Toolkit Showcase:
How to use the reentry program sustainability toolkit for your program's sustainability

Second Chance Month

April 7, 2022

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BJA Bureau of Justice Assistance U.S. Department of Justice

the NATIONAL REENTRY RESOURCE CENTER

Virtual Meeting/Conference Recording Notice

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Presenters

- Lisa Bailey Vavonese, Center for Court Innovation
  - Sustainability Lead for the Evaluation and Sustainability Training and Technical Assistance (ES TTA) Project
- Sergeant Jennifer Howell, Erie County Sheriff's Office
- Akea Daley, MBI Health Services, LLC
- Josephine Namayanja, University of Massachusetts Boston

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Using the Toolkit

- Applying specific use of the toolkit to some reentry programs
- We will walk you through Sections One, Two, and Three
  - Communications
  - Branding
  - Funding

Section One - Communications

Key Components

A key component of any sustainability strategy is a detailed communications plan that answers the following questions:

WHO

Who needs to know about your program?

WHAT

What do they need to know about your program?

WHEN

When do they need to be informed and with what frequency?

HOW

How will you share information about your program?

Communications - A Communications Plan

Objective(s): Why create a communications plan? What do you hope to accomplish?

Audience	Messaging	Timing & Frequency	Channels	Team Member Responsible	Milestones
Example: City councilors	*Newsletter: 1st issue will include early program content and one staff profile.*	*January 2021 & quarterly moving forward*	*Email*	*Mary Brown*	*Four newsletters sent in 2021*

Results: How will you measure if your plan is getting the results you want?

Developing a Communications Plan

- *Definition:* An outline of how important, ongoing program information will be communicated to key stakeholders

- *Components:* Audience, messaging, channels, timing & frequency, team member responsible, and milestones

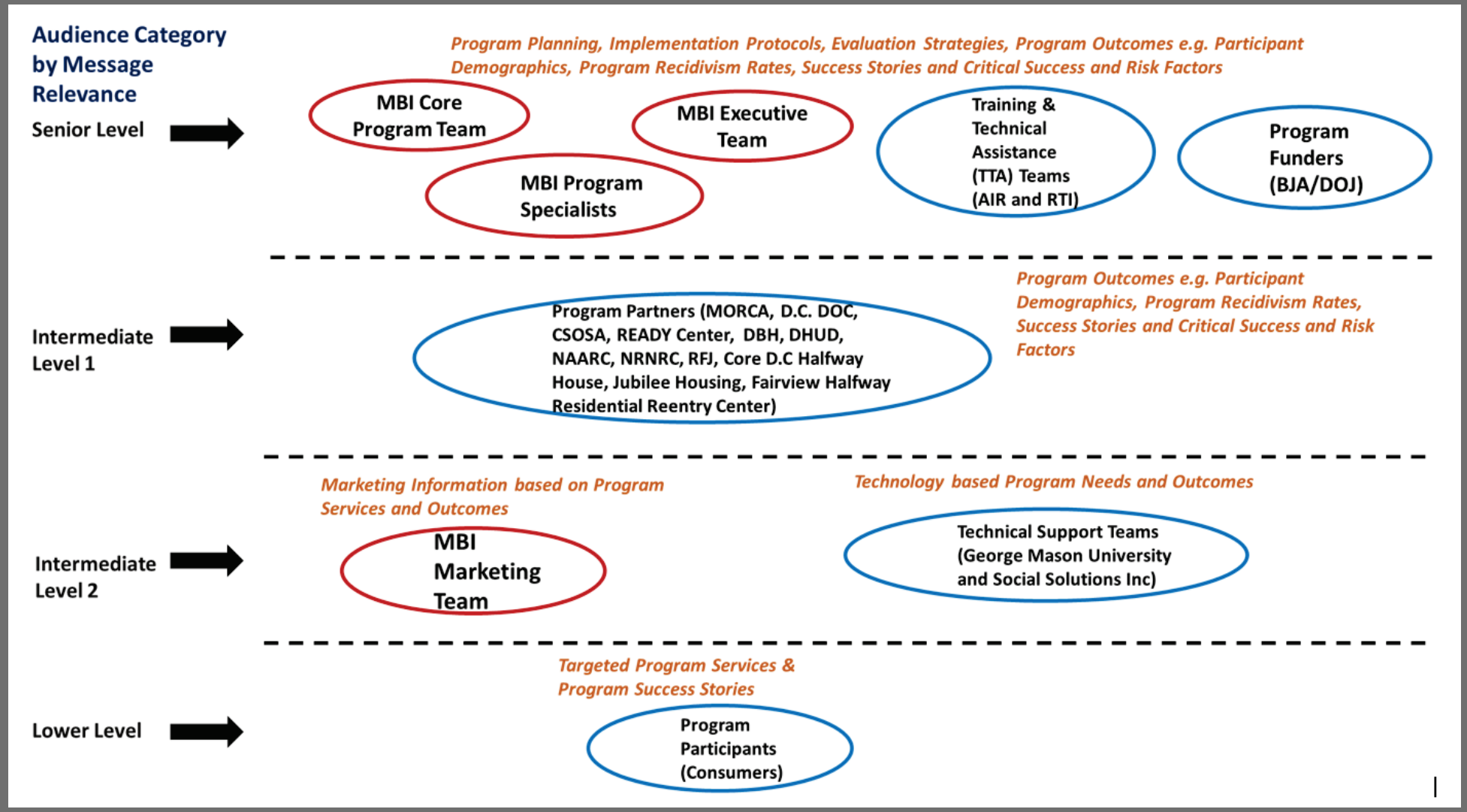
Who Is Our Audience?

- Key stakeholders include…
  - *Internal:* Core program team, executive team, program specialists, marketing team
  - *External:* Program participants, partners, technical support teams, training and technical assistance teams, funders

