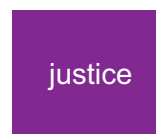


Further The Work

Strengthening Nonprofits and Their Partners



January 31, 2014

Lara DeLaney
Senior Deputy County Administrator
Contra Costa County Administrator's Office
651 Pine Street, 10th Floor
Martinez, CA 94553

Dear Ms. DeLaney:

I am pleased to offer you this project-completion report on the West Contra Costa County Reentry Center, for which Further The Work (FTW) held the contract as project designer and manager. This report summarizes the process and outcomes of this project.

1) Contract Scope and Completion:

On June 16, 2013, Further The Work entered into contract with the Office of the County Administrator to undertake a seven-month project to develop an actionable implementation plan for a West County Reentry Resource Center.

The contract's primary deliverables included the development of vision & mission statements, organizational host characteristics, governance structures, operating principles, MOU template, and first-year work plan and budget.

In addition to these deliverables, FTW also detailed three process outcomes intended to strengthen our community's collective efficiency and build social capital:

- Enhance community awareness, participation, and ownership
- Strengthen relationships through increased trust and better understanding of common goals
- Encourage collective learning and technical capacity-building

On January 24, 2014, FTW submitted the completed implementation plan to the Office of the County Administrator, and we have also provided electronic copies of all elements of the plan.

Attached to this final report are comments generated through feedback forms completed by both team members and community members in meetings conducted on January 24 and January 28, 2014. The comments from the feedback forms are included here in full; they have not been altered or excerpted in any way, and the original feedback forms are available for review upon request.

With these deliverables, we have now fulfilled the contract's scope of work.

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Further Strengthening Nonprofits and Their Partners The Work

2) Project Budget:

The final cost of this project was \$73,120, which included 715.50 hours of FTW staff time. To supplement the \$40,000 in revenues provided through the contract with the county, FTW generated the following support, representing an 83% leverage of county funds.

- a) \$16,500 in financial contributions from the City of Richmond's Police Department and from Bay Area Local Initiatives Support Corporation
- b) \$8,000 in in-kind support provided by Richmond's City Manager's office
- c) \$8,500 in pro bono services donated by Further The Work

3) Project Participants:

- a) To accomplish this project, FTW developed and managed a community-based, participatory planning process led by 16 community members who volunteered to serve on the project's Core Design Team.
- b) This Core Design Team was supplemented by another 25 stakeholders who participated as members of the seven Work Teams that were formed during the process.
- c) The Core Design Team conducted in-person, structured interviews with 18 multi-service centers or organizations throughout the Bay Area.
- d) FTW conducted several focus groups with institutional stakeholders as well as with people who have direct experience of incarceration.
- e) FTW presented on its work in progress at meetings of the Contra Costa County Community Corrections Partnership and of the county's Community Advisory Board.
- f) Finally, throughout the project's course, FTW and the Core Design Team provided both information and participation activities to support the project's development at each of the public, open-to-all meetings of the Reentry Solutions Group that were held each month from July 2013 through January 2014.

Altogether, over 120 people from across all regions and sectors of the county contributed to the project's design, development, and success. This was an extraordinarily complex, challenging, and exciting project, and we are grateful for the county's partnership and for the faith and commitment demonstrated by all those who were so essential to this project's success.

With deep respect and appreciation,



Rebecca Brown
President

West County Reentry Center
 Reflective worksheets completed by Core Design Team/Work Teams
 January 23, 2014

