

Capacity Building and Strengthening Services for Small, Grassroots, Emerging and other BIPOC
Organizations
Solano County

January 14, 2022

Solano County
Anne Putney
Fairfield, CA 94533
Attention: Anne Putney

Subject: Capacity Building and Strengthening Services for Small, Grassroots, Emerging and BIPOC
Organizations

Ms. Putney,

Jeweld Legacy Group (JLG) is interested in working with Solano County and your office to engage African American and other BIPOC organizations in a 12-month process that will help improve the delivery services, the overall well-being of marginalized communities and improve their ability to contract directly with the County. We have consistently provided consulting services to Cities, Governmental Agencies and Non-Profits for the past decade. During the pandemic, JLG has successfully facilitates workgroups, trainings, and community/stakeholder engagement activities virtually. As needed, we have created intimate learning experiences for all participants.

COVID19 has highlighted and raised awareness of the existing health inequities in African American, Latinx, and Pacific Islander communities across the Bay Area. We believe that the work of investing in organizations closest to the communities in need is more critical than it was two years ago, and we would be honored to partner with Solano County strengthen their capacity.

We are proposing to provide 10 organizations with a minimum of 50 hours of direct technical assistance and training. Additionally, our model includes monetary support via grants to participating organizations: 1) \$5,000 in mini-grant provided to organizations that complete the planning process and 2) Another \$15,000 in micro-grants to support core operating cost during the implementation phase.

Lastly, we understand the mission of governmental agencies to provide safety net services and to be stewards of public dollars. We want to partner with you to achieve your goals. Please visit our new website for more details on our company (www.jeweldlegacy.com).

We look forward to meeting with you about the best ways to advance this important work.

Sincerely,

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Carol F. Burton
Founder & Principal
Jeweld Legacy Group

Statement of Qualification and Planned Approach

Jeweld Legacy Group (JLG) and a team of affiliated consultants will partner with Solano County to ensure that their goals are achieved. JLG will adapt and implement its evidence-based and field-tested capacity development model and its transformative leadership and community-building approach to support the County.

JLG Qualifications and Our Transformative Empowerment Approach

JLG is a limited liability company established in Oakland with experience creating innovative and sustainable outcomes within and among nonprofit and faith-based organizations, community coalitions, and government agencies. JLG empowers and educates those who serve the marginalized, mentally ill, and criminal justice populations and the children, families, and communities impacted. Some of our current and previous clients include the Alameda County Probation Department include the East Oakland Black Cultural Zone, Alameda County Health Care Services Agency, Alameda County Behavioral Health and Public Health Departments, Maryland State Governor's Office on Children, and Contra Costa County Administrator's Office of Reentry & Justice. JLG is certified as a Very Small, Minority, and Women's Business Enterprise. JLG has an ethnically diverse team of core consultants who together have more than eight decades of experience serving government agencies, nonprofit organizations, and communities of color with a focus on advancing equity and building capacity for social change.

Over the past five years, Jeweld Legacy Group (JLG) has been at the center of addressing mental illness, addiction, homelessness, and public safety by helping advocates, government agencies, and nonprofit organizations to identify common interests, create a shared vision, and identify supportive strategies to advance common goals. Our recent work with the Justice-Involved Mental Health Task Force (www.acjusticeinvolvedmh.com) and Urban Shield Task Force and Stop Urban Shield (<https://www.jeweldlegacy.com/behavioral-health-and-forensic>) has provided the company with a set of qualifications and a perspective that uniquely position JLG to work at the intersection of public safety, mental health, addiction, and homelessness.

Jeweld Legacy Group (www.jeweldlegacy.com) provides facilitation, training, technical assistance, and capacity building to government agencies and nonprofit organizations specializing in criminal justice, public and behavioral health, and policy development. JLG's principles and project managers structure client engagements to strengthen community relationships and deepen the impact of key organizations and public institutions serving urban and/or marginalized communities.

We have subject matter expertise in mental health, addiction, homelessness, and criminal justice-related topics, including but not limited to program design and evaluation, training design and

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implementation, policy creation and implementation, forensic behavioral health, children and families of incarcerated individuals, juvenile justice, and promoting racial equity.

Through the collective professional work of the JLG team, our lived experience, and our extensive volunteer efforts, we have demonstrated a commitment to improving outcomes for marginalized groups throughout the Bay Area. JLG staff has provided interim roles and staffing for various County supervisors and government agencies and from 2017 to 2019, including JLG's Founder and CEO, who served as the Interim Director for Alameda County Behavioral Health from 2017-2019.

