

# Innovation Institute Agenda March 13 -14, 2012

## Innovation Through Evidence-informed Practice

### Innovation Institute Goals

The Promising Pathways Innovation Institute is focused on capacity-building for evidence-informed practice through identifying and sharing innovative approaches to service delivery for Temporary Assistance for Needy Families (TANF) and low-income populations. Toward this end, the goals of the Institute are to:

- Provide cross-site networking between Promising Pathways sites leading to increased capacity to implement evidence-informed practice.
- Provide interaction and dialogue between Promising Pathways sites surrounding innovative approaches and supportive technical assistance resulting from participation in the Promising Pathways Initiative.
- Discuss and examine processes and tools that can be institutionalized in Promising Pathways sites to support sustainable evidence-informed programming for TANF and low-income populations.

### Day One: Tuesday, March 13, 2012

Interaction and activities for Day One will provide Promising Pathways participants with information, processes, and tools to support evidence-informed practice at their sites. Sites will engage in small group dialogue and interaction.

**8:15 am – 8:45 am**      **Registration and Networking**

**8:45 am – 9:00 am**      **Welcoming Remarks (*Potomac I-III*)**

**Dr. Earl Johnson**, Director, Office of Family Assistance,  
Administration for Children and Families, U.S. Department of Health  
and Human Services

**James Butler**, Federal Project Officer, Office of Family Assistance,  
Administration for Children and Families, U.S. Department of Health  
and Human Services

**9:00 am – 9:15 am**      **Introductions and Orientation to the Institute**

**Lisa Washington-Thomas**, Technical Assistance Branch Chief, Office  
of Family Assistance, Administration for Children and Families, U.S.  
Department of Health and Human Services

9:15 am – 9:45 am

**Promising Innovations: What we learned about Evidence-informed Practice from Our Sites**

**Dr. Yvette Lamb**, Promising Pathways Initiative Director

**Session Description:**

This session will discuss concepts and lessons learned from the Promising Pathways Initiative based on the interaction with and the technical assistance provided to the 10 sites. Detailed information on the unique learning from each site will be shared and discussed.

**Session Goals:**

- To demonstrate the depth of understanding regarding capacity-building for evidence-informed practice based on interaction with and technical assistance provided to the 10 Promising Pathways sites.
- To discuss lessons learned for applying capacity-building for other agencies serving TANF and other low-income populations.

**Session Products and Tools:**

- The Ten FACES of Promising Pathways Innovation

9:45 am – 10:30 am

**Opening Presentation**

**Cathy and Ron Tijerina**, The RIDGE Project

**Session Description:**

During this session, participants will learn about and discuss how the RIDGE Project uses evidence-based practice to inform their program development and replicate its program. The RIDGE Project was founded in 2000 as a 501(c)(3) nonprofit dedicated to serving the youth and families of Ohio. The RIDGE Project offers a variety of classes and activities designed specifically to empower youth, marriages, and families so they can withstand and overcome negative influences. Participants will receive additional insights and inspiration on how to continue building a strong program using data to create evidence-informed and/or evidence-based practices.

**Session Goals:**

- To better understand the value of evidence, the importance of data, and the need for strategic coordination of each to better inform program development and practice.
- To discuss how data and evidence can be incorporated in the work of the 10 participating sites.

**Session Products and Tools:**

- Program logic model

**10:30 am – 10:45 am Break**

**10:45 am – 12:15 pm Site Networking Insights on Selection**

**Facilitators:** **James Butler**, Office of Family Assistance  
**Peter Kilde**, WestCap Jumpstart  
**Brian Holler**, Pennsylvania KEYS

**Session Description:**

After an initial networking exercise, Promising Pathways sites will have the opportunity to network with each other through a facilitated exercise. Additionally, each team member will have the opportunity to provide an initial overview of their program, partners, and why they were selected for the Promising Pathways Initiative.

**Session Goal(s):**

- To provide sites with an opportunity to meet other site representatives.
- To engage in dialog around their programs and why they were selected.