Looking back on the project and our process together as a group, what are some of the key moments that stand out in your memory? What aspects do you particularly recall?
I remember being interviewed as a stakeholder. It's really how I got deeper involved in the project. It is unusual and good how stakeholder input was sought at each stage of the project
The interviewing of "reentry" service providers was a valuable and important component of understanding of visions and of possibilities
I continue to be impressed with the number of people at all levels that committed to this for the amount of time.
Reentry Solutions Group meetings and the # of people attending and committed to this work.
You mean aside from the fabulous lunches and that amazing cake? I particularly recall that [Rebecca] continually strived to engage everyone in the process and always solicited input and feedback. She worked to educate and enliven the discussion.
The launch was inspiring. The process was very inclusionary, as long as you were willing to get to work.
The graphics were helpful visuals that reminded me of the goal.
What stands out for me is reflecting, in one of our meetings, on coming out of prison/jail and what it was that was needed to survive and become a healthy member of society.
This was a great collaborative process. I really appreciated the variety of expertise and input.
Key moment: interviews with service providers/nonprofits.
Making agreements. Respecting opinion differences and having healthy dialogue.
It was amazing to see all the ideas from community representatives distilled into tangible guiding principles for this project.
Three "aha!" moments including: 1) understanding host/backbone concept; 2) reading the complete plan; 3) memories of the 1st round of proposals for services!
Inspiring; Final product despite challenges
The first meeting: seeing the numerous amount of people dedicated to this work.
Key moments for me include the openness of the process to novel contributions and ideas, as well as the positive and supportive membership of the Core Design Team.
I don't remember a single heated moment -- refreshing.
The most amazing experience for me was the commitment and passion that the community members in the group had for this project. It reminded me of when I was in college where people came together because they wanted to, not because they had to.
The planning stage and all of the ideas presented.
All of the individuals from various fields coming together
Report-out from interviews -- long but entertaining and informative, very well facilitated
Agreeing to disagree and vice versa. Everything was essential.
Our hard work and dedication
The work group meetings and getting feedback from everyone. Feels like I was involved in everything at every step.
I think the fact that there was little discord regarding what was wanted and needed.

West County Reentry Center
 Reflective worksheets completed by Core Design Team/Work Teams
 January 23, 2014

When you consider all the work, time, and energy involved in this project, what stands out as most inspiring or unexpected?
I was glad to see that community members, reentry consumers, victims, and family members were involved.
Most inspiring to me was drafting our mission and values.
Learning from reentry participants and CBOs that are doing this work.
That [Rebecca] pulled all of the critical elements together so quickly; that she sifted through all of the information and opinions and delivered a cohesive, comprehensive plan.
Inspiring -- the facilitation was FABULOUS!!!
The local research was helpful and insightful.
The most inspiring for me, all in all, is knowing that we are bettering the lives of so many involved, more than just formerly incarcerated people -- all the community and families of them, too.
Rebecca's leadership was most inspiring!
Getting to know others more/better
The most inspiring aspect of working on the Core Design Team was how much work can be done when it's shared; the quality of the discussions and conclusions.
Unexpected: true appreciation of final project.
The interviews of other agencies was beneficial.
Having the honor to conduct 2 focus groups for emerging communities with special needs, and also being able to attend the TAG focus group was very inspirational.
Inspiring: The community effort by all
The complete product: seeing the binder
The leadership displayed on all levels, and true commitment of partners, county, CBOs, community throughout
Sometimes we seemed to be redundant and today the outline is great, so in essence practice makes perfect.
The way my team/advisors came together when I needed them.
The organization of the meetings were well done.
When you consider all the work, time, and energy involved in this project, what was most challenging?
The time commitment was most challenging.
Time-management. I just wish I had all the time in the world and more to commit to good causes
Time commitment for me, and learning curve: feeling I was ignorant on the subject and fearing I would have nothing to offer
For me, the challenge was giving time (not always possible) for everyone.
The most challenging, I think, is putting it all together to make it work successfully, which I think we've done.
Juggling my work schedule to make all meetings
Being able to attend the many meetings
Initial trust for the process & transparency of process/time commitment

