



To: Donté Blue, Contra Costa County Office of Reentry and Justice

From: Carol F. Burton and Summer Jackson, Jeweld Legacy Group

Date: January 4, 2019

Re: Recommendations to Support CBP plan

Jeweld Legacy Group contracted with the Contra Costa County Administrator's Office of Reentry & Justice (ORJ) to provide Management Consulting Services as part of a Capacity Building project. To date, the following organizations have completed received technical assistance to draft and complete organizational Capacity Development Plans:

- Back on Track Expungement Services & Back on Track Community Services
- Building Opportunities for Self-Sufficiency (BOSS)
- FAST Automotive Technician Training
- Goodwill Industries of the Greater East Bay
- Bay Area Community Resources (BACR)

We have attached a summary of the technical assistance requests from the group. This memo serves to share our reflections and recommendations on how we can work together to ensure the success of the organizations above.

As shared in our recent meeting, we believe the success of these organizations will be enhanced with additional resources to compensate for the staff time they are using to attend trainings and engage in their organizational developmental efforts. The organizations are eager to engage but are unable to prioritize the level of support needed to successfully implement the activities outlined in their capacity development plans due to limited staff capacity and access to resources to support basic operational needs.

Based on experience, working with more than 1,200 organizations of various sizes, we would like you to consider offering a grant to these organizations. The "capacity grant" which could range from a stipend of \$3,000 or a grant of \$10,000 per organization which can be allocated to cover staff time (to think about and focus on the Capacity Building Plans), consultants, materials, equipment and a combination of all four. We have included a matrix of capacity building activities and their costs for reference. Additionally, below are some thoughts about equipment, materials and consultants that a monetary award could support:



Equipment:

- Information Management Systems
- Accounting Software
- Computers
- Fundraising Software
- Website

Materials:

- Brochure
- Annual Report

Consultants:

- Financial Analysis
- Strategic Planning
- Board Development
- Fundraising PIN
- Training Staff on Sector Based Knowledge
- Program Evaluation
- Annual Report
- Website Designer

We will continue to work with organizations by providing up to 2 hours of support through the original terms our contract. However, we strongly believe that limiting support in this way will impact the progress of the organizations above. We hope our input will help inform your next steps and remain open in helping you design a responsive program that promote the goals for the Office of Reentry Justice.

Sincerely,

Carol F. Burton and Summer N. Jackson
Jeweld Legacy Group

Enclosures:

Summary of Technical Assistance Needs

Capacity- Building Activity Fee Matrix: April 27, 2016



Table: 1 Summary of TA Needs outlined by the Contra Costa Capacity Builders Network Applicants

Priority Area	Technical Assistance Requested	
External Relationships*	A Strategic Plan that facilitates development of organizational collaboration opportunities and strong relationships across the diverse organizations/entities within Contra Costa’s reentry community.	To develop and nurture cross-sector collaborations and strong relationships within the diverse criminal justice, governmental entities, nonprofit, for profit and philanthropic organizations and other entities within Contra Costa County’s reentry and broader community.
Sector-Specific Best Practices*	To design, train staff and implement programs/services that are sector-specific best-practices to serve our reentry clients.	
Identifying & Implementing Evidence-Based practices	To design and implement programs that use generally accepted Evidence-based strategies and best-practice services in the reentry.	To identify and implement evidence-based best practices into our programs and services.
Understanding Criminogenic Needs and Recidivism Risk	To develop an understanding of Criminogenic needs and Recidivism Risk and incorporate core principles into reentry services.	
The Responsivity Principle	Training to allow staff to develop skill and capacity to integrate Responsivity Principles into 1) individual and agency-wide program planning and 2) evaluation of programs/services	
Effective Use of Electronic Records*	To develop an electronic information management system	
Fiscal Management and Sustainability*	To develop sound budgeting, financial management and administrative practices; increase and diversify revenues and maintain the financial health and integrity of the organization.	



SAMPLE CAPACITY-BUILDING ACTIVITY FEE MATRIX: April 27, 2016

7 CAPACITY-BUILDING PRIORITY AREAS	SMALL, LOW-BUDGET ORGANIZATIONS	MID-SIZE, STABLE ORGANIZATIONS	SUSTAINABLE ORGANIZATIONS
1. Mission, Vision and Strategy			
A. Strategic Planning	\$10k - \$15k	\$15k - \$25k	\$25k - \$35k+
2. Organizational Structure			
A. Nonprofit, tax-exempt status (application or reinstatement)	\$3k - \$5k	\$3 - \$5k	N/A
B. Internal structuring/restructuring	\$5k - \$10k	\$10k - \$15k	\$15k - \$20k+
3. Governance and Leadership			
A. Board Development	\$5k - \$10k	\$10k - \$15k	\$10k - \$15k
B. Executive Search	N/A	\$10k - \$15k	\$15k - \$25k
4. Partnerships, External Relations & Networking			
A. Partnerships/Collaboratives	\$5k - \$10k	\$10k - \$15k	\$15k - \$20k
B. Marketing & Positioning	\$10k - 15k	\$15k - \$20k	\$20k - \$25k
5. Management Systems & Operations			
A. Fiscal Management (<i>management audit, annual audit/financial review, QuickBooks technology, MIS</i>)	\$20k - \$25k	\$25k - \$30k	\$30k - \$35k+

7 CAPACITY-BUILDING PRIORITY AREAS	SMALL, LOW-BUDGET ORGANIZATIONS	MID-SIZE, STABLE ORGANIZATIONS	SUSTAINABLE ORGANIZATIONS
<i>technology/application or written fiscal management policies/procedures)</i>			
B. Personnel Policies (<i>written personnel policies, volunteer management program or operations manual</i>)	\$5k - \$10k	\$10k – \$15k	\$15k - \$20k
C. General Administration (<i>insurances, risk management assessment</i>)	\$5k - \$15k	\$15k - \$20k	\$20k - \$25k
6. Fundraising, Revenue Generation & Fiscal Sustainability (<i>plans, technology-based individual donor program</i>)			
A. Planning	\$5k - \$10k	\$10k - \$15k	\$15k - \$20k
B. Grantwriting	\$10k - \$20	\$20k - \$35k	\$35k - \$50k
C. Donor Development	\$10k - \$15k	\$15 - \$25k	\$25k - \$45k
D. Event Planning	\$5k - \$10k	\$10k - \$20k	\$20 - \$30k
7. Sector-Specific Knowledge & Best Practices			
A. Assets/Needs Assessment	\$10k - \$15k	\$15k - \$20k	\$20k - \$35k
B. Planning/Evaluation	\$10k - \$15	\$15k - \$25k	\$25k - \$40k
C. Thought Leadership/Sustainability	N/A	\$10k - \$20k	\$10k - \$20k