**Session Products and Tools:**

- Networking Punch Card Tracking Sheet

**12:15 pm – 1:30 pm**

**Working Lunch: Communicating Your Mission and Telling Your Story**

**Facilitators:** **Lisa Washington-Thomas**, Office of Family Assistance  
**Selena A. Ramkeesoon**, Principal, Strategic Communications, ICF International  
**Jeffrey Faulkner**, Ways to Work, Alliance for Children and Families

**Session Description:**

Communication is a critical skill in sharing internally and externally the evidence and “proof” of the quality and impact of a program. This working session will continue the initial messaging practice begun at the Promising Pathways orientation in October 2011. Participants will learn about methods and strategies for communicating their program’s outcomes, mission, and other information to a variety of stakeholders. Participants will have the opportunity to dialog around strategies they use and key areas that they can enhance in communicating their program’s evidence and outcomes in verbal or written communications. Participants will also hear from one program, Ways to Work, a national federation organization that assists TANF and low-income populations to achieve economic self-sufficiency. Every three years, Ways to Work undertakes an evaluation of their program. The goal of the 2011 Program Evaluation was to demonstrate the impact of Ways to Work’s approach to building family economic security, which is to offer low-interest car loans to low-income parents to increase their transportation options and help them build a stronger credit history.

**Session Goal(s):**

- To provide tools to enhance communication capacity of Promising Pathways sites.
- To dialogue about potential strategies to address messaging challenges encountered by Promising Pathways sites in their local settings.

**Session Products and Tools:**

- Communications Tools Package

**1:30 pm – 1:45 pm**

**Transition**

**1:45 pm – 2:45 pm**

**Concurrent Breakout Sessions (*Capital Room*)**

**Session One: Measuring Return On Investment (ROI) for State Government**

**Facilitators:** **CLIMB Wyoming**  
*(First Concurrent Breakout Session)*  
**Arkansas Career Pathways Initiative**  
*(Second Concurrent Breakout Session)*  
**Dominic Modicamore, ICF International**  
**Nanette Antwi-Donkor, ICF International**

**Session Description**

Successful workforce development programs often provide significant fiscal benefits to State government, and hence the taxpayer. As workers gain new skills in high demand occupations, they often benefit from a significant rise in income; which translates into greater tax revenue for State and local government. This session will focus on developing Return on Investment (ROI) measures for Promising Pathway programs, a useful tool for measuring the fiscal impact that these programs have on State government budgets. Two programs will be highlighted, CLIMB Wyoming and Arkansas Career Pathways Initiative (CPI). The interactive sessions will begin with a discussion of the ROI concept, methodology, data requirements, and how program activities map to outcomes and ROI indicators. CPI and CLIMB staff will then discuss their experiences with the ROI process, and its benefits and challenges. CPI, a program run through Arkansas' Community Colleges, relied on data provided by State agencies, such as unemployment insurance (UI) data, to track program participant progress, while CLIMB, a nonprofit organization, used surveys to collect data.

**Session Goal:**

The goal of this session is to discuss ROI as a new framework and approach of demonstrating program success based on the experiences of two Promising Pathway Sites - *CLIMB Wyoming* and *Arkansas Career Pathways Initiative*. Participants will be engaged in a discussion on:

- The added value of calculating an ROI;

- Determining the appropriate level of complexity in calculating the ROI;
- Identifying the stakeholders to involve in the ROI process; and
- Defining components of the ROI framework.

### **Session Products & Tools:**

- Glossary of ROI Terms
- ROI/Logic Model template
- Potential source list for valuing indicators

**Note:** Participants are encouraged to bring their logic models with indicators to the session to help facilitate the discussion on valuing indicators and identifying data sources.