Putting Our Audiences Into Groups/Categories

- Senior Level
- Intermediate Level 1
- Intermediate Level 2
- Lower Level

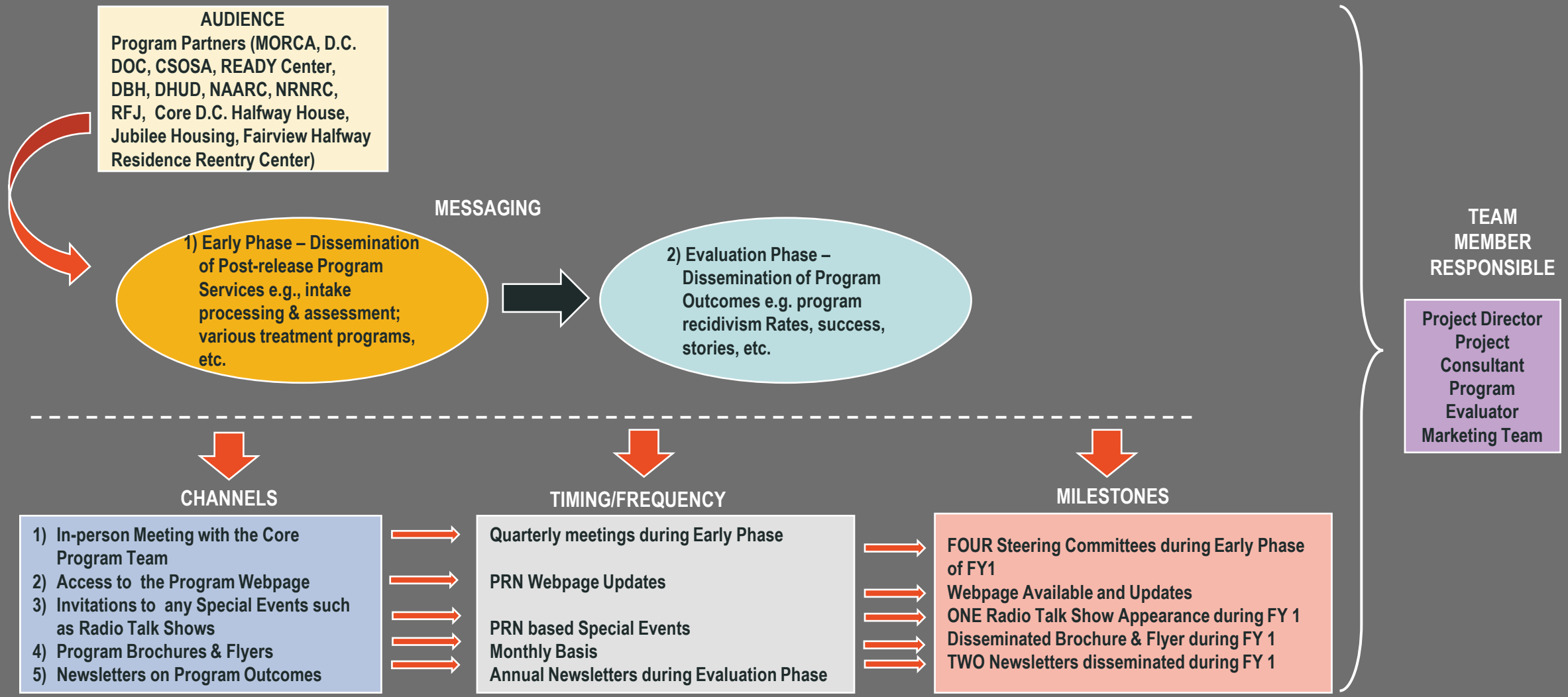
Audience Category by Message Relevance



Audience Category by Priority

Audience Category by Priority	Audience	Messaging	Channels	Timing & Frequency	Team Member Responsible	Milestones
Senior Level	• MBI Core Program Team • MBI Executive Team • MBI Program Specialists • Training & Technical Assistance (TTA) Teams (AIR and RTI) • Program Funders (BJA/DOJ)	• Comprehensive Program Planning • Comprehensive Implementation Protocols • Comprehensive Evaluation Strategies • Comprehensive Program Outcomes e.g., Participant Demographics, Program Recidivism Rates, and Risk Factors	• Virtual Meetings • Written Reports • Program Webpage • Newsletters	• Weekly and Monthly Virtual Meetings • Quarterly, Semi-Annual & Annual Written Reports • Annual Newsletters • PRN Updates for Webpages	• MBI Care Program Team • (Program Director, Program Consultant & Program Evaluator)	• Completed & Disseminated Program Planning and Implementation Guides • Quarterly & Semi-Annual Written Reports Submitted and up to date • Webpage up to date • Annual Written Report in progress
Intermediate Level 1	• Program Partners (MORCA, D.C. DOC, CSOSA, READY Center, DBH, DHUD, NAARC, NRNRC, RFJ, Core D.C. Halfway House, Jubliee Housing, Fairview Halfway Residential Reentry Center)	• Exclusive Program Planning and Evaluation Strategies • Exclusive Program Outcomes e.g., Participant Demographics, Program Recidivism Rates, Success Stories and Critical Success and Risk Factors	• Virtual Meetings • Written Reports • Program Webpage • Newsletters	• Quarterly Virtual Meetings (During Early Phase) • Annual Written Reports & Newsletters • PRN Updates for Webpage	• MBI Care Program Team (Program Director, Program Consultant & Program Evaluator	• Completed and Disseminated Exclusive Progress Planning and Evaluation Strategies • Webpage up to date • Annual Written Report in progress
Intermediate Level 2	• Technical Support Teams (George Mason University and Social Solution Inc.) • MBI Marketing Team	• Technology based Program Needs and Exclusive Program Outcomes • Marketing Support Information pertaining to Exclusive Program Outcomes	• Virtual Meetings	• PRN (As Needed)	• MBI Care Program Team (Program Director & Program Consultant)	• Completed Technology TR and Setup • Completed Dissemination Marketing Items (e.g., Web Brochures, Planning Year Newsletter • Planning Dissemination Implementation Year 1 Outcomes – in progress
Lower Level	• Program Participants (Potential, Active, Alumni)	• Exclusive Program Services • Exclusive Program Outcomes (e.g. Program Success Stories)	• Brochures • Programs • Webpage • Information Sessions • Newsletters	• Monthly Brochures • PRN information sessions • PRN Updates for Webpage • Annual Newsletters	• Program Director • Program Specialists	• Brochure Dissemination • Webpage up to date • Information Session up to date • Implementation Year 1 Newsletter – in progress

Communications Plan for a Selected Stakeholder



Communications – The Message

Message

What does each audience need to know about your program? Consider what format will most effectively convey the information you need to share.

Elevator Pitch

30-60 seconds to describe your program and why it's important.

Spotlight

A paragraph or so in a partner's newsletter or on social media.

One Pager

This conveys the most important aspects of your program using stories, pictures, graphics, and data.

Brief Report

This provides more formal, detailed information about your program model and results.

What you say about your program may change depending on the current phase of your program.

Early

Describe your program, partnerships, and target population. Describe why your program exists and what gap your program will fill.

In Progress

When your program is up and running, you can include anecdotal individual success stories and early data collected.

Mature

When your program has results to share, it is compelling to tell a story with your data by including success stories to demonstrate your program's impact.

Erie County Jails' New Dawn Initiative

ERIE COUNTY SHERIFF'S OFFICE
SHERIFF JOHN C. GARCIA
SERGEANT JENNIFER HOWELL

IN PARTNERSHIP WITH:

best|self BEHAVIORAL HEALTH

University at Buffalo Department of Family Medicine

Community Foundation for Greater Buffalo

Communications – Developing an Elevator Pitch & Spotlight

- WHO is the audience?
  - Partners & support networks
  - Community stakeholders (& potential funders!)
  - Eligible pool of potential participants
- WHAT is the message?
  - Who the program serves
  - What the program does
  - Why? Purpose & what will be accomplished?
- WHEN & HOW to communicate it?
  - Presentations
  - Publications
  - Verbal communications

Section Two – Branding

Branding

Branding, brand identity, and brand image are sometimes used interchangeably. **Branding** is the process of developing the **brand identity** (what the audience sees, or the visuals shared) and results in the **brand image** (how the program is perceived). Branding includes your program logo, mission, and values. It is the personality of your program.