West County Reentry Center
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Challenging was when I started working and finding time to do afternoon meetings.
Challenging: Having time to really be of any help to this project
When you think about your own involvement in this project, what new insights have emerged for you?
Leveraging current services, partnering with other entities
The power of collective wisdom!
Totally new field for me. I learned a tremendous amount about reentry, restorative justice, all the work being done in this field, what has been happening, etc.
That having a top-notch professional makes all the difference
This work has helped me in our ongoing program design.
The community in West County is strong, committed, and aware of the needs. The community is generally welcoming.
County politics -- regional tensions are still alive and well.
I haven't been involved for very long, but the time I have been, I realize there is much more complexity to what I thought would have been so easy.
The whole planning process to help and to help with success.
I am glad to have participated in a project out of my usual area of expertise, and found that I could become just as passionate about it and just as engaged.
We have a wealth of committed, smart, and wonderful people.
I really appreciate the process of facilitation by Rebecca Brown. I have learned a new way for community organization.
Involvement/participation is important but should match level of external indications of desired involvement from key decision-makers.
The collaboration and new friends met
I feel I have deepened my own understanding of reentry issues and have developed a commitment to the population and reentry work through the process.
It re-energized my belief that people can make a difference, if they cared enough. We also do not have to come from the same place.
There is a vested interest from all areas to effect change with these populations.
Important to step back, watch & learn
Process, progress, meeting, and working with people on many different levels -- great!
Engagement & involvement from others and to others
Too difficult to separate the center from other realignment activities
As we complete this project and transition into the implementation phase, what would you like to see happen next?
What do we need to remember as we move forward as a community?
Converting at least some teams and/or team members to serve as a community advisory board (CAB) for the Center.
Keeping all entities informed, not recreating current services

West County Reentry Center
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We continue to outreach/look for new stakeholders.
Keep community development as a vision.
I would really like to continue to be a part of this to its fruition and participation after. Remember: It is a community vision/outcome.
Successful implementation of the plan! The hard part is still ahead -- making it a reality.
I hope the county will take both plans and merge those areas that are similar, such as the MOU, conflict of interest, job descriptions, governance, and replicate much of the work of this [West County] group for the entire county.
I would like to see this all come about and start saving lives and communities.
I would like to create a WCC Reentry Guide as a companion to the One Stop Center. This document is essential to its success, and that are incarcerated/formerly incarcerated people and their families.
Selecting an implementation host/backbone org -- fast!
We need to tell others about what we've already done.
I would like to see the same level of interest and community spirit through the transition and implementation phase.
Please remember stages of change vs. "readiness," and please remember that Rodeo is also a West County community.
What I'd like to see next is results after first year of operations as well as knowledge of physical location/site and strong staff selection.
I would like to be kept up to date on the process and how it is working out as it continues.
I hope that the substance and spirit of our recommendations are approved and implemented in West County. If so, I have faith that this effort will contribute to transforming the systems involved and providers in ways that benefit reentry populations.
I also want to see a commitment to including community voices and choices, and consumer voices and choices into the naming of this center.
Continued participation by the community affected by this project
The plan to be accepted and implemented. We need to remember that this can be a long process.
Ongoing community input, love the steering committee plan
I hope the plan will be moving forward as is.
I would like to see the center open and stay true to our vision/plan.
Additional comments
Totally enjoyed being a part of this process -- learned so much on so many levels: reentry, group process & decision-making
Rebecca, you are fantastic! Thank you for your dedication!
I am volunteering to help create the Reentry Guide.
I feel very values in this process. Thank you.
The implementation plan is beautiful! Congratulations on a job well done!
Bonus was finding a job that I love through someone I met at first meeting.
This process has been an inspiration to watch, participate in, and help plan -- go, Further The Work!

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

As you read over the document "Principal Ideas that Guide Our Work," what stands out to you? What strikes your attention?	
	Very well organized. Very comprehensive.
	I'm glad that the definition of "client" is inclusive.
	The document is <u>extremely well written</u> , clear and truly reflects the community's <u>values</u> .
	Great presentation, very professional and detailed
	The varied background of the Core Design Team is great! Hopes everyone keeps together for the implementation.
	The document is designed well. Explanations are very clear on every topic.
	Core values stands out.
	I like the community teamwork approach. It will help reinforce community support of the services. It would encourage much participation and maybe generate more volunteers.
	The word "restorative" (in the plan's beginning) connotes inclusivity - and <u>justice</u> , <u>healing</u> -- essential!
	Mission: "gathering effective resources"
	Definitely the mission. The mission is the whole purpose, I believe.
	That the vision and approaches are more unconventional than not, and that there is an emphasis on creativity and innovation
	The vision sums it up! It encapsulates the positive aspects of moving on when appropriate services exist.
	The people who are "serving" will learn and grow as much as or more than the clients.
When you read through the document, what are you happiest to see; what do you like the most?	
	Vision and mission statements
	Commitment to restorative justice
	Collective impact -- they key principle to making sure this works.
	Would like to see section on transportation for members
	Every position is defined and organized
	Community vision section is wonderful
	I am glad that the statement of purpose is presented.
	I hope training for CBOs will be a focus of the center.