### **Session Two: Mapping the Assets in Your Community (Landmark Restaurant)**

**Facilitators:** **Dr. Micah Gilmer**, BCT Partners  
**Brent Schondelmeyer**, Local Investment  
Commission (LINC)

### **Session Description:**

LINC is a Promising Pathway site that works closely with community partners to implement their program. BCT Partners provides strategic support to community based organizations to increase their capacity to understand and connect with community clients. Their community mapping processes are grounded in evidence-based approaches focused on identifying a community's strengths. During this interactive session participants will receive an overview of practical strategies for mapping community assets—including keys to determining potential partners, leveraging various funding sources, and determining areas for program expansion. Participants will be taken through five key steps of community asset mapping: 1) community needs assessment, 2) community asset mapping, 3) community surveys and interviews, 4) community assets profile/gap analysis, and 5) community assets mobilization. Participants will engage other Promising Pathways sites on strategies employed at the local level to strengthen the available "Web of resources" needed to comprehensively serve families.

### **Session Goal(s):**

- Demonstrate the multiple resources available within a community to assist in serving TANF and low-income populations.
- Provide information and practices in utilizing an organization's existing infrastructure to create strategies and tools to connect with community assets.

### **Session Products and Tools:**

- Community Asset Mapping Toolkit
- Annotated resources for community asset mapping

**Session Three: Making Data Useful (*Potomac I-III*)**

**Facilitators:** Dr. Ann Doucette, George Washington University  
Representatives, Dorcas Place and Tanana  
Chiefs Conference

**Session Description:**

Dorcas Place and Tanana Chiefs Conference are Promising Pathways sites with solid infrastructures in place to collect program data. Their data however, must serve multiple reporting purposes and document multiple programs and interventions. Dr. Ann Doucette, through her teaching and program evaluation work, focuses on utilizing data for understanding complex environments. Interventions and programs are often implemented within complex environments that present challenges for collecting program performance information. Participants in this session will be provided with hands-on support in examining performance measurement strategies that support actionable data. During this session participants will be introduced to complex adaptive systems (CAS) thinking and learn strategies for choosing actionable performance measures. Participants will be able to engage each other on the keys to making changes in practices that are linked to improved outcomes and sustained impact.

**Session Goal:**

- To provide information on using data in complex environments addressing the needs of Promising Pathways sites.

**Session Products and Tools:**

- Making Data Useful (Templates and Tools)

**2:45 pm – 3:00 pm**

**Transition Time**

**3:00 pm – 4:00 pm**

**Repeat: Concurrent Breakout Sessions**

**Session One: Conducting a Return on Investment (ROI) Study (*Capitol Room*)**

**Session Two: Mapping the Assets in Your Community (*Landmark Restaurant*)**

**Session Three: Making Data Useful (*Potomac I, II, III*)**


**3:45 pm – 4:00 pm**

**Afternoon Break**

**4:00 pm – 5:30 pm**

**Site Recognition and Informal Stakeholder  
Networking (*Landmark Restaurant*)**





# Innovation Institute Agenda March 13 -14, 2012

## Day Two: Wednesday, March 14, 2012

Interaction and activities for Day Two will provide Promising Pathways participants with the opportunity to engage in small group dialogue and interaction.

**8:45 am** **Day Two Welcome and Review of Day One**  
Lisa Washington Thomas, Office of Family Assistance

**9:00 am – 10:00 am** **Individual Team Time**

James Butler, Office of Family Assistance

**Session Description:**

Individual Site Teams will meet with their Technical Assistance Team during this time to share and reflect on the breakout sessions and information gleaned from the first day of the Innovation Institute. Prior to the Institute; Coaches and Site Teams will have reached out to each individual site to develop a plan for how they would like to use this team time (e.g., complete TA projects, focus on a particular theme, meet 1:1 with another site).

**Session Goal:**

- To provide individual team time to complete any unfinished tasks as determined by pre-Institute feedback.

**Session Products and Tools:**

- Individual team tools pertinent to the interests of individual teams

**10:00 am – 10:15 am** **Morning Break**

**10:15 am – 11:45 am** **Breakout Sessions**

**Session Overview:**

In these facilitated breakout sessions, each of the 10 Promising Pathways sites will have the opportunity to focus on one of three areas where they are doing the majority of their work and share and highlight strengths, challenges, insights, and lessons learned:

- 1) subsidized employment;
- 2) career pathways and skill building; and
- 3) work supports to TANF participants and other low-income individuals will be highlighted and shared.



