project Delivery • Stakeholder Engagement and Facilitated Discussion • Launch of Collective Impact Phase 1 (Stakeholder Buy-in) • Implementation Plan Outline <p>Phase 1 (B) Convener Deliverable: Project Plan with co-designed Implementation Plan Outline</p> <p>Summary of Investment: The Homicide and Data reviews activities in this Phase will partner with NNSC to develop a set of questions designed to assess site readiness. At a minimum, questions will seek to understand the current state of site homicide and data review activities, including:</p> <ul style="list-style-type: none"> • Key site stakeholders intelligence gathering • Data Hosting Assignments • Communication and Timeline Protocols 	<p>\$ 66,500</p>

RFP for Countywide Support for Violence Prevention

	<ul style="list-style-type: none"> • Data Tool Review • Accountability and Outcome Tracking • Data Sharing Agreement Vetting <p>Phase 1 (B) Homicide and Data Deliverable: (14) Site Readiness Assessments</p> <p>Staff Included in this Phase: These (6) staff members will bill against the total estimated staff hours line item.</p> <ul style="list-style-type: none"> • Meghan Wallace, Managing Partner • Christina Alexander, Director of Impact • Alisa Drew, Senior Consultant • Kiersten Sweeney, Senior Consultant • Denique Dennis, Associate • TBD, Analyst 	
<p>Phase Two: Blueprint Development and Individualized Site Implementation Proposals</p> <p><i>Technical Blueprint, Ecosystem Map, Facilitated Design Sessions, In-person Sessions, Site Proposals</i></p>	<p>Phase Description: Social Contract will launch technical Blueprint development and Readiness assessment implementation during this Phase. This Phase is estimated to last up to 4 months as needed.</p> <p>Total Estimated Staff Hours:</p> <ul style="list-style-type: none"> • 294 (Convener) • 280 (Data/Homicide) • (2) In-Person Facilitated Sessions <ul style="list-style-type: none"> ◦ 2 Social Contract Staff Resources per session <p>% of Total Estimated Investment: 30.5%</p> <p>Summary of Investment: The Prevention Convener activities in this Phase will be highlighted by a local landscape analysis of stakeholders contributing to community violence reduction in the County. These activities will include coordinating a "Project Launch" for the Steering Committee to outline the path forward and begin moral and relationship building.</p> <ul style="list-style-type: none"> • Tactical Ecosystem Map (Stakeholder Role Coordination and Development) • Facilitated Design Sessions (Project Launch, Design Sprints, Consensus Building, Working Groups) • Technical Blueprint Draft (1.0) <p>Phase 2 Convener Deliverable: Co-Designed Technical Blueprint 1.0</p> <p>Summary of Investment: The Homicide and Data Reviews activities will co-develop a timeline for implementation of assessment activities with DHS and NNSC across the 14 sites and then execute those activities accordingly.</p> <ul style="list-style-type: none"> • Customized Site Assessments (Efficiency) • Stakeholder Engagement (Trust Building) • Individualized Site Proposals (Implementation) <p>Phase 2 Homicide and Data Deliverable: (14) Site Proposals</p> <p>Staff Included in this Phase: These (6) staff members will bill against the total estimated staff hours line item.</p> <ul style="list-style-type: none"> • Meghan Wallace, Managing Partner • Christina Alexander, Director of Impact • Alisa Drew, Senior Consultant 	<p>\$ 121,930</p>

RFP for Countywide Support for Violence Prevention

	<ul style="list-style-type: none"> • Kiersten Sweeney, Senior Consultant • Denique Dennis, Associate • TBD, Analyst 	
<p>Phase Three: Blueprint Implementation, Cohort-Based Proposal Design and Implementation</p> <p><i>Facilitated Sessions, Cadenced Convenings, In-person Sessions, Technical Assistance, Implementation</i></p>	<p>Phase Description: Social Contract will launch a countywide Blueprint implementation exercise during this Phase. This Phase is estimated to last up to 60 months as needed. For this submission, we will focus on the <u>first 4 months</u> to get the proper infrastructure in place for Blueprint implementation.</p> <p>Total Estimated Staff Hours:</p> <ul style="list-style-type: none"> • 310 (Convenor) • 280 (Data/Homicide) • (5) In-Person Facilitated Sessions <ul style="list-style-type: none"> ◦ 2 Social Contract Staff Resources per session <p>% of Total Estimated Investment:31.3%</p> <p>Summary of Investment: The Prevention Convener will manage the countywide approach by implementing outlined activities that will serve as the foundational elements of the execution Phases of the strategy.</p> <ul style="list-style-type: none"> • Facilitation of Monthly Community of Practice Meeting (Community Quarterbacks) • Facilitation of Quarterly Steering Committee Meetings (Identified Stakeholders) • Development of a Data collection and reporting system • National Coordination and Technical Assistance • Fundraising Support • Community Engagement Plan Implementation • Co-Design and Generate Cadenced Reports for target audiences (Annual Report, etc.) <p>Phase 3 Convener Deliverable: Execution of the co-designed Blueprint Implementation Plan and collective strategies</p> <p>Summary of Investment: The Homicide and Data Reviews activities will utilize deliverables from Phase Two to:</p> <ul style="list-style-type: none"> • Circulate and Facilitate Launch of Site Homicide and Data Review Panel Site Proposals <ul style="list-style-type: none"> ◦ Comprehensive Proposal Review ◦ Implementation Recommendations ◦ Readiness Audit • Develop a phased cohort-based Proposal; <ul style="list-style-type: none"> ◦ Site readiness ◦ Readiness Recommendations ◦ Phased Launch Plans <p>Phase 3 Homicide and Data Deliverable: Cohort-based Proposal and Implementation launch</p> <p>Staff Included in this Phase: These (6) staff members will bill against the total estimated staff hours line item.</p> <ul style="list-style-type: none"> • Meghan Wallace, Managing Partner • Christina Alexander, Director of Impact • Alisa Drew, Senior Consultant 	<p>\$ 125,050</p>

