

Tools of the Trade

Build the Foundation Workbook

September 2018

Beta Version

Coffey CONSULTING

Table of Contents

Build the Foundation At-a-Glance 4
Revisit the Basics 6
Capacity Building 9
The Logic Model 11



Build the Foundation

…Providing tools to help you improve targeted, informed, and relevant initiatives and activities

Welcome to the REO Tools of the Trade: Build the Foundation—Workbook – containing interactive tools to help you enhance your planning process. This Workbook is part of a series – REO Tools of the Trade – placing the spotlight on three areas which present some of the greatest challenges in developing and maintaining re-entry programs.

- Build the Foundation
- Create the Infrastructure & Perfect Your Program
- Promote Your Program & Address Sustainability

Build the Foundation focuses on the importance of creating and maintaining a planning infrastructure that will sustain your program well beyond the grant cycle. We want your program to achieve long-term success. Completing the exercises in this Workbook will help you:

- Gain confirmation of how your Statement of Work (SOW) is translated into programmatic elements
- Recognize your program's strengths, know where the gaps are, and what entities might fill them
- Construct or improve a project design based on community-specific challenges and resources

As with all Workbooks in the series, suggested tasks compel you to "hit the pause button," helping to ensure that what you've created will be successful, culturally competent, and sustainable. You will also see that completion requires collaboration and cooperation among staff and partners, reinforcing the importance of remaining on the same page. Your Workbook also comes with a Resource Guide, supplying data, strategies, helpful terms, and examples.

We wish you the best as you plan and implement your U.S. Department of Labor (USDOL) Re-entry Program (RP) and have the utmost confidence that you will build and sustain a program that resonates with your community.

The Coffey Team

Build the Foundation
At-a-Glance

Resource Guide Topic and Pages	Workbook	Workbook Pages
Reentry Basics (Pages 5-9)	Build the Foundation At-a-Glance	4-5
Creating Purposeful Interventions (Pages 9-18)	Revisit the Basics	6-8
	Capacity Building	9-10
	The Logic Model	11
Learn More (Pages 19-22)	n/a	n/a
Helpful Terms (Pages 23-30)	n/a	n/a

Workbook Completion

Integrate the following worksheets as you launch or revisit your planning process. You may find that some of the worksheets may or may not be relevant to where you are. Feel free to utilize those which make the most sense.

Key Players

The worksheets have a suggested audience, located in **[brackets]** beneath the title on every page.

- **Leadership Team:** Executive Director of your organization and key personnel.
- **Working Group:** Includes the Leadership Team plus organizations and agencies required in the Funding Opportunity Announcement (FOA) and proposed in your Project Narrative.

Definitions

Purposeful Interventions: Programs, strategies, and activities which require grantees to understand how and why specific actions enhance employability and ultimately reduce recidivism (an individual's likelihood of returning to jail or prison).

Strategic Prevention Framework (SPF): Created by the Substance Abuse and Mental Health Services Administration (SAMHSA), the SPF supplies useful strategies on how to create, maintain, and sustain your project design. It consists of the following stages:

1. **Assessment/Resource Mapping:** You completed this task when you wrote your SOW, and as you know, this is your first step towards formulating a plan of action.
2. **Capacity Building:** While REO grantees may consider capacity building as enhancing *participant* abilities, the term takes on a slightly different interpretation here – improving a *program's* ability to better ensure comprehensive service delivery. Some of the key services that your program is probably providing include training, credentialing, on-the-job training opportunities (OJT), apprenticeships, service learning, community service,

mentoring, and case management. Effective delivery of these services depends on capacity building – partnership development and service coordination.

3. **Planning/Implementation:** Program design and execution should be thoughtful and consistent yet flexible. A Logic Model – a visual picture of your planning process – is a framework you can use to help orchestrate your efforts. Similar to the USDOL's FOA, it asks you to:

   - Define or clarify your goals and problem statements;
   - Articulate why the challenges exist and why in your community; and
   - Propose strategies, activities, and outcomes based on the community-specific information you've provided.

4. **Evaluation:** Construct your evaluation plan based on the outcomes you've proposed in your SOW. Remember to know what you're aiming for before you start seeing participants.

Support Services: Critical services that contribute to successfully transitioning from unemployment to becoming successfully employed – including transportation, mental health and substance abuse treatment, and housing – services that a grant may not cover.