What is the purpose?

To create program recognition, develop trust and credibility with your audience, and communicate your program values.

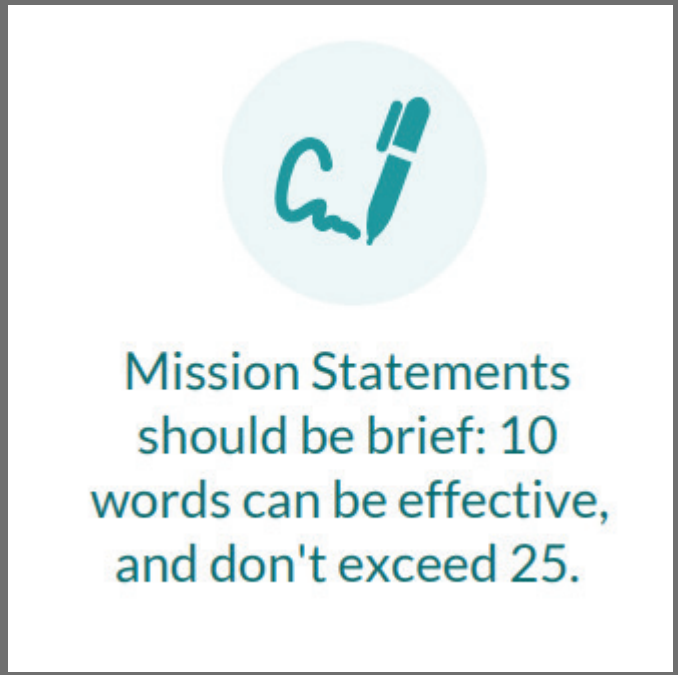
What can it do for your program?

Support fundraising goals by increasing visibility and generating support, create program unity among staffers, volunteers, and program participants, and establish an emotional connection with the audience.

What is the key to branding?

The goal is to be unique and memorable. You want your program to be easily identifiable. Consistency is key. Select font and color choices intentionally. Your brand should help your audience connect with your program.

Branding – A Mission Statement



Before

Mission Statement – Before

This mission of the program is to further efforts to reduce recidivism by facilitating the successful reintegration of individuals returning from incarceration by providing innovative, culturally competent, person-centered, and integrative services. We will offer steps toward empowerment for individuals by addressing barriers to reentry, connecting to programs and services in areas such as employment, health, education, housing assistance, and social services to promote stability and restorative practices.

Storytelling Exercise

Circle – Cause
Who? What? Where?
Square – Actions
What we do
Underline – Impact
Changes for the better

MBI Mission Statement – Before

The mission of this program is to further efforts to reduce recidivism by facilitating the successful reintegration of individuals returning from incarceration by providing innovative, culturally competent, person-centered, and integrative services. We will offer steps toward empowerment for individuals by addressing barriers to reentry, connecting to programs and services in areas such as employment, health, education, housing assistance, and social services to promote stability and restorative practices.

After

Mission Statement – After

MBI Reentry Wellness Program: Meeting the needs of Returning Citizens by ensuring access to behavioral health and social services for successful community reentry and to reduce the recidivism rate in the District of Columbia.

The mission statement has been paired down, cutting out unnecessary and wordy information. The revised mission statement is clearer and more succinct.

Branding – Program Values

Values Exercise Adapted from Taproot
(https://www.taproot.com/archives/37771)

1. Determine your core values: Choose and write down every core value that resonates with you.
2. Group all similar values together from the list of values you just created. Create a maximum of five groupings.
3. Choose one word within each grouping that best represents the label for the entire group.

Abundance	Daring	Intuition	Preparedness
Acceptance	Decisiveness	Joy	Proactivity
Accountability	Dedication	Kindness	Professionalism
Achievement	Dependability	Knowledge	Punctuality
Advancement	Diversity	Leadership	Recognition
Adventure	Empathy	Learning	Relationships
Advocacy	Encouragement	Love	Reliability
Ambition	Enthusiasm	Loyalty	Resilience
Appreciation	Ethics	Making a Difference	Resourcefulness
Attractiveness	Excellence	Mindfulness	Responsibility
Autonomy	Expressiveness	Motivation	Responsiveness
Balance	Fairness	Optimism	Security
Being the Best	Family	Open-Mindedness	Self-Control
Benevolence	Friendships	Originality	Selflessness
Boldness	Flexibility	Passion	Simplicity
Brilliance	Freedom	Performance	Stability
Calmness	Fun	Personal Development	Success
Caring	Generosity	Proactive	Teamwork
Challenge	Grace	Professionalism	Thankfulness
Charity	Growth	Quality	Thoughtfulness
Cheerfulness	Flexibility	Recognition	Traditionalism
Cleverness	Happiness	Risk Taking	Trustworthiness
Community	Health	Safety	Understanding
Commitment	Honesty	Security	Uniqueness
Compassion	Humility	Service	Usefulness
Cooperation	Humor	Spirituality	Versatility
Collaboration	Inclusiveness	Stability	Vision
Consistency	Independence	Peace	Warmth
Contribution	Individuality	Perfection	Wealth
Creativity	Innovation	Playfulness	Well-Being
Credibility	Inspiration	Popularity	Wisdom
Curiosity	Intelligence	Power	Zeal

MBI Values

- Professionalism
- Community
- Compassion
- Encouragement
- Individuality
- Well-being

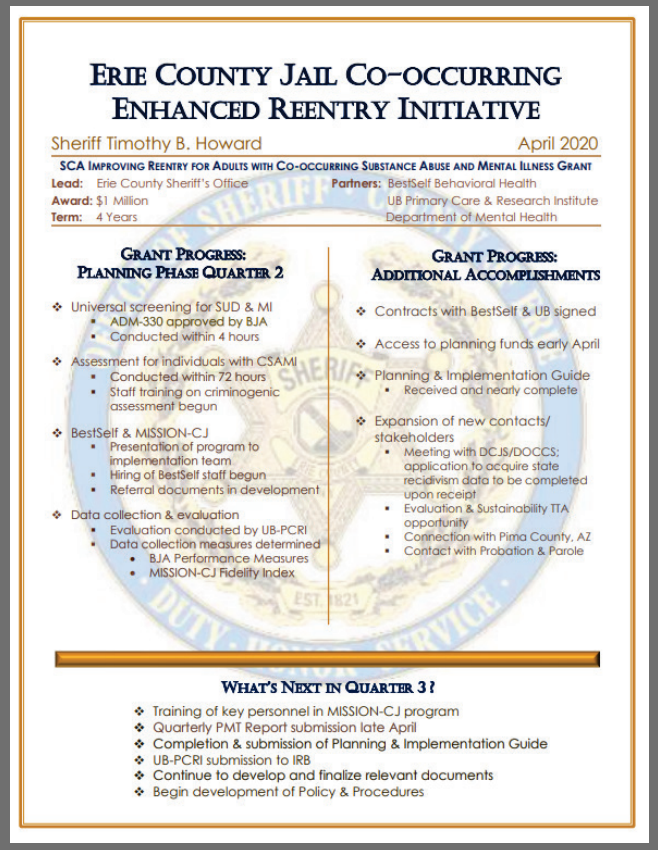
Branding – A Logo and Program Name

Branding – Program Name & Logo

- WHY?
  - Program recognition (& consistency) across varying formats
  - Promote team unity & public image
  - Easy to remember (and say!)