RFP for Countywide Support for Violence Prevention

	<ul style="list-style-type: none"> • Kiersten Sweeney, Senior Consultant • Denique Dennis, Associate • TBD, Analyst 	
<p style="text-align: center;">Phase 4 and Supplemental Phase: Relocation Exchange Program and Cohort Launch</p> <p style="text-align: center;"><i>Partnership Management, Co-Design, Technical Assistance, Launch and Implementation Support</i></p>	<p>Phase Description: Social Contract will launch a supplemental relocation exchange program and prepare for the launch of the 1st Cohort during this Phase. This Phase is estimated to last up to 60 months as needed. For this submission, we will focus on the first months to get the proper infrastructure for the appropriate execution of a Relocation Exchange Program and Data/Homicide Launch.</p> <p>Total Estimated Staff Hours:</p> <ul style="list-style-type: none"> • 90 (Convenor) • 50 (Data/Homicide) <p>% of Total Estimated Investment: 6.8%</p> <p>Summary of Investment: Social Contract is uniquely positioned to explore an opportunity to establish a Relocation Exchange Program between Allegheny County and a jurisdiction in Delaware, given Social Contract’s involvement in local community violence reduction efforts.</p> <ul style="list-style-type: none"> • Facilitation of meetings with relevant stakeholders (i.e., government, direct service providers, law enforcement, etc.) • Development of an implementation and confidentiality plan and formal agreements • During the first year of the contract, Social Contract will work with both jurisdictions to identify a test case. <p>Convenor Supplemental Phase Deliverable: Implementation Plan and formal agreement development</p> <p>Summary of Investment: Social Contract is prepared to work with NNSC and key site stakeholders to launch an inaugural cohort of Homicide and Data Review Panel(s) building off of existing infrastructure or through establishing new infrastructure.</p> <ul style="list-style-type: none"> • Initial cohort (4-6 most prepared sites) • Facilitating consensus building across site stakeholders • Co-designing the make-up of the site panel • Identifying site project leads • Design convening calendar and facilitation approach • Beginning implementation of outlined activities <p>Phase 4 Homicide and Data Deliverable: Prep and Launch Initial Cohort</p> <p>Staff Included in this Phase: These (4) staff members will bill against the total estimated staff hours line item.</p> <ul style="list-style-type: none"> • Meghan Wallace, Managing Partner • Christina Alexander, Director of Impact • Alisa Drew, Senior Consultant • Denique Dennis, Associate 	<p>\$ 27,300</p>
<p>Phase Summary Cost Projection (12-Month Not to Exceed)</p>		<p>\$399,280</p>



Strategic Staff Attachments



Alisia Drew
Senior Consultant



Alisia Drew is currently a Senior Consultant with Social Contract and has worked with the organization in various capacities since 2019. During her time with Social Contract, Alisia has led the community gun violence reduction initiative work, providing project management over the development of the initiative, research into best practices, raising over \$1mm in funds for programs, and providing capacity building support to Center for Structural Equity, a grassroots led, community-based nonprofit implementing public health strategies to prevent gun violence.

In 2021, Alisia served as Center for Structural Equity's inaugural Director of Operations and was responsible for building critical organizational infrastructure. This included the development of organizational wide policies, procedures, and practices; hiring, onboarding and training new staff; codifying gun violence reduction program designs; establishing data collection procedures and tools; developing and monitoring a \$1mm operating budget; raising roughly \$1mm in 2022 operating funds; and developing marketing materials including a website, social media, and print materials. In this role, Alisia worked closely with individuals at high risk of engagement in gun violence, leading a music project for youth to develop mixtapes about the impact of gun violence and providing general mentorship to and advocacy for clients in partnership with program staff.

Prior to joining Social Contract, Alisia served as an Urban Fellow with the University of Delaware's (UD) Center for Community Research and Service where she was assigned to provide support to a community advisory council interested in youth gun violence reduction. While working with the council, Alisia drafted an Early Identification and Service Referral Guide which was used as a supplemental tool for youth serving organizations to identify and respond to trauma experienced by youth, developed and maintained the council's website and social media, and produced communication materials.