Revisit the Basics
[Working Group]

Revisiting the Basics means taking the time to match your SOW to what you know about your community, priority considerations, and how this grant will impact justice-involved citizens and the community at-large. The exercise is divided into two parts:

- **Part 1-My Community Asset Map:** Use your SOW to create a resource map of your community.
- **Part 2-Connecting the Dots:** Confirm whether your proposed interventions resonate with your grant's goals and objectives and available community resources. Verify whether adjustments need to be made to your initial plans, given the realities on the ground.

Part 1-My Community Asset Map

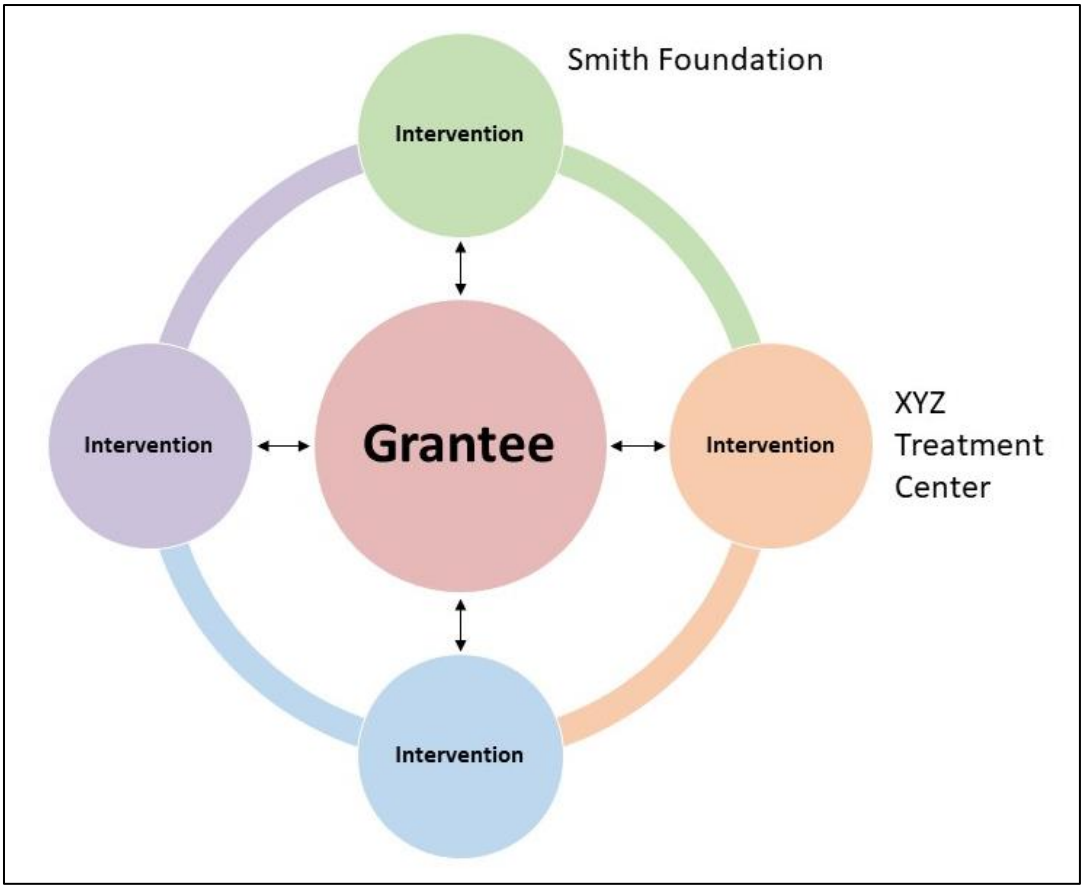
In completing your proposal to the USDOL, you developed a community asset map. Now is the time to take it out and confirm available resources. If you've completed this task and your efforts are on-target, then great – move on to Part 2 of this worksheet. If you're still connecting the dots between your vision and your services, then completing the asset map is worth your time. It's an easy brainstorm.

With your Working Group, write down the risk factors that your grant is slated to address and proposed interventions. Armed with this information, follow the directions on completing your Community Asset Map.

Risk Factors	Proposed Interventions
▪ Substance abuse disorders ▪ Homelessness ▪ Mental illness ▪ Domestic violence ▪ Child abuse ▪ Family dysfunction	

My Community Asset Map

1. Draw the following image on a large sheet of paper or whiteboard.
2. Place your name at the center of the map.
3. Review the interventions that you've listed above and group them into categories including:
   - Housing
   - Transportation
   - Substance abuse and mental health services
   - Childcare and family support
   - Legal
   - Education
4. Fill in these smaller wheels with these services. Feel free to add more circles as needed.
5. Identify specific community service providers and place their names, as indicated.