The Process

- Committee/partner involvement
- Development & design
- Incorporation across multiple forums



ERIE COUNTY JAIL CO-OCCURRING ENHANCED REENTRY INITIATIVE

Sheriff Timothy B. Howard — April 2020

SCA IMPROVING REENTRY FOR ADULTS WITH CO-OCCURRING SUBSTANCE ABUSE AND MENTAL ILLNESS GRANT

Lead: Erie County Sheriff's Office
Award: $1 Million
Term: 4 Years
Partners: BestSelf Behavioral Health, UB Primary Care & Research Institute, Department of Mental Health

GRANT PROGRESS: PLANNING PHASE QUARTER 2

- Universal screening for SUD & MI
  - ADM-330 approved by BJA
  - Conducted within 4 hours
- Assessment for individuals with CSAMI
  - Conducted within 72 hours
  - Staff training on criminogenic assessment begun
- BestSelf & MISSION-CJ
  - Presentation of program to implementation team
  - Hiring of BestSelf staff begun
  - Referral documents in development
- Data collection & evaluation
  - Evaluation conducted by UB-PCRI
  - Data collection measures determined
    - BJA Performance Measures
    - MISSION-CJ Fidelity Index

GRANT PROGRESS: ADDITIONAL ACCOMPLISHMENTS

- Contracts with BestSelf & UB signed
- Access to planning funds early April
- Planning & Implementation Guide
  - Received and nearly complete
- Expansion of new contacts/ stakeholders
  - Meeting with DCJS/DOCCS: application to acquire state recidivism data to be completed upon receipt
  - Evaluation & Sustainability TTA opportunity
  - Connection with Pima County, AZ
  - Contact with Probation & Parole

WHAT'S NEXT IN QUARTER 3?

- Training of key personnel in MISSION-CJ program
- Quarterly PMT Report submission late April
- Completion & submission of Planning & Implementation Guide
- UB-PCRI submission to IRB
- Continue to develop and finalize relevant documents
- Begin development of Policy & Procedures

ERIE COUNTY JAILS
CO-OCCURRING ENHANCED REENTRY INITIATIVE
ISSUE 3 | JUNE | 2020
ERIE COUNTY
SHERIFF'S OFFICE
Sheriff Timothy B. Howard

This Month in Jail Reentry

As we close out the third quarter of our first year and enter into the fourth and final phase of the planning period, it's time to reflect on all that has been accomplished by our dedicated, collaborative, hard-working team.

June Accomplishments:

- The *Co-occurring Enhanced Reentry Initiative* was officially selected as one of only 30 grantees nationwide to participate in an Evaluation & Sustainability TTA opportunity. This opportunity will provide a community of learning and individualized coaching on evaluation activities and sustainability planning.
- The evaluation team from University at Buffalo Primary Care Research Institute submitted the program evaluation plan to their Internal Review Board.
- BestSelf Behavioral Health, has identified the Case Planner, who will soon be welcomed to the team.
- Quality assurance processes, and data collection/ referral documents are in the final stages of completion.
- Implementation of a Grant Planning Workgroup focused on development of workflow and process upon implementation of the reentry program was initiated.

Quarter 3 Review

- Final contracts between the Erie County Sheriff's Office and BestSelf Behavioral Health & UB Primary Care Research Institute were signed.
- BestSelf identified and hired an Assistant Program Director.
- Completion of the Planning & Implementation Guide in preparation for submission in early July.
- On-going development of contingency plans in light of the continuing COVID-19 crisis, including possible implementation of telecommunication.

What's Next in Quarter 4?

- Inter-agency training of involved personnel in the MISSION-CJ model and assessments.
- Development of policies & procedures.
- BestSelf to hire a Peer Support Specialist.
- Quarterly PMT Report due at July's end.
- Projected start date AUGUST 31st!

"Individually we are a drop, but together we are an ocean."
~Ryunosuke Satoro

SCA IMPROVING REENTRY FOR ADULTS WITH CO-OCCURRING SUBSTANCE ABUSE & MENTAL ILLNESS

Lead: Erie County Sheriff's Office
Award: $1 Million
Term: 4 Years
Partners: BestSelf Behavioral Health, UB Primary Care & Research Institute, EC Department of Mental Health

ISSUE 6 | SEPTEMBER | 2020
ERIE COUNTY JAILS
New Dawn Initiative
A step today toward a brighter tomorrow

September has always been a month of change and new beginnings: a new school year, the beginning of autumn, the changing leaves…. The same can be said for the *Co-occurring Enhanced Reentry Initiative*. This month heralded the beginning of the Implementation Phase and we're ringing it in with a new and improved name, *The New Dawn Initiative*. More importantly, New Dawn offers a fresh beginning for program participants reentering the community.

THIS MONTH IN JAIL REENTRY

- Correctional Health is screening potential participants and referring for further mental health, substance use, and criminogenic risk assessment.
- Classification personnel has been fully trained in ACTS criminogenic risk assessment and, in collaboration with Forensic Mental Health, is actively referring qualified individuals for enrollment in MISSION-CJ.
- To date, three participants have been successfully enrolled and are participating in MISSION-CJ and comprehensive case management with BestSelf Behavioral Health. Participants are meeting weekly, at minimum, with the Case Manager and Peer Support Specialist.
- Telecommunication equipment remains available, however with the recent reopening of visits, participants are able to meet with BestSelf staff in person.

ADDITIONAL ACCOMPLISHMENTS

- Personnel at BestSelf and ECSO Classification staff completed both ACTS and MISSION-CJ training.
- Referral processes are in place for Correctional Health, Forensic Mental Health and Classification staff.
- The Business Associate Agreement for exchange of information between BestSelf and ECSO is complete and in progress to be signed by all parties.
- Promotional materials have been developed and are in distribution, contributing to an increase in the number of potential clients completing assessment.
- Alerts were placed in the Sallyport system to allow for tracking and progress of participants in the enrollment process. BestSelf will receive notification of a pending release which will allow for participants to be picked up at the door and escorted to Service Link Stop.
- Lastly, IRB approval was received for UB-PCRI's data collection and evaluation plan.

Until next month, take care and be well.