Alisia has spoken nationally on issues pertaining to gender-based violence and racial/gender equity. For over a decade, Alisia has worked in the movement to end gender-based violence and sees the issue of community gun violence as a form of gender-based violence impacting Black and Brown men. Her previous employment includes Engaging Men Project Coordinator for the Delaware Coalition Against Domestic Violence, where she organized a statewide coalition of nonprofits, military, schools, and universities to build their capacity to implement and evaluate community specific strategies to engage boys and men in violence prevention. In this role, Alisia also provided training and technical assistance to partners on addressing violence as a public health issue, best practices in evaluation, culturally relevant violence intervention and prevention strategies, and the impact of individual



and historical trauma as it relates to violence.

Alisia has a Master's degree in Adult and Community Education from Indiana University of Pennsylvania, and is currently working on a second Master's degree in Public Policy at UD's Joseph R. Biden, Jr. School of Public Policy and Administration.

Experience

Senior Consultant, Social Contract, LLC, Wilmington, Delaware

2022-present

- Provide administrative oversight and project management of Delaware's gun violence collaborative, including the development of a statewide strategy to reduce gun violence.
- Convene and regularly engage key stakeholders from government, community, gun violence reduction service providers, and the philanthropic sector.
- Fundraise and develop innovative financing structures to secure long-term funding for gun violence reduction programs.
- Serve as Delaware's representative on Giffords Law Center's Community Violence State Administrator Peer Network.

Director of Operations, Center for Structural Equity, Wilmington, Delaware

2021

- Managed all aspects of operations.
- Ensured compliance of service delivery model and associated grant deliverables.
- Created and oversaw the organization's \$1.1 million operating budget.
- Provided strategic guidance to foster organization growth and sustainability.

Project Manager, Social Contract, LLC, Wilmington, Delaware

2019-2021

- Provided administrative oversight and project management of Delaware's gun violence collaborative, including the development of a statewide strategy to reduce gun violence.
- Convened and regularly engaged key stakeholders from government, community, gun violence reduction service providers, and the philanthropic sector.
- Engaged in intensive capacity building with grassroots community leaders to launch and stabilize a nonprofit which scaled community-led gun violence reduction efforts.
- Fundraised over \$1 million to support community-based gun violence programs.
- Created agendas, presentations, proposals, reports and other professional work products.



Research Assistant, Center for Community Research and Service, Newark, DE
2017-2019

- Assisted community council in the development of a strategic plan and operational framework to address youth violence and promote positive youth development.
- Developed communication materials including website, social media, and reports.
- Developed and implemented a community engagement strategy to mobilize community leaders engaged in positive youth development efforts.
- Developed an early intervention referral guide and related training materials to educate community-based organizations on how to support youth experiencing trauma.

Project Coordinator, DE Coalition Against Domestic Violence
2015-2017

- Managed a statewide collaborative of diverse stakeholders engaged in gender-based violence prevention efforts, including universities, military branches, youth-serving organizations and k-12 schools.
- Provided training and technical assistance to stakeholders on best practices related to gender-based violence prevention, data management and evaluation, and anti-oppression frameworks to reduce violence.
- Developed statewide media messaging campaigns to engage boys and men in gender-based violence prevention.

Assistant Director, Health AWAREness and Women's Programs, Indiana, PA
2013-2015

- Managed all aspects of three offices under the university's Center for Health and Well-Being: the sexual violence resource center, college health promotion office, and gender and women's programs office.
- Implemented a peer education program, which included the supervision of ten undergraduates and a graduate research assistant who planned awareness events, produced marketing materials and facilitated educational workshops in classrooms.

Activities and Affiliations

- **Board of Directors President**, Delaware Alliance Against Sexual Violence, 2020-2021
- **Certified Stop The Bleed Trainer**, 2018-present

Education

- **University of Delaware:** Master of Public Policy (In Progress)



- **Indiana University of Pennsylvania (IUP):** Master of Adult and Community Education (2013)
- **Indiana University of Pennsylvania (IUP):** Bachelor of Science in Child Development and Family Relations (2011)



Meghan Wallace
Managing Partner



Meghan Wallace is a Managing Partner and co-founder at Social Contract. Prior to founding Social Contract, Meghan spent her career working primarily in state government at the legislative, agency, and executive office levels.

Meghan served in the Office of Governor Jack Markell as Education Policy Advisor, working to advance the administration's policy agenda and play an intermediary role with the Department of Education, the public, the legislature, and various stakeholders. In this role, she also managed policy development and implementation, including managing the administration's education budgetary interests. After the Markell administration, Meghan worked with the administration of Governor John Carney as an advisor to the Secretary at the Department of Education.

In 2017, Meghan left state government to found Social Contract and was brought on under contract to serve as a Special Advisor to the Governor working to organize the administration's efforts on community gun violence, trauma-informed care, integrated services, and reentry efforts.

Throughout her career, Meghan has held a reputation as a problem-solver that knows how to work successfully with diverse stakeholders around topics that can be both emotional and controversial. Meghan has broad experience working with many state agencies and diverse sector leaders to advance policy, program, partnership, and project interests. She is skilled in community engagement, project management, policy and program development, crisis response and the workings of state government at the agency, executive, and legislative levels.