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

In the work I do at San Quentin, I know that the men have to be in the healing process in order to move to positive roles in society. It is intense work, peeling off the layers, and <u>must</u> be addressed (small groups primarily, and mentoring).
Core values
I like it all!
I like the emphasis on integrated services, partnerships, restorative justice, providing opportunities for transformation of both "victims" and "perpetrators."
Focus on community and what can be done collectively,
Core values are challenging on all levels. As a Buddhist for 31 years, these are the values to which we aspire in our daily lives. We chant nam myoho renge kyo!
If there is something that worries you or that you don't like, what is it?
Sustainability! There must be a commitment to keeping the center alive. The county can't expect "leverage" to the center's ongoing viability.
Van services: Many services in the plan are already offered in the community, perhaps on a smaller scale. I would be concerned that the one stop not turn into "1 extra" step for the reentering. Too many steps to services could be a barrier.
The only thing to worry about is having enough funding
For a minute, imagine that the Center – as it's described here – is open already, and it's a place you can go to. Speaking for yourself, what do you think would be the best thing about it? How would it be of greatest value to you?
Well planned, client-based, responsive to clients' needs
There will be a local place for staff to meet with clients who are at a comfortable, welcoming center. It will provide opportunities to coordinate service delivery, and ideally provides a setting where providers can be quickly responsive to issues that arise.
It will be a great place to make referrals for those in need of this help, so needed
The plan holds the ability and information on any question I asked.
It would be a place to refer people when the need arises.
The culture of the center will be very important for attracting reentrants to come for services. Providing results will keep people coming. <u>Effective</u> partners will be key.

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

I would appreciate all knowledge I can gain from those at the center about how to work most effectively with the men <u>inside</u> the walls. Any materials they can provide us -- faith based, secular. Definite involvement of "releasees"
People currently incarcerated in prison or jail, supporting preparation for reentry
A heart-centere welcome. Well trained and highly skilled professionals & paraprofessional staff to deliver on promise of quality integrated services
Not having to try to transition alone
The importance of partnerships
Recognition that change is on a continuum ("a marathon, not a sprint")
<u>Perhaps</u> I could drop my fears and find some help. Fear & individual ego block receiving help. Maybe I could work through my blocks with compssionate, knowledgeable people's help.
As we complete this project and transition into the implementation phase, what would you like to see happen next? What do we need to remember as we move forward as a community?
Smooth sailing
Collective impact
Seating the steering committee needs to be formed soon. We need a host agency that can deliver as much of the plan in its original form as possible. Capacity at the agency is critical! Staff selection will also be critical -- they need to be good at collaboration (and herding cats).
That [it's] going to be there to help the community and stand by [its] mission statement
Can't wait till June
Great job, Rebecca! God bless.
The community should be proud that we have this project.
Sometimes motivating individuals to seek out services can be difficult. Removing any barriers would be needed. Bus/Bart transportation, van services, mentors, "warm hand-offs" are very important for continuity of service.
You all are beautifully focused and organized. I pray that continues -- keeping the essence of restorative justice and healing. <u>Family</u> involvement and services.

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

	Continue information to community members. Contra Costa County residents who are family members of formerly incarcerated or currently incarcerated people
	That the "proof is in the pudding" and that evaluation based on client satisfaction and efficacy of outcomes is shown as imagined/conceptualized.
	Treat the whole person
	The need to have "structural work" in order to keep good data, consistency. And attention to the individuals' needs. And transparency
	Keep going. Never give up aspiring to the highest values and beyond.