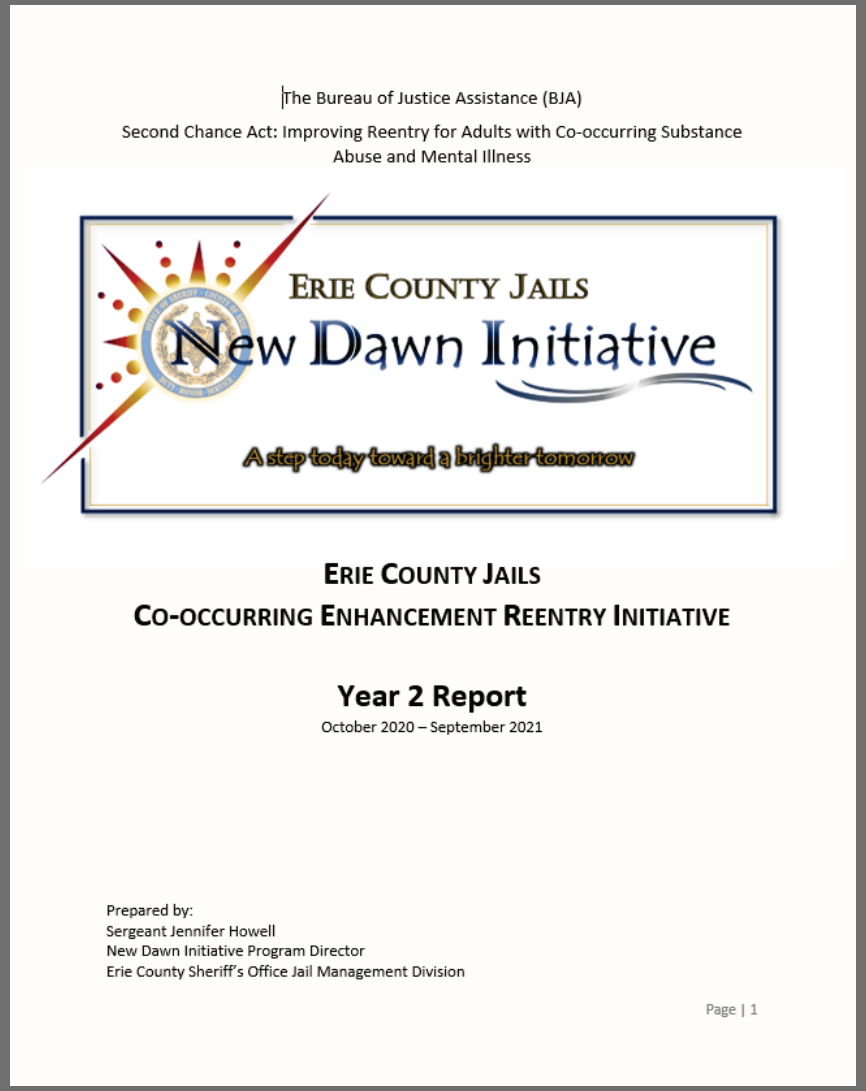
"Though no one can go back and make a brand new start, anyone can start from now and make a brand new ending."
~Carl Bard

SCA IMPROVING REENTRY FOR ADULTS WITH CO-OCCURRING SUBSTANCE ABUSE & MENTAL ILLNESS

Lead: Erie County Sheriff's Office
Award: $1 Million
Term: 4 Years
Partners: BestSelf Behavioral Health, UB Primary Care & Research Institute, EC Department of Mental Health

Examples

New Dawn Initiative
A step today toward a brighter tomorrow
WE CAN HELP YOU WITH:
Employment
Housing
Benefits
Education
Substance Abuse
Mental Health Services
Communicating with Criminal Justice Entities
And other re-entry needs and supports
You have already pre-qualified for enrollment in the New Dawn Initiative. New Dawn offers comprehensive pre- & post-release case management and peer support with BestSelf Behavioral Health.
Simply complete assessment with Classification and Forensic Mental Health personnel and, if you qualify, you will be automatically enrolled at NO cost. Get the help you need before you leave!
Assisting you create a successful and healthy future in Erie County, in partnership with:
best|self
BEHAVIORAL HEALTH
Service Link Stop
University at Buffalo
The State University of New York
GREATER BUFFALO
Racial Equity Roundtable


The Bureau of Justice Assistance (BJA)
Second Chance Act: Improving Reentry for Adults with Co-occurring Substance Abuse and Mental Illness
ERIE COUNTY JAILS
New Dawn Initiative
A step today toward a brighter tomorrow
ERIE COUNTY JAILS
CO-OCCURRING ENHANCEMENT REENTRY INITIATIVE
Year 2 Report
October 2020 – September 2021
Prepared by:
Sergeant Jennifer Howell
New Dawn Initiative Program Director
Erie County Sheriff's Office Jail Management Division
Page | 1

Examples (continued)

ISSUE 21 | DECEMBER | 2021

ERIE COUNTY JAILS

New Dawn Initiative

A step today toward a brighter tomorrow

This Month in Jail Reentry

Participant Enrollment

PRE-RELEASE	POST-RELEASE	DOC/OTHER CUSTODY	IN-PATIENT
16	19	10	2

Total enrolled=63

This month, the New Dawn team continued community collaborations to enhance provision of services to incarcerated individuals preparing for reentry to their communities. Last month it was reported that leadership within the Erie County Opiate Epidemic Taskforce was met with to discuss the potential to distribute Narcan kits and "backpack resettlement kits" to program participants leaving custody and reentering the community. The kits contain essential items such as first aid supplies, blanket, winter apparel, hygiene products, phone charger, amongst many other items, in addition to a single dose of nasal Narcan. Discussion has been expanded and currently continues with administrative personnel to discuss the opportunity to provide the kits to participants enrolled in other pre-release programming, as well as the provision of individual Narcan kits to the whole of the jail population upon release from custody. The project is currently awaiting final approval.

As BestSelf prepares to soon launch the SUDRI grant program in coming months, conversation has progressed in collaboration with the New Dawn team. Development of plans pertaining to referrals between the two BJA SCA grant-funded programs, prevention of duplication of services, and identifying where overlap exists in pre-release programming to consolidate provision of services (e.g., MISSION-CJ groups) are prevailing priorities.

Additional Updates

In the month of November, four participants were released from state custody under parole supervision. Despite being temporarily disengaged while in DOC custody, the case management team has, thus far, been successful in reconnecting with all four post-release, either in-person or via telephone.

This month, the New Dawn team will be saying a fond farewell to the Evaluation and Sustainability TTA as she moves on to new opportunities. The team will welcome a temporary TTA to be introduced next month. The logic model to support evaluation efforts conducted by UB-PCRI has been completed, and the team will be moving on to finalization of participant surveys intended to collect qualitative data, and compilation of aggregate data into presentable formats for distribution to community entities and stakeholders.

The UB-PCRI evaluation team also works toward drafting the Semi-annual Evaluation Report. The draft is expected to be completed by January's end, and is to be included in performance reports soon due and distributed to involved agencies and community stakeholders.

Next Steps

With the close of the quarter at month's end, the New Dawn team is working toward compiling relevant data in preparation for BJA reporting. Data reviews will be conducted throughout January with the UB-PCRI and BestSelf teams, and the ECSO program director.

Implementation of MISSION-CJ group sessions has been temporarily delayed due to recent Covid positive cases preventing groups from convening. Discussion continues in regards to processes involved in the running of groups to maximize potential learning opportunities for participants.

Until next month, take care, be safe, and stay well!