Meghan holds a Bachelor's Degree in Political Science and Women's Studies from the University of Delaware. After completing her undergraduate degree, Meghan studied Special Education through the Education Master's Program at George Mason University while co-teaching middle school special education in Washington, D.C., through Teach for America.

Meghan lives in Wilmington, Delaware, with her husband and high-school sweetheart, Jarred. She is a proud mom to Dakota and Desmond, and pet-mom to a clan of dogs, cats, fish, toads, and other creatures her children bring home.

Experience

Managing Partner, Social Contract, LLC, Wilmington, Delaware

2017 – Present

- Responsible for state and federal contracts, partnerships, and governmental clients
- Oversee a portfolio of governmental projects including community gun violence; innovative social services; COVID-19 response in vulnerable populations; Pay for Success, and other outcomes-based funding models; public-private partnerships; and Trauma-Informed Care
- Manage Social Contract's contractual obligations and objectives with Delaware's Office of the Governor and the Family Services Cabinet Council
- Advise on and implement the Governor's priorities under the purview of the Family Services Cabinet Council to improve coordinated service delivery in reentry, social services, workforce development, education, and vulnerable populations
- Coordinate state agency collaboration for the Delaware Departments of Labor; Education; Correction; Services for Children, Youth, and Their Families; Safety and Homeland Security; Housing; Technology and Information; Human Resources; Health and Social Service; as well as the Office of Management and Budget and the Lieutenant Governor's Office
- Design, facilitate and implement the Group Violence Intervention strategy in Wilmington and Dover, Delaware in partnership with state services, law enforcement partners, and key community organizations and members
- Facilitate Public-Private partnerships related to early childhood, Trauma-Informed Care, community gun violence, workforce development, correctional reentry, and housing

Education Policy Advisor, Office of Governor Jack A. Markell, Dover, Delaware

2016 – 2017

- Aided the Governor as his liaison for education with the Delaware Department of Education, the Delaware Legislature, and numerous stakeholder groups across the State of Delaware
- Responsible for navigating the Governor's education priorities through the Delaware Legislature, including drafting legislation, soliciting sponsorship, and working to ensure necessary votes
- Worked to manage the Governor's initiatives on the new federal law, Every Student Succeeds Act (ESSA), including the development and management of the Governor's Advisory Committee on ESSA



- Collaborated with the National Women's Law Center and the American Association of University Women to improve Delaware District and Charter school's understanding of their responsibilities under Title IX and related state law

Legislative Aide, House Majority Caucus, Dover, Delaware

2013 – 2016

- Aided House Education Committee Chair and Vice-Chair in their roles as education leaders by assisting with legislation as well as with managing committee responsibilities; engaged education stakeholders to draft various education bills
- Collaborated with House Majority Leader and staff to develop and launch a "Women's Package" which was an eleven-bill package of legislation to support Delaware women, nine of which were signed into law
- Worked to research and draft legislation related to diverse topics not limited to education, criminal justice, police reform, women's rights, college affordability, and food insecurity
- Responsible for assisting in selection and management of the 2015-16 Legislative Fellows, chosen from local Delaware universities

Teach for America, Special Education Teacher, Washington, D.C.

2011 – 2012

- Co-taught special education Math, Science, and English to middle school students, grades 6 to 8 at Alice Deal Middle School
- Managed caseload of 13-15 students to ensure legal compliance with the Individuals with Disabilities Education Act
- Developed and sponsored afterschool program to encourage student activism in their communities
- Coordinated various efforts to assist special educators with the transition to case management independence

Activities and Affiliations

- **Trustee**, Christiana Care Health System Board of Trustees, 2019 – Present
- **Board Chair and Co-Founder**, Dual School, 2017 – 2020
- **Board Member and Co-Founder**, First State FinTech Lab, 2017 – 2019
- **Board Chair and Co-Founder**, Mary Ann's List, Political Action Committee, 2015 – Present
- **Member**, Sexual Assault Network of Delaware (SAND), 2014 – 2016

Education

- **University of Delaware:** Bachelor of Arts in Political Science; Bachelor of Arts in Women's Studies



Christina Alexander
Director of Impact



Christina (Tina) Alexander is the Director of Impact at Social Contract. Prior to joining Social Contract, Tina worked for over a decade in and with government agencies, civil society organizations and foundations across the Americas, focused on building capacity and systems for learning, evaluation and knowledge management for programming related primarily to intersectional social justice issues including sexual and reproductive health and rights, migrant rights and climate justice.

From 2018 through 2021 Tina collaborated at *Fòs Feminista* (formerly International Planned Parenthood Federation Western Hemisphere Region), an International NGO committed to advancing sexual and reproductive health and rights around the world, first as an Evaluation and Knowledge Management Officer then as Senior Knowledge Management Officer. She worked closely with teams across the organization to ensure experience, knowledge, evidence and best practice shape strategy and innovation. There, she contributed to strengthening the organization's ability and capacity to achieve its mission by promoting a culture of organizational learning and knowledge retention in which processes and strategies are continuously adapted and improved to changing internal and external environments.