**Breakout Group on Subsidized Employment (*Capitol Room*)**

**Representatives**, SEE Hawaii Work (HI)

**Representatives**, Tanana Chiefs Conference (AK)

**Session Description:**

Two of the 10 Promising Pathways sites have demonstrated success in implementing subsidized employment programs for TANF and low-income populations. Each program, however, utilizes different strategies and operates in very unique settings. Shared knowledge gained from dialogue and interaction among these successful sites will increase their individual site capacity to better serve their clients, but will also provide valuable knowledge and strategies for technical assistance that can be provided to similar programs.

**Session Goal(s):**

- To share program models and strategies focused on subsidized employment.
- To explore common areas, challenges, and solutions related to program implementation.
- To share data collection strategies including indicators, measures and methods of data reporting.
- To make recommendations on capacity-building technical assistance for subsidized employment programs serving TANF and low-income populations.

**Session Products and Tools:**

- Program and/or logic models
- A generated list of potential strategies for technical assistance

**Breakout Group on Career Pathways, Skill Building, and Community Colleges (*Potomac I*)**

**Representative**, Keystone Education Yields Success (KEYS) Program (PA)

**Representatives**, Kentucky Community and Technical Colleges (KY)

**Representatives**, Arkansas Career Pathways Initiative (AR)

**Session Description:**

Achieving self-sufficiency for TANF and low-income populations is intricately linked to the ability to have a livable wage through meaningful employment. Career Pathways that build skills and provide entry into lifelong employment is deemed a critical element through which at-risk populations can take first steps to success. Three of the 10 Promising Pathways sites are based in community colleges. During this session, these sites will share their models, explore strategies, and develop recommendations for technical assistance that other community college career pathways programs can pursue.



**Session Goal(s)**

- To share program models and strategies focused on career pathways, skill building, and community colleges.
- To explore common areas, challenges and solutions related to program implementation
- To share data collection strategies including indicators, measures and methods of data reporting.
- To make recommendations on capacity-building technical assistance for career pathways programs in community colleges that serve TANF and low-income populations.

**Session Products and Tools:**

- Program and/or logic models
- A generated list of potential strategies for technical assistance

**Breakout Group on Employment and Work Supports  
(Potomac III)**

**Representatives**, Dorcas Place (RI)

**Representatives**, West CAP JumpStart (WI)

**Representatives**, Local Investment Commission (LINC) (MO)

**Representatives**, Climb Wyoming (WY)

**Session Description:**

What does it take to get a TANF or low-income individual to be able to fully participate in employment opportunities? Four of the 10 Promising Pathways sites work directly with participants to support them through this process. These sites will share program models and strategies and examine commonalities and challenges facing their program and participants. They will explore meaningful strategies and innovations for technical assistance for similar programs.

**Session Goals:**

- To share program models and strategies focused on employment and work supports.
- To explore common areas, challenges, and solutions related to program implementation.
- To share data collection strategies including indicators, measures, and methods of data reporting.
- To make recommendations on capacity-building technical assistance for employment and work support program serving TANF and low-income populations.

**Session Products and Tools:**

- Program and/or logic models
- A generated list of potential strategies for technical assistance

**12:00 pm – 1:00 pm      Networking Luncheon**

**Making Stronger Connections with TANF Agencies**

**Panel Discussion:**      **James Butler**, Office of Family Assistance  
**Todd Trapp**, TANF representative,  
Kentucky/Cabinet for Health and Family  
Services  
**Elroy Willoughby**, Arkansas TANF  
representative, Arkansas Department of  
Workforce Services  
**Pankaj Bhanot and Scott Nakasone**,  
SEE Hawaii Work

**Moderator: Robyn Cenizal**, ICF International

**Session Description:**

How can Promising Pathways sites make stronger linkages with their local TANF agency in order to create a stronger safety network for participants? These panelists will discuss their strategies and engage the audience in exploring multiple options for maximizing the connection between service providers and TANF agencies.