JLG Guiding Principles

JLG's guiding principles for serving communities are:

- We listen to, learn from, honor the wisdom of and build trusting relationships with those whom we serve.
- We co-design the process and work as peers, not as experts, with our clientele.
- We guide organizations to develop action plans based on best practices in the field.
- We help organizations to build capacity for social change so that they can transform their communities

Staffing and Capacity to perform the services: JLG has a team of core consultants who together have more than eight decades of experience serving government agencies, non-profit organizations, and communities of color, with a focus on promoting equity and building capacity for social change. Our consulting team has the leadership, project management, facilitation skills, and capacity-building expertise needed for this project. We will employ a shared leadership staffing model that includes: a project manager who will manage the implementation and administrative needs of the full project, assign lead consultants to work directly with each stakeholder group involved in this project, a backup consultant to provide leadership if there are scheduling conflicts, and an evaluation consultant to aid strategic planning and monitoring. This staffing model will ensure that our team will be able to respond to the needs of each group throughout the length of the contract. Additionally, we will maintain a pool of qualified consultants with varying areas of expertise that are called upon as needed.

Experience and expertise in working with diverse sub-populations:

JLG has worked with various communities, including incarcerated and formerly incarcerated individuals, ethnic and special language populations, people living with HIV, AIDS, and mental illness, law enforcement officers and first responders, elected officials, and faith leaders. A partial list of committees and workgroups JLG supports that focus on under- and unserved populations includes Alameda County Community Corrections Partnership-Community Advisory Board (CAB), Alameda County Children of Incarcerated Parents Partnership, Urban Shield, various recovery groups for the mentally ill and people with substance use disorders, the San Quentin Trust, and formerly incarcerated persons and their families.

Subject-matter expertise in public meeting requirements and public presentation of data:

JLG teams are familiar with the meeting requirements of the California Brown Act through our work with a variety of local governmental agencies, including the Youth Ventures Joint Powers Authority, Alameda County Board of Supervisors, Contra Costa County Community Corrections Partnership Quality Assurance Committee, and East Palo Alto City Council. During our engagements with various governmental agencies, we have been required to adhere to California public meeting guidelines, including deadlines for posting meeting materials, locating publicly accessible meeting facilities, and facilitating a public comment process.

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Figure 2. Experience and Areas of Interest

JLG Related Project Summaries							
PROJECT NAME	Strategic Planning	Services Gaps and Needs Assessment	Facilitation Stakeholders and Community	Culture Change/Leadership Development	Capacity Building and Equity	Community Planning	Technical Expertise (Subject Matter Research & Leadership Advice)
Alameda County Public Health Department Health Equity Team	X	X	X	X		X	
Bay Area Children of Incarcerated Parents	X	X	X			X	X
Oakland Department of Violence Prevention Community Ambassadors		X	X		X	X	X
Justice-Involved Mental Health Taskforce	X	X	X		X	X	X
Urban Shield Task Force 1 & 2		X	X	X	X	X	
Mobile Assistance Responders of Oakland (MACRO)	X	X	X	X		X	X
Alameda County Social Services Agency		X	X	X	X	X	X

Current and Past Projects

Described below are projects ranging from Capacity Building, Meeting Facilitation, Community Planning, and Needs Assessment

Project Enable: In 2014-15, JLG was engaged by Alameda County Supervisor Keith Carson to develop a capacity-building program for organizations serving the criminal justice population. Our team designed Project Enable after an extensive community listening process, which served as the blueprint for the innovative “Community Capacity Fund” in Alameda County. The Project Enable model and report provided: (1) a research summary; (2) guiding and operating principles; (3) a grant-making strategy and process; (4) a core curriculum with capacity building modules; (5) a project timeline; and (6) a project budget. There were no major challenges in completing this project which was enthusiastically supported by the community.

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Contra Costa County Administrator's Office of Reentry & Justice: From 2017 to 2019, JLG has been implementing an organizational strengthening initiative with the Office of Reentry and Justice as part of Contra Costa County's Implementation Fund Project. This project utilizes five program components from the JLG capacity building model in a concerted effort to enhance the ability of local reentry service providers to deliver appropriate and effective rehabilitative reentry services to the residents of Contra Costa.