Prior to joining *Fòs Feminista*, Tina worked for seven years at the Mexican research consulting firm Insad, leading a team of consultants dedicated to providing services related to research, strategic planning, evaluation and capacity building to government agencies, nonprofits and foundations across the Americas. At Insad, Tina collaborated with organizations committed to women's rights, including gender-based violence and femicide; migrants' rights; climate justice and maternal health, among other progressive issues.

Tina is active on several nonprofit boards in Mexico, including the Boys and Girls Club of Mexico City and the State of Mexico and *Las Hormigas*, a community-based organization in Juarez, at the US border, that is dedicated to building safe communities in one of the most violent cities in the world. She lives in Mexico City with her family.

Experience

Director of Impact, Social Contract, LLC, Wilmington, Delaware

2021 – Present

- Manage team of consultants dedicated to the design, implementation and evaluation of innovative social change initiatives in collaboration with governments, philanthropy, business and civil society organizations
- Developing and implementing evaluation, learning and knowledge management initiatives for the firm and its projects
- Creating processes to enable and improve teamwork dynamics and providing individual project leadership and support

Senior Knowledge Management Officer, Fòs Feminista, Mexico City, MX

2018 – 2021

- Developed, implemented, tested, documented and evaluated processes to ensure experience, knowledge, evidence and best practice shape strategy and supporting initiative development across the organization
- Spearheaded the design and implementation of several evidence-driven knowledge management initiatives to guarantee effective and efficient generation, transfer, retention, and knowledge use for enhanced strategic decision-making across the organization
- Leading the development of a content management strategy in conjunction with the re-purposing and re-design of our organizational intranet platform so that it serves as a virtual workspace that enables communication, interaction, access to key information and knowledge and learning
- Providing ongoing leadership in the design and facilitation of participatory processes for building transformative theories of change, programmatic strategies, evaluation and learning frameworks and restricted project proposals

Organizational Evaluation and Knowledge Management Officer, Fòs Feminista,

Mexico City, MX

2018 – 2019

- Collaborated with advocacy and development teams to develop innovative evaluation and learning methodologies to bolster organizational strategies and track success
- Ensured that knowledge management best practices were shaping strategies within the Organizational Learning and Evaluation department and for grantmaking initiatives



- Supported organizational change initiatives following restructuring and reforms
- Developed results-based evaluation frameworks and set indicators to determine efficacy of projects and programs
- Led participatory processes with colleagues and partners to build theories of change to underlie organizational strategies and project proposals
- Collaborated with colleagues from other Regional Offices in the development of a global knowledge management framework for the IPPF Secretariat
- Co-designed a roadmap to restructure the Rights and Justice Unit to align internal operations with organizational reforms and values, specifically related to integrating an intersectional feminist approach to the work of the Unit

CSO + Foundation Coordinator, Investigación en Salud y Demografía, S.C. (Insad),

Mexico City, MX

2011 – 2018

- Led research, strategic planning, evaluation and capacity building projects for civil society organizations and foundations across the Americas and around the world
- Managed a team of three to six consultants, providing ongoing supervision and feedback
- Designed and implemented external evaluations and assessments for organizations and foundations and provided technical support for development and implementation of internal evaluation systems, including the facilitation of evaluation capacity building workshops with over 100 organizations over seven years
- Coordinated over thirty projects that supported civil society and philanthropy, funded by a variety of Mexican, U.S., and European organizations such as the MacArthur Foundation, the Ford Foundation, the W.K. Kellogg Foundation, Prospera (The International Network of Women's Funds), the International Planned Parenthood Federation/Western Hemisphere Region, and the Oak Foundation.

Founder + Director, Anat Kah, A.C., Puerto Aventuras, Quintana Roo, MX

2007 – 2011

- Supervised day-to-day activities and operations of the foundation, such as bookkeeping, internal and external communications, grant writing, fundraising, donor communications, and continued website maintenance
- Liaised with local and international organizations to create and organize community programs surrounding youth and education, health and well-being, and community development



- Organized local and visiting volunteers to streamline productivity for community projects

Activities and Affiliations

- **Board Member**, Boys and Girls Club of Mexico City and Mexico State, 2020 - *present*
- **Board Member**, Las Hormigas Comunidad en Desarrollo, A.C., 2019 - *present*
- **Member of the General Assembly**, Voces y Visiones de Malinalco, A.C., 2014 - *present*

Education

- **Columbia University, School of Social Work:** Master of Social Work
- **Columbia University:** Bachelor of Arts in Political Science



Kiersten Sweeney
Senior Consultant



Kiersten Sweeney is a Senior Consultant with Social Contract where she advises clients on strategy creation and implementation, operational planning, capacity building, financial modeling, sustainable finance, and cross-sector collaboration.

Prior to joining Social Contract, Kiersten was a Senior Innovation Specialist at the Green & Healthy Homes Initiative where she led twelve projects across the country seeking to design, launch, and sustainably finance preventive health programs that improve quality, equity, and outcomes. Her work was largely focused on structuring, launching, and measuring the success of financing mechanisms that allow health plans and providers to pay for community based public health programs that are not currently covered by social safety net services.