Part 2-Connecting the Dots

Based on your SOW and Community Asset Map, consider your interventions and how you will or are achieving them. Confirm whether your interventions need adjustments or can stand as-is. Propose potential adjustments to selected interventions.

Proposed Interventions	Need Adjustments?	Potential Changes

Capacity Building
[Leadership Team]

Remember that "capacity building" in this Workbook focuses on enhancing *programmatic* capacity versus *individual participant* skill sets. Confirm your organization's and/or sub-grantees' capacity building skills by completing the following worksheets. The exercise is divided into two parts:

- **Part 1-Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Worksheet:** Confirm your organization's and/or sub-grantees' abilities to address the challenges you introduced in your SOW.
- **Part 2-Capacity Building Checklist:** Confirm whether your organization's capacity building activities are on target or if you need to do more to enhance your competencies.

Part 1-*SWOT Analysis Worksheet

Answer the questions by filling in the boxes below.

Strengths ▪ What does your organization do well? ▪ What unique resources can you draw on to make your efforts even stronger? ▪ What do other organizations see as your program's strengths?	**Weaknesses** ▪ How can you improve your efforts? ▪ What are your program deficits? ▪ What do other organizations likely see as your program's weaknesses?
Opportunities ▪ What opportunities are open to your organization? ▪ What trends could you take advantage of? ▪ How can you turn your program's strengths into opportunities?	**Threats** ▪ What threats could deter your program's success? ▪ What is your competition doing? ▪ What threats do your weaknesses expose you to?

*For additional information about this form, visit www.mindtools.com/rs/SWOT

Part 2-Capacity Building Checklist

1. Are you: (check those that apply)

   ☐ A frontline service organization (faith or community-based organization)?
   ☐ An Intermediary overseeing the provision of awards?
   ☐ Sub-grantee?

2. Are you known in your community for serving justice-involved individuals, or are you newly established to address these issues?

3. Is your target population (check all that apply)

   ☐ Solely justice-involved individuals
   ☐ Similar populations but not previously incarcerated adults and/or adjudicated youth
   ☐ Other _____

4. What services does your organization offer that you would consider "core competencies?"

5. What services are you providing to fulfill your proposal requirements?

6. Are there service gaps that need to be addressed?

7. List key partner organizations (including sub-awardees) that you are relying on to help you meet program goals. Do these organizations have the experience to meet the grant's needs?

For questions 8-12, consider the program and/or sub-grantees' locations where services are to be provided and any partners working in these communities.

8. If there are service gaps, identify new partners that can address them.

9. What services will your local American Job Center be providing to your participants?

10. What post-secondary institutions and other educational institutions do you partner with, and what educational and credentialing programs will they be offering to your participants?

11. Think about your program's employer relationships. Are job-based mentoring, pre-apprenticeships, apprenticeships, on-the-job training, and other employment options encouraged, and do employers willingly participate?

12. Are you happy with your current employer relationships? If so, what is making them successful, and if not, how can the relationships be improved?

The Logic Model
[Leadership Team]

Incorporating the Logic Model – a planning tool to help you create purposeful interventions:

- Ensures that your strategies are goal- and community-specific
- Supports the development of strategic approaches and methods
- Drives the creation of project timelines and the work plan

Your tactics not specific enough? Completing this worksheet can help you hone in on targeted strategies and confirm that what you've proposed and are now implementing is success-bound.

Here's how to use this Worksheet:

1. Collaborate with your Coach on completing this form.
2. Review your SOW, and re-affirm your goals. You may have one or multiple goals.
3. As you've done on previous worksheets, list the partners that can help you fulfill your goals.
4. Start with your primary goal, and make additional copies of this form as you create other Logic Models to match other goals.
5. Prioritize your Logic Models.

Reentry Logic Model In-Action					
Goal:					
Problem Statement:					
Partners who will help us meet the goal:					
Problem	**Why?**	**Why Here?**	**Strategies**	**Activities**	**Outcomes**

Congratulations on completing Build the Foundation—Workbook! Don't forget that you have a Resource Guide that goes into more detail about the issues addressed here.

Check out the other parts of our series – REO Tools of the Trade!

- Create the Infrastructure & Perfect Your Program
- Promote Your Program & Address Sustainability

Remember that while your program will be launched and strategies are in place, NEVER assume that you're done! Keep your expectations realistic. As your participant base changes, so too must your program. Be ready to modify your activities within the context of your grant as needs appear.

Stick with it! The work that you do is essential. You are making a difference in people's lives and contributing to your community's vibrancy, health, and sustainability.