**1:00 pm – 2:00 pm      Round Robin Site Sessions: Building Connections  
Across the Sites**

**Lisa Washington-Thomas**, Office of Family Assistance

**Session Description:**

This time will allow Promising Pathways Teams with the opportunity to engage in peer-to-peer learning, question and answer, and share dialogue around promising strategies, tools, and resources used in delivering their programs' services to clients. One member from each team will staff the **team meeting table** while the other team members will rotate among the various team meeting tables during this time. The purpose of this session is to foster the formation of new partnerships and collaborations, while creating peer-to-peer networks. Additionally speakers and Promising Pathways TA Team Members will circulate amongst the teams to provide input, feedback, and facilitate conversations.

**Session Goal(s):**

- To continue networking and sharing between each of the 10 Promising Pathways sites.

**Session Products and Tools:**

- Site specific materials will be shared with participants

**2:00 pm – 2:15 pm      Break**

**2:15 pm-3:30 pm**

**Moving Innovation Forward**

**Panel Speakers:** **John Wilcox**, Executive Director and Chief Operating Officer, Corporate Voices for Working Families  
**Leslie Crutchfield**, Senior Advisor, Foundation Strategy Group  
**Melissa Basque**, Associate, Foundation Strategy Group  
**Renée Wilson-Simmons**, Associate Director, Evidence-Based Practice Group, Annie E. Casey Foundation

**Moderator: Jeanette Hercik**, ICF International

**Session Description:**

Innovation and evidence-based are concepts that serve as cornerstones for moving a program or strategy toward replication. Public and private entities have championed these concepts in order to ensure that programs are meeting the needs of participants and are accountable for outcomes. Corporate Voices for Working Families, Foundation Strategy Group and Annie E. Casey Foundation, are knowledge leaders for nonprofit business, and community driven initiatives around innovation and evidence. This panel will focus on perspectives from foundations, businesses, and government on evidence-based practice and using data systematically to improve programs and measure program performance. The panel will interact with participants and provide lessons learned and highlights of the practices of high-impact organizations, creating dynamic leadership, and moving towards innovation.

**Session Goal(s):**

- To share perspectives on innovation and evidence-based practice with Promising Pathways sites.
- To engage sites and panelists in dialog around the successes and challenges to innovation and becoming evidence-informed.

**Session Products and Tools:**

- Background information and reading on innovation

**3:30pm - 4:00 pm**

**Reflecting on the Promising Pathways Experience**

**Facilitators:** **CLIMB Wyoming**  
**Dr. Nicole Bossard**, ICF International

**Session Description:**

CLIMB uses a reflective practice as central to helping participants achieve individual goals. Site staff will lead Institute participants in a reflective exercise to gain understanding and clarity around the impact of participation in the Promising Pathways Initiative.

**4:00 pm**

**Closing and Adjournment**

**Dr. Earl Johnson**, Director, Office of Family Assistance,  
Administration for Children and Families, U.S. Department of Health  
and Human Services

**Lisa Washington-Thomas**, Technical Assistance Branch Chief, Office  
of Family Assistance, Administration for Children and Families, U.S.  
Department of Health and Human Services

**Participating Sites:**

Region I:	Dorcas Place (RI)	Region VI:	Arkansas Career Pathways Initiative (AR)
Region II:	Placing Individuals in Vital Opportunity Training (PIVOT) Program (NY)	Region VII:	Local Investment Commission (LINC) (MO)
Region III:	Keystone Education Yields Success (KEYS) Program (PA)	Region VIII:	Climb Wyoming (WY)
Region IV:	Kentucky Community and Technical Colleges (KY)	Region IX:	SEE Hawaii Work (HI)
Region V:	West Cap JumpStart (WI)	Region X:	Tanana Chiefs Conference (AK)

**Technical Assistance Team Coaches:**

Dr. Yvette Lamb, ICF International

Mack Storrs, ICF International

Dr. Katherine Boswell, ICF International

Dr. Nicole Bossard, ICF International

William Brumfield, ICF International

Dr. Mary Hyde, ICF International