As a key part of this work, Kiersten built and presented cost-benefit analyses to senior healthcare and housing leaders to make the case for large-scale, sustainable investment in community-based health and housing programs. In Massachusetts, she led a hospital, a local government, and a nonprofit to build a preventive health program, evaluate and analyze data, and successfully pitch the business case to the leadership team of a health insurance company to provide innovative, outcomes-based financing.

In addition to this work, Kiersten has experience building organizational capacity for government agencies, community-based organizations, and companies both domestically and internationally. This includes data analysis and management, operations planning, leadership development, budget creation and management, and fundraising. Kiersten has authored three papers in addition to multiple articles on the topic of sustainable finance and has presented at dozens of conferences on building capacity to scale effective social impact services.

Kiersten holds a Bachelor of Arts in Sociology from Boston College and a Masters of Business Administration from the Yale School of Management.



Experience

Senior Consultant Social Contract, LLC, Wilmington, Delaware

2022 – Present

- Consult governments, philanthropies, community organizations, and companies to solve complex social problems through operational improvement, change management, and sustainable financing solutions

Senior Social Innovation Specialist Green & Healthy Home Initiative, Baltimore, MD

2017-Present

- Consult 12 cross-sector projects to design, implement, scale, and sustainably finance evidence-based health programs
- Manage two Analysts and lead both the Communications Advisory Group & Virtual Health Work Group
- Designed cross-sector preventive health program with hospital, local government, nonprofit; led negotiations with state Medicaid and health plan that led to \$500K per year in sustainable funding
- Directed team of 3 through multi-city analysis for large health system to recommend strategy for use of resources and investments; recommended \$100M investment in healthy housing that is being implemented in 7 cities
- Led 3-year strategic planning process for 40-member cross-sector collaborative to address health & housing in DC
- Analyzed health plan claims data to perform cost-benefit analysis; used to obtain \$750,000 for hospital and community organization to provide preventive health services to 150 families
- Created data monitoring and evaluation plan for 3 nonprofits to assess progress toward key performance indicators
- Presented at 12 conferences on innovative financing mechanisms to address public health issues
- Authored & co-authored 3 white papers on [policy](#), [innovative finance](#), and [evaluation](#) for public health

Senior Program Associate The Aspen Institute, Washington, D.C.

2016-2017

- [Partnered](#) with Ministries of Health in Kenya, Malawi, and Sierra Leone to build capacity for effective management processes, improve operations, and attain local public health goals
- Led design thinking seminars to develop process for cross-country knowledge sharing between three African nations



Innovative Finance Intern, USAID, Washington, D.C.

2016

- Consulted USAID on the creation of the second development impact bond worldwide focused on health in India; managed relationships with 2 international government agencies & 3 NGOs to analyze savings and forecast impact

Summer Associate Director, Social Finance, Inc, London, Eng

2015

- Developed cost-benefit analysis for an \$18M social impact bond transaction focused on improving maternal and childhood health; consulted nonprofit, state, and local government on building transaction around model

Education

- **Yale University School of Management:** Master of Business Administration (MBA)
- **Boston College:** Bachelor of Arts in Sociology



Denique Dennis
Social Impact Associate



Denique Dennis is a Social Impact Associate at Social Contract, LLC. Since joining the organization, she has primarily supported the gun violence reduction initiative through capacity-building activities and facilitating collaboration among its multi-sector partners.

Prior to joining Social Contract, Denique worked as a Social Impact Strategist at the Cleveland-based social impact consulting firm, Sangfroid Strategy. In that role, she provided strategic consulting services to local and international nonprofit and philanthropic clients. She also holds extensive experience in social service administration most specifically within the areas of gender-based violence and economic development at the micro-, meso-, and macro- practice levels.

Through her professional roles, Denique has developed adept skills in the facilitation of multi-sector partnerships, strategic planning, project management, and stakeholder engagement. She harnesses these skills with a central goal of *creating vibrant, equitable, and sustainable communities*.

Denique holds a Bachelor of Science degree in Social Work and Religious Studies from Defiance College and a Master of Science in Social Administration with a specialization in Community Practice from the Mandel School of Applied Social Sciences at Case Western Reserve University. She is a Licensed Social Worker in the state of Ohio.

Experience

Chief Impact Strategist, The Community Mobilizer, Ocho Rios, St. Ann, Jamaica

2020 – Present

- Provide ongoing strategic advising to nascent human service nonprofits to identify community needs, register their entities, build strategic partnerships, and attract initial financial support
- Community engagement included the co-design of a communications framework for a Michigan-based hospital system to reduce race-related inequities in health outcomes in its surrounding neighborhoods
- In response to heightened racial unrest in the USA, analyze survey responses to create a report of a Cleveland-based church's church culture and identify opportunities for racial reconciliation
- Execute the development of strategic plans for international development nonprofits, which include extensive engagement of local and international stakeholders including government officials, education/health leaders, and nonprofit partners.