Alameda County Public Health Department:

From 2020-Present, JLG, in partnership with a team of affiliated consultants, has been implementing an evidence-based and field-tested capacity development project for a group of (5-10) organizations focused on HIV and AIDS prevention and treatment. The goal of this project is to build a network of organizations that provide culturally responsive services to individuals impacted by HIV and AIDS by supporting organizational growth in at least one of eight key organizational growth areas.

From 2020-September 2021, JLG convened and coordinated the Health Equity Team to ensure that equitable strategies were employed throughout the COVID 19 response.

City of Oakland, Community Homelessness Services: 2020-Present, JLG is working with the City of Oakland to create and implement a Capacity Strengthening Program that builds small and emerging BIPOC lead organizations' capacity to develop into healthy, sustainable community-based organizations that are able to successfully bid, receive, and execute contracts from the City and other government agencies with the ultimate goals to 1) Expand contracts to a larger number and percentage of provider organizations led by, and specifically serving, communities that have been underrepresented or poorly served; and 2) Expand contracts to more programs located in, or deeply connected to, areas with significant populations of targeted racial or ethnic groups

City of Oakland Department of Violence Prevention and Oakland Fire Department:

JLG collaborates with the City of Oakland to design a community-driven process for non-law enforcement responses to crisis and quality of life calls. We convened community stakeholders, developed logic models, design and operating principles, developed staff and organizational qualifications, developed the Request for Proposals, and more for two programs: Mobile Assistance Responders of Oakland (MACRO) and Community Ambassador Program: "Neighborhood and Community Teams" NACT.

JLG Transformative Empowerment Approach for Capacity Building

JLG utilizes a transformative empowerment approach in the delivery of capacity-building services to grantees that leaves individuals and organizations with skills and tools that they can use well after our engagement. In our view, the specific capacity-building program is designed to address existing organizational problems or needs, such as developing a board of directors, writing a strategic plan, or teambuilding. Our transformative empowerment approach also enables organizations to improve their overall program and operational effectiveness and sustain their work overtime. By providing transformational capacity-building services, we expect organizations to think, act and interact differently – that is, in ways that empower people and teach organizations to "fish for themselves."

The transformative capacity development model has six components: organizations (1) complete a self-assessment process to examine programs, operations, and internal cultural norms; (2) create

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and implement a Capacity Development Plan with concrete organizational management and reentry service delivery goals, measurable objectives, and a timeline for completion of key tasks; (3) receive individualized technical assistance and training to strengthen programs and operations; (4) participate in peer learning, and networking activities to share knowledge and build relationships; (5) engage in a learning community where relevant information is shared continuously; and (6) are provided micro-grants to support the time and effort needed to support capacity-building goals.

Figure 3 provides an overview of the JLG Model. JLG’s organizational assessment examines eight organizational growth areas: Mission, vision & strategy; Organizational structure; Governance & leadership; Partnerships, external relations & networking; Management systems & operations; Fundraising, revenue generation & fiscal sustainability; Sector-specific knowledge & best practices; and Racial Equity



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Figure 4 presents the service components, key activities, and timeline, followed by a brief description of each component.

Figure 4: JLG Capacity Development Service Components

Pre-Launch (Month 1-2)	Launch meeting Complete capacity scan focus groups & Select Grantee cohort
Project Launch (Month 3)	Complete Capacity Building Readiness Checklist 1-on-1 meetings to discuss readiness
Organizational Assessment & Planning	Project Orientation and Training Follow-up meetings
Training & Technical Assistance	Award (5-10) \$5,000 planning grants Monthly TA check-ins
Peer Learning & Networking	Peer clinics
Field Trends & Best Practices	Training at full cohort meetings Ongoing information on emerging issue
Microgrants (Months 6-36)	Award (5-10) \$15,000 implementation grants

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Pre-Project Launch

Planning meetings will be initiated with the Solano and will begin directly after the funding award. In these meetings, we will discuss cohort composition and the capacity-building priorities of the department. We will also start the design and adaptation of JLG tools (organizational self-assessment and capacity development plans) to meet the needs of this project.

Project Launch

Project launch, completed by month 2, will focus on completing orientation meetings via telephone with each participating agency to introduce JLG team and ensure the completion of an online organizational Capacity Building Readiness Checklist to assess the organization's internal readiness to successfully undertake agency capacity development and the Pre-Implementation Survey

Organizational Assessment and Planning

By the end of the second month of the project, JLG will convene a 3-5hour meeting and training with the entire cohort of participating organizations. The goals for this orientation meeting are to (1) complete a project orientation; (2) share information on field trends in juveniles and transition-aged youth; (3) support organizations to complete their Organizational Assessment and Planning Tool; and (4) assist organizations in their preparation of an initial draft of their Capacity Development Plan.