"It is said no one truly knows a nation until one has been inside its jails. A nation should not be judged by how it treats its highest citizens, but its lowest ones." ~ Nelson Mandela

SCA Improving Reentry for Adults with Co-occurring Substance Abuse & Mental Illness

Lead: Erie County Sheriff's Office
Award: $1 Million
Term: 4 Years

ISSUE 22 | JANUARY | 2022

ERIE COUNTY JAILS

New Dawn Initiative

A step today toward a brighter tomorrow

This Month in Jail Reentry

Participant Enrollment

PRE-RELEASE	POST-RELEASE	DOC/OTHER CUSTODY	IN-PATIENT
15	21	10	3

Total enrolled=65

With the fresh start and clean slate of a new year, the New Dawn team is currently conducting internal evaluation of processes, quality assurance review of the first year of implementation, and formative assessment of program efficacy. Quality improvements are in progress to streamline referrals and subsequent assessments, standardize protocols at varying timepoints to enhance the case management team's engagement of participants and provision of services, and expand data collection measures as deemed necessary. Under the guidance of and in collaboration with the Sheriff's Office administration, the New Dawn team is working toward incorporating new measures to strengthen screenings conducted by Correctional Health upon an individual's intake into the facility—beyond the strong protocols already in place to identify co-occurring substance use and mental illness—to more effectively identify individuals at higher risk, streamline referrals for assessment, and determine eligibility for reentry programming within the jails.

With the close of the quarter in December and in preparation for BJA progress reports due, quarterly data reviews were conducted. The Performance Measures Report was submitted on the 28th and included a narrative report of the previous six months of activity. Also included was the semi-annual evaluation report, prepared by UB-PCRI, that detailed New Dawn's first year of implementation.

Additional Updates

This month, two post-release participants who had previously disengaged and become inactive have been reincarcerated. Both have since voluntarily reconnected to the New Dawn team since their return. This continues an observed trend of disengaged or inactive participants recidivating—and doing so at much higher rates than those who maintain contact with the case management team. But also reflected is the high rate of success in reconnecting with those individuals who do return to jail.

The BestSelf team also continues to be successful in reconnecting with individuals released from state DOC custody. As well, with the reduction of COVID-19 protocols in the Niagara County jail, the team was once again able to connect and provide pre-release services to one participant currently in custody there.

At the end of this month, administrative approval was gained for the distribution of backpack resettlement kits to program participants upon their release from custody. The kits, provided by the Erie County Opiate Epidemic Taskforce, contain a variety of essential items, as well as nasal Narcan and fentanyl test strips. Thus following, one participant was released and successfully provided a backpack.

Next Steps

When determined safe to convene participants in groups, MISSION-CJ sessions will commence remotely with the case management team until such time as COVID-19 restrictions are reduced and in-person group sessions can begin.

On February 9th, the New Dawn Initiative will once again present at the quarterly Reentry Coalition, hosted by the Community Foundation for Greater Buffalo. Hope to see you there!

Until next month, take care, be safe, and stay well!

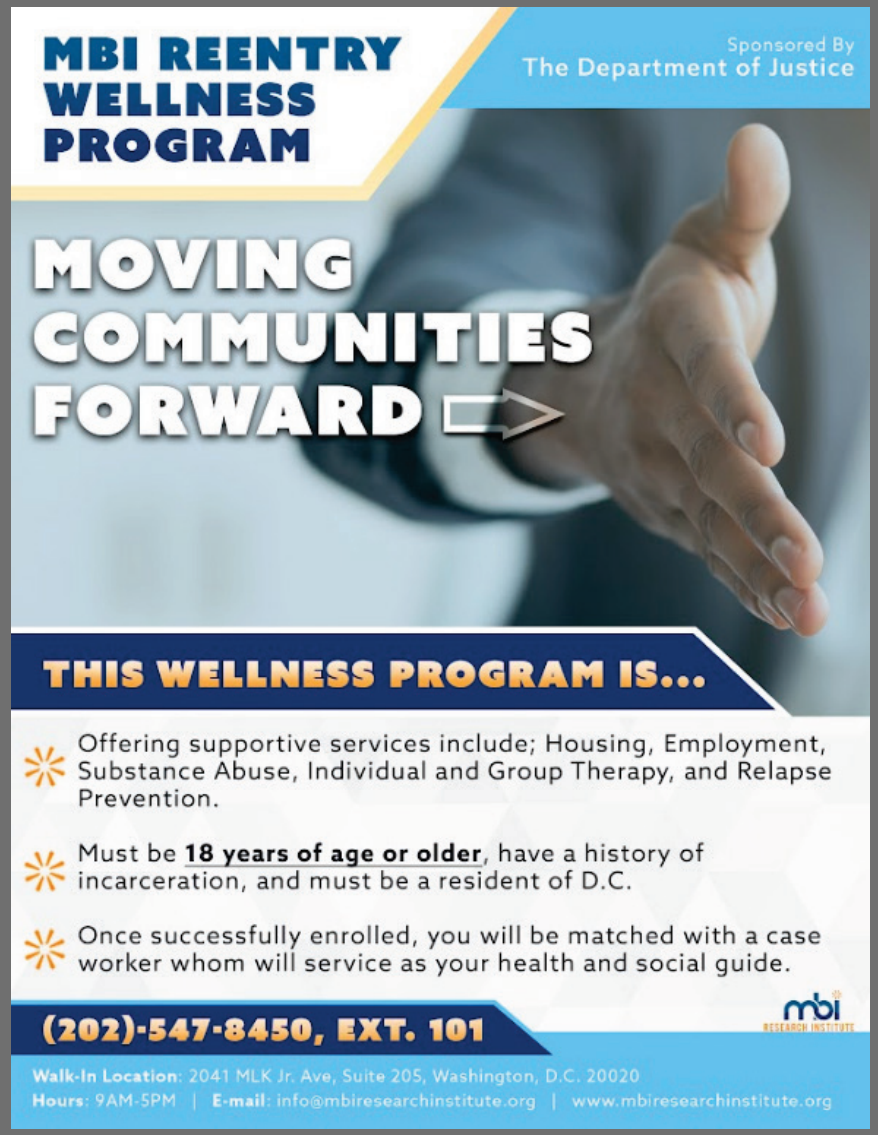
"Today is the day to break free from the prison of the person you know yourself to be and, step into a self you have yet to know." ~ Debbie Ford

SCA Improving Reentry for Adults with Co-occurring Substance Abuse & Mental Illness