Social Impact Strategist, Sangfroid Strategy, Cleveland, Ohio

2019 – 2021

- Served as co-consultant and project manager for a philanthropic collaborative of 70+ partners which invested USD\$16m into Greater Cleveland's recovery from COVID-19
- Executed the development of strategic plans for midsize arts nonprofits, which included extensive stakeholder engagement, qualitative analysis, and a consensus-building facilitation style
- Provided ongoing strategic advising to mid-size arts organizations to create and implement fundraising and organizational development goals
- Co-facilitated the creation of a Purpose-Built Community action plan for a Cleveland, OH neighborhood, which was shaped by philanthropic, nonprofit, and community leaders

Financial Empowerment Community Liaison, Northwest Ohio Community Action Commission, Defiance, OH

2017 – 2018

- Developed two financial literacy courses, which were offered through the Dept. of Job and Family Services across six Ohio counties
- Designed and executed the pilot curriculum for Getting Ahead PLUS, an adult education program that teaches strategies for attaining financial self-sufficiency



Director of Project Development, Project 701, Defiance, OH

2016 – 2017

- Fully led the establishment and launch of Defiance County's first hygiene pantry
- Advised on the development of five social impact project applications in response to expressed needs of Defiance, Ohio residents
- Served as liaison between project applicants and community partners to ensure effective working relationships and efficient project implementation

Activities and Affiliations

- **Board Member**, Ohio Alliance to End Sexual Violence, *2021 - present*
- **Board Member**, Schaffler Advocacy Board, Defiance College, *2019 - present*
- **Member**, Phi Alpha Social Work Honors Society, *2017 - present*
- **Member**, Student Advisory Council, It's On Us, *2016-2017*

Education

- **Case Western Reserve University:** Master of Social Administration
- **Defiance College:** Bachelor of Science in Social Work



Stakeholder Support



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

March 3, 2022

To Whom It May Concern,

I'm writing to express my support for Social Contract's application to be the Convener and Homicide and Data Review Coordinator for Allegheny County's Department of Human Services. As a representative of the National Network for Safe Communities, I can personally attest to Social Contract's abilities to support this work by bringing stakeholders together for a common purpose, facilitating convenings, using intelligence and data strategically, and project planning.

As you may know, National Network for Safe Communities (National Network) is an internationally recognized action research center at John Jay College of Criminal Justice that provides proven, evidence-based, life-saving violence reduction strategies to dozens of communities across the country and beyond. NNSC's mission is to reduce violence, build trust, and transform public safety in partnership with communities around the world. Two of those communities are in the state of Delaware. After years of increasing community gun violence in the city, and with an understanding that the driver of this violence was group involvement, National Network partnered with the Wilmington Police Department and the Family Services Cabinet Council to provide technical assistance to implement Group Violence Intervention (GVI). GVI is a strategic focus area of the National Network in which internal social pressure applied by law enforcement, the community, and peers deter violence and elevate clear community standards against violence. Group members are offered an "honorable exit" from committing acts of violence and are provided with a supported path for change, while strategic, group-based sanctions are reserved for situations where group-involved serious violence persists.

While National Network holds the technical expertise to implement GVI, an essential component of successful implementation was the coordination and facilitation work by Social Contract. Social Contract supported the GVI implementation work by engaging stakeholders individually as needed and bringing them together for routine meetings to assess implementation progress. Social Contract also provided troubleshooting and problem solving when an implementation component met roadblocks. Social Contract's accessibility to everyone at the table and support for the work made them invaluable to GVI's implementation. Their work was so successful that another jurisdiction in Delaware experiencing group violence is standing up a GVI operation of their own, with Social Contract's help.

National Network looks forward to opportunities to continue working with Social Contract to make communities safe and thoroughly recommends them for the role of Convener and Homicide and Data Review Coordinator. Should you have any questions about my recommendation, please don't hesitate to contact me.

Sincerely,

Laurie Owen

Laurie Owen
Director, Group Violence Intervention
National Network for Safe Communities



“Keeping our community safe, alive, and free.”

To Whom It May Concern,

My name is John Cook, and I am the Director of Group Violence Intervention (GVI), a program embedded in Delaware's Department of Health and Social Services. In this role, I oversee the Division of Outreach and Support Services for clients engaged in group violence.

Gun violence in Wilmington is often group-involved and retaliatory in nature. It is estimated that roughly 150 people in Wilmington (or one half of one percent of the city's population) are at the highest risk of being a shooter or being shot. However, the effects this small population have on Wilmington communities are widespread and traumatic. Lasting ripple effects in Wilmington have led to pursuing new and different methods for combatting community gun violence.

In 2019, GVI Wilmington was launched, and since then, the Division of Outreach and Support Services have provided long-term intensive case management support to over 130 clients since launching. GVI Wilmington focuses heavily on ensuring that clients are safe, alive, and out of prison. Client success is dependent on the needs of each participant; those needs might include housing, education, substance use, and employment support and cognitive restructuring. Program staff work across state and local programs to support clients with these needs and provide intensive case management to help clients reach their individual goals.

Social Contract has been an essential element of GVI Wilmington's success. They assisted in program design; developing a marketing brand for the program, coordinated all the many partners who comprise the GVI team (law enforcement, prosecutors, state agencies, etc.); helped with organizing the office as GVI scaled its operations and hired additional staff; and is currently helping us to develop a leadership program for individuals involved in group-violence.

