

LOS ANGELES COUNTY



OFFICE OF VIOLENCE PREVENTION

TTA EVALUATION REPORT

2024 - 2025



PREPARED BY

EVALCORP
Measuring What Matters®

Table of Contents

Acknowledgments	3
Introduction	4
Program History	4
Program Overview	4
Evaluation Overview	5
Methods.....	5
Surveys	5
Limitations.	6
Focus group	6
Leadership Interviews	7
Findings	7
CBO Demographics.....	7
TTA Core Competencies	9
Leadership and Governance	10
Fundraising and Grant Writing	11
Financial Management	12
Program Development and Evaluation	13
Collaboration and Partnership Building	15
Summary of Core Competencies	16
Successes and Challenges.....	16
Participant Experiences	17
Implementation Successes and Challenges	18
Summary of Success and Challenges	20
Recommendations	20
Recommendations for Future Evaluations.....	21
Summary	22
Key Findings	22
Key Challenges.....	23
Primary Recommendations	23
Conclusion.....	23
Appendix A: TTA Workshops.....	24
Appendix B: Core Competencies – Baseline Organizational Assessment Items	25

Acknowledgments

EvalCorp would like to thank everyone who contributed to this evaluation, including Keith Baker, Raymundo Zacarias, and Kelly Fischer from the Trauma Prevention Initiative at the Los Angeles Department of Public Health's Office of Violence Prevention. We would also like to thank the Los Angeles Centers for Alcohol and Drug Addiction (L.A. CADA). We especially want to thank Andrea Mesa, John Gray, Arlene Vasquez, Sean Kennedy, Charles McWells, Trinh Nguyen, and Brandon Rosales from L.A. CADA. We also would like to thank Dr. Kelly Peterson and Dr. Ramila Naziri from Transitions 2 Transformations.

Introduction

The Capacity Building Technical Assistance and Training (TTA) Program, spearheaded by the Los Angeles County