Lead: Erie County Sheriff's Office
Award: $1 Million
Term: 4 Years

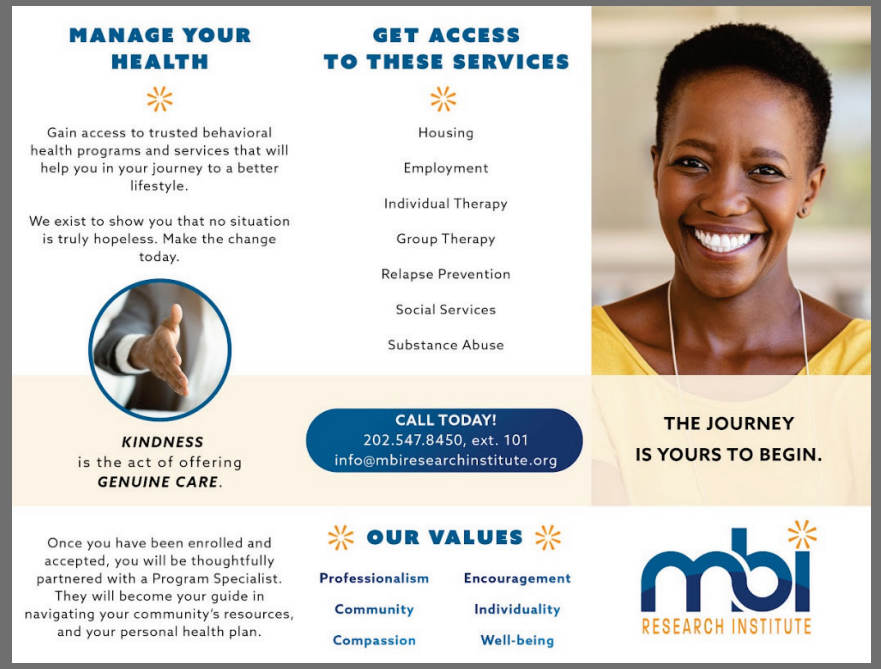
Marketing Products

Program Flyer



Brochure - Outside

Brochure - Inside



Section Three – Funding

Key Components

A key component of any sustainability strategy is a funding strategy. Before securing funding for your program, ask yourself these questions:

WHO

Who needs to be involved in efforts to pursue funding?

WHAT

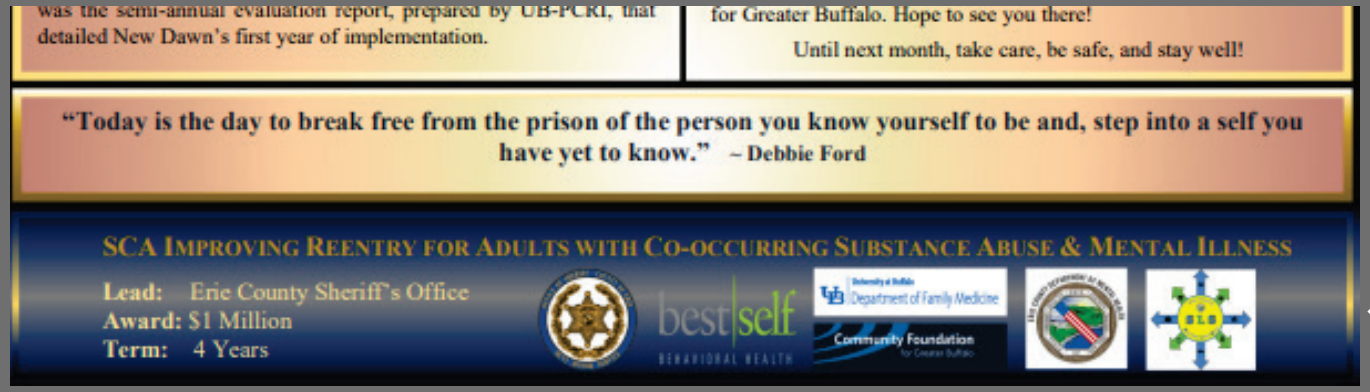
What do you need to accomplish?

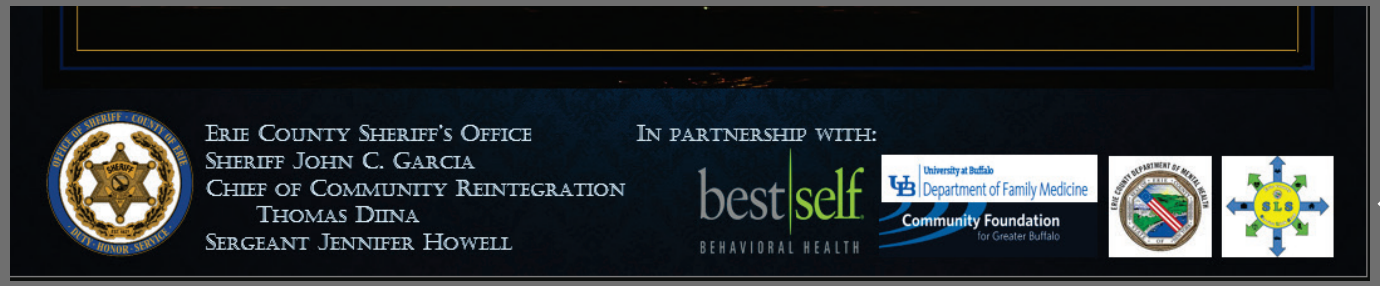
HOW

How will you use program data and evaluation findings in these efforts?

Funding Considerations – 1

- Leverage existing partners
  (and get the same in return)