In order to optimize the work of intervention programs who are serving similar clients, Social Contract also established a Community of Practice of community gun violence intervention programs that we are a member of. These programs span the health, government, and nonprofit sectors, and Social Contract facilitates routine convenings to improve communication between programs, share information about promising practices, and work together to problem-solve around mutual challenges.

Social Contract's consultation and project management of GVI's Division of Outreach and Support Services was essential. I wholeheartedly recommend them for work as the Convener for Allegheny County's Department of Human Services. Should you have any questions or concerns about my recommendation, please contact me at john.p.cook@delaware.gov.

Sincerely,

John Cook

Director of Group Violence Intervention

Department of Health and Social Services

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Follow us on IG and FB: @gvidelaware



Center for Structural Equity

Home of the Community Intervention Team

813 North Tatnall Street, Second Floor

Wilmington, Delaware 19801

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info@structuralequity.org

www.structuralequity.org

To Whom It May Concern,

My name is Darryl Chambers, and I am the founder and Executive Director of Center for Structural Equity (CFSE), a community-based nonprofit located in Wilmington, Delaware. CFSE's mission is to empower and equip communities to respond to structural violence and promote structural equity to address social determinants of health.

Between 2015 and 2019, Delaware averaged 208 shootings and 42 gun-related homicides annually. However, the majority of violence takes place in Wilmington, Delaware's largest city; between 2015 and 2019, Wilmington averaged 119 shootings and 23 gun-related homicides annually. It is important to note that Black men under the age of 30 made up the majority of individuals engaged in violence and Black men were similarly disproportionately victims of gun violence.

To address these high rates of violence in Wilmington's communities, CFSE believes that structural violence must also be addressed; structural violence is a form of inequity where challenges experienced by low-income, Black and Brown communities, are a result of structural violence, not individual shortcomings or pathologies. Instead, it is social structures or institutions that cause harm by preventing people from meeting their basic needs (including, but not limited to, access to adequate education, safe and affordable housing, violence free communities, healthy food, and livable wages.)

Social Contract's coordination and capacity building support was essential to CFSE's success. Social Contract staff supported CFSE in evolving from an informal grassroots network to a formal organization with 501c3 status. Social Contract assisted CFSE in developing an operation plan, hiring, and onboarding paid staff, and fundraising to support CFSE's work. Social Contract staff also supported the organization in codifying our direct service program design which includes implementation of a street outreach/violence interruption model, similar to Cure Violence, the provision of intensive case management and primary prevention programs for youth.

Social Contract's consultation, coordination, and capacity building of CFSE was essential. In addition, Social Contract has created an avenue for CFSE to align and coordinate with systems-based gun violence reduction programs through the development of a Community of Practice where programs meet monthly to share challenges/concerns and identify ways to best meet the needs of clients and communities impacted by violence.



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I thoroughly recommend Social Contract to serve as the Convener for Allegheny County's Department of Human Services. Should you have any questions or concerns about my recommendation, please don't hesitate to reach out to me at the contact information listed below.

Sincerely,

Darryl Chambers

Darryl Chambers

Executive Director

Center for Structural Equity

Email: darrylchambers@structuralequity.org

Cell: 302-377-1629

March 2, 2022

To Whom It May Concern,

My name is Mike McLively and I am a Senior Staff Attorney and the Community Violence Initiative Policy Director at Giffords Law Center to Prevent Gun Violence (Giffords).

Giffords is the nation's leading policy organization dedicated to researching, writing, enacting and defending proven laws and programs that save lives from gun violence. We work with federal, state and local government to support and direct resources to community-driven violence reduction efforts; partner with community groups and legislators to draft and successfully advocate for legislation; release extensive reports exploring the issue of community violence and the policy solutions we need to address it; and work in close partnership with national technical experts who are committed to lifting up and adequately resourcing critical violence reduction work.

Giffords first interacted with Social Contract, in late 2019, while their organization conducted a national landscape analysis of gun violence reduction best practices to support the development of a local gun violence reduction strategy in Wilmington, Delaware. Giffords was able to connect Social Contract staff with key leaders across the nation to guide their planning process, and continues to serve as an ally and strategic thought partner to the work happening in Delaware.

Far too often violence reduction strategies are siloed and not operating collaboratively. In cities where efforts are coordinated, we've seen impressive reductions in violence over a relatively short period of time. Social Contract has fostered this collaboration and coordination in Delaware. The approach Social Contract is taking is exactly what we at Giffords would recommend based on years of research into best practices for reducing community violence.

Lastly, Giffords is pleased to have Social Contract serve as Delaware's representative in our Community Violence Intervention State Administrator Peer Network, which regularly convenes leaders addressing community violence in their respective states.

If you require additional information on my assessment of Social Contract's ability to serve as the Convener for Allegheny County's Department of Human Services' initiative to reduce community violence, please contact me at the contact information listed below.

Sincerely,



Mike McLively, Senior Staff Attorney and Community Violence Initiative Policy Director
Giffords Law Center to Prevent Gun Violence
Phone: 510-210-2212, Email: mmclively@giffords.org