Training and Technical Assistance

After the orientation training, JLG consultants complete follow-up meetings with organizations to review the organizational self-assessment findings and finalize each organization's Capacity Development Plan. Consultants also complete Project Contact Forms monthly to track all contacts with each organization and prepare quarterly activity summaries.

Peer Learning and TA Clinics

Clinics will be used to provide technical assistance; it allows flexibility by offering offer hours and drop-in availability. Additionally, there are opportunities for peer learning and networking. Peer learning and clinics offer organizational leaders time to share information and resources about their work and serve as peer advisors to each other.

Evaluation

We intend to determine the impact of the capacity development process by using evaluation tools to collect data throughout the process. Baseline data from organizational assessments, data on knowledge and intended changes to organizational policies and practices, and information on technical assistance dos and content area through project contact forms completed after each TA episode. We will participate in the larger evaluation of the Community Capacity Project and develop a final report of our work.

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JLG Consultant Team Expertise

Carol F. Burton, CEO and Founder of JLG is lauded for her unique experience of designing programs that converge behavioral health, criminal justice, and homelessness. Ms. Burton is former Executive Director of Centerforce (www.centerforce1.org), Associate Executive Director of the Osborne Association in NYC, NY. (www.osborneny.org), and Interim Director of Alameda County Behavioral Health. During Ms. Burton's two-year position with Alameda County Behavioral Health, she earned the reputation of visionary, turnaround specialist, and transformative leader. Ms. Burton is the Principal Investigator for the country's first comprehensive program and longitudinal study on children of incarcerated parents.

Ms. Burton continues to serve as an advisor on several initiatives, including the newly released Sesame Street toolkit "Little Children, Big Challenges: Incarceration." Ms. Burton is the recipient of the "The White House Champion of Change Award" for her outstanding work on behalf of Children of Incarcerated Parents.

Kathleen Harris has spent over 20 years creating strategic collaborations in the public and nonprofit sectors, focusing on eliminating inequities in schools and other public systems. As a long-time advocate for educational equity, she has successfully lobbied for increases in school funding, new teacher certification models, and expanded education options for low-income families. Earlier in her career, Kathleen led a nationally recognized training model for aspiring teachers and served as program director at the Marin Community Foundation. She led its strategic initiatives for affordable housing and ending the cycle of poverty. Kathleen remains active in philanthropy at the San Mateo County Community Colleges Foundation, ensuring students with limited resources can earn a postsecondary degree. As a member of the JLG Consulting Group, Kathleen supports community-based organizations with an uncompromising focus on social justice and equity. She volunteers on the boards of the West Contra Costa Public Education Fund and Camp Phoenix.

Summer Jackson joined JLG as Project Manager in 2015. She brings a unique mix of practical and theoretical training as a social scientist. Ms. Jackson has worked with various public and private institutions in the areas of education, reentry support, access to health services, evidence-based therapeutic practices, and nonprofit capacity building.

Princess Crosby joined JLG as Project Manager in 2021. She has worked with various public institutions in the areas of education, access to health services, therapeutic practice focused work, focus on eliminating inequities in schools and other public systems, community diversity advocate, and nonprofit and private institutions capacity building.

Michelle Williams joined JLG as a Project Manager and Consultant in 2020. For over 20 years, Michelle D. Williams has worked with people during some of the most formative and stressful seasons of life. Beginning as a social worker with at-risk populations; serving as a pastor walking through life's transitions; working as an advisor/mentor to undergraduate college students; coaching and facilitating diversity, equity, and inclusion training; mediating difficult conversations

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around difference, and as a Dean at a graduate seminary. Michelle brings strong administrative skills, proven programmatic and policy change success, collaborative leadership, an ethic of care coupled with an ethic of justice, and a solid interpersonal development philosophy that seeks to empower, serve, model, and embrace inclusivity.

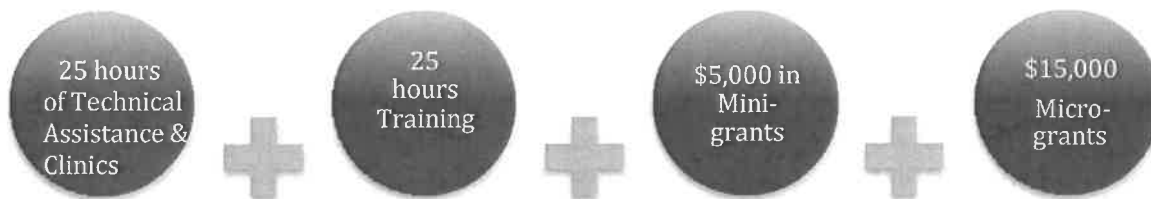
Stephanie Daniels is the President and Finance Manager for We Heart Finance and an affiliated consultant with JLG. Ms. Daniels brings a wealth of experience, skills, and knowledge about managing organizations' human resources, creating and managing program and organizational budgets, identifying operational improvement and areas of cost reduction. She directly oversees the finances and operations at four nonprofit organizations and provides leadership to four Executive Directors and direction to their program staff. Ms. Daniels also provides financial management consulting services to develop accounting systems and policies that enable the executive team and administration to manage the finances and operations of their organization.

Dr. Katie Kramer is the Co-Founder and CEO of Corrections, Communities & Families for TBG. For the past 25 years, she has focused on the development, implementation, and evaluation of programs that serve individuals, families, and communities affected by the criminal justice system. Her work includes consulting with governmental, non-governmental organizations, and research/academic institutions throughout the U.S. and globally. In addition, Ms. Kramer currently serves as the Statewide Director for the California Reentry Council Network.

Dr. Omowale Satterwhite is an organizational and community change consultant and founding President of a progressive, nonprofit consulting firm whose mission is to build capacity for social change in communities of color. During the past 30 years, Omowale has served more than 1,200 organizations in over 110 cities and 40+ states. During his career, Omowale has received more than 75 service awards from governmental, philanthropic, and community-based organizations.

Proposed TA Activities and Grants

We are proposing to provide 10 organizations with a minimum of 50 hours of direct technical assistance and training. Additionally, our model includes monetary support via grants to participating organizations: 1) \$5,000 in mini-grant provided to organizations that complete the planning process and 2) Another \$15,000 in micro-grants to support core operating cost during the implementation phase.



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JLG Staffing Plan & Budget

Solano County BIPOC Led Capacity Building Project Budget 12 Months						
Agency: Jeweld Legacy Group				Contract Period:		3/1/2022 2/28/2023
Service Category:						
A. PERSONNEL	Staff	FTE	Annual Salary	Direct Costs	* Indirect Admin Cost	Total Amount
CATEGORY/POSITION/INCUMBENT						
Chief Executive Officer	Carol F. Burton	25%	\$ 190,000	\$ 35,625	\$ 11,875	\$ 47,500
Director of Operations	Michelle Williams	23%	\$ 110,000	\$ 25,300	-	\$ 25,300
Program Manager	Princess Crosby	50%	\$ 70,000	\$ 35,000	-	\$ 35,000
Subtotal Personnel Costs				\$ 95,925	\$ 11,875	\$ 107,800
B. Fringe Benefits		21%		\$ 20,144	\$ 2,494	\$ 22,638
Total Personnel				\$ 116,069	\$ 14,369	\$ 130,438
C. Travel/mileage				\$ -	\$ -	\$ -
D. Contractual/Subcontract				Hourly Rate	Total Hours	\$ 126,000
						\$ 7,500
						\$ 133,500
Stephanie Daniels				\$ 150	100	\$ 15,000
Kathleen Harris				\$ 150	110	\$ 16,500
Monique Jackson				\$ 150	120	\$ 18,000
Summer Jackson				\$ 150	120	\$ 18,000
Katie Kramer				\$ 200	120	\$ 24,000
Danielle Motley-Lewis				\$ 150	120	\$ 18,000
Omowale Satterwhite				\$ 200	120	\$ 24,000
E. Equipment						\$ -
						\$ -
F. Supplies						\$ -
						\$ -
G. Other Operating Expenses						\$ -
Mini Grants (Planning) 10 organizations at \$5,000 each				\$ 50,000	\$ -	\$ 200,000
Microgrants (Core Operating Funding) 10 organizations at \$15,000 each				\$ 50,000	\$ -	\$ 50,000
						\$ -
						\$ 150,000
H. GRAND TOTAL				\$ 292,069	\$ 21,869	\$ 463,938

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