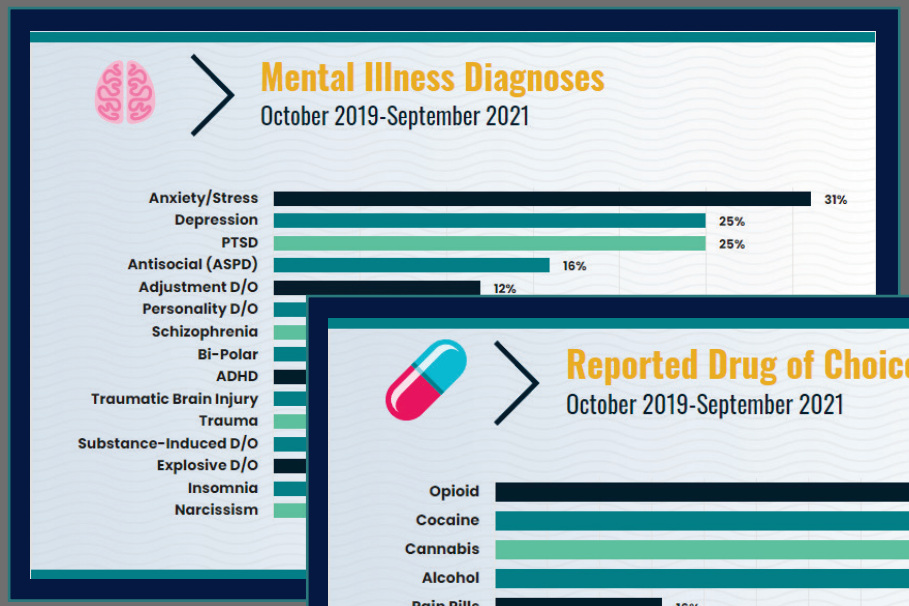


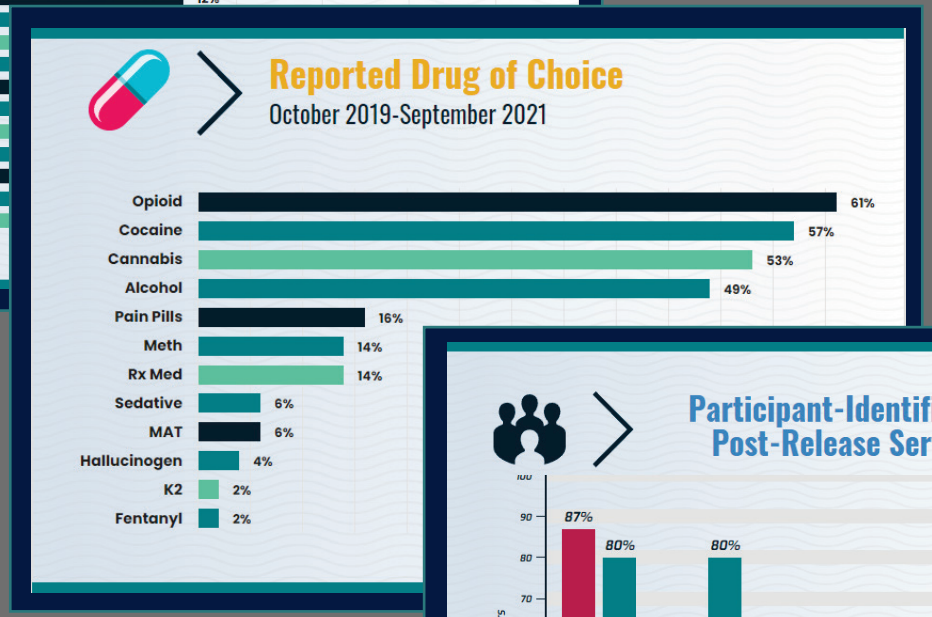


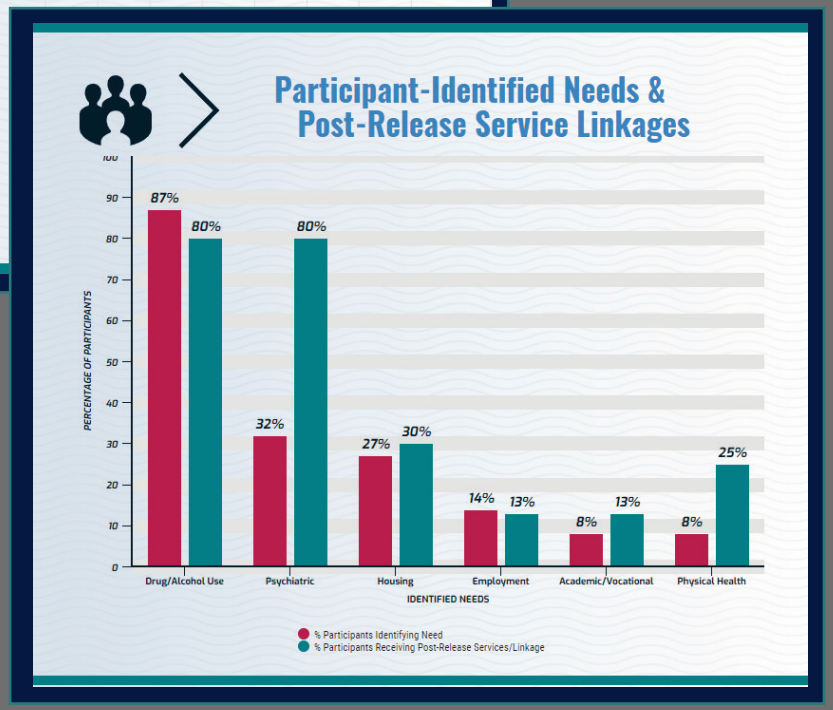
Funding Considerations – 2

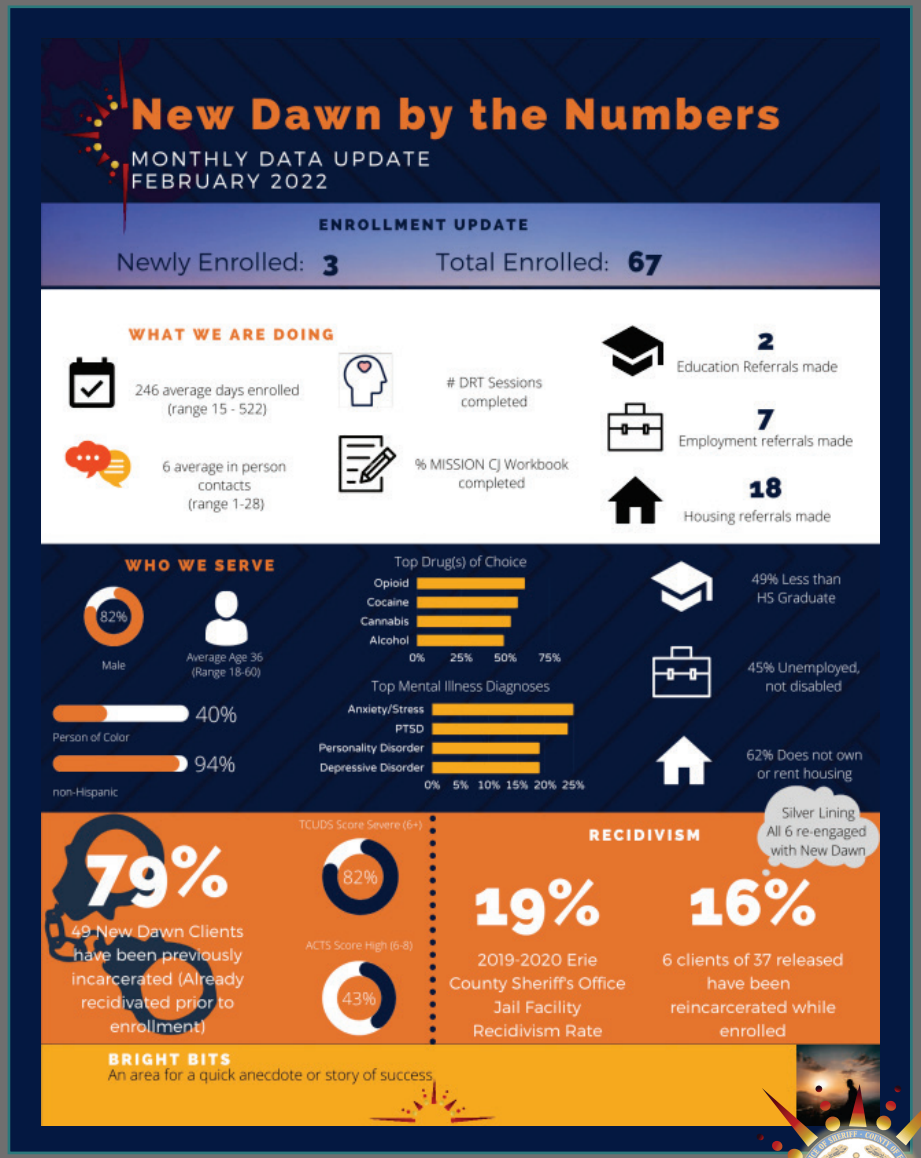
Promote the work being done

Show Your Work!









Funding Considerations

Additional grant funding & plan to expand

- Planning in advance
- Group involvement/inclusion
- Utilizing & maintaining existing resources

Questions?

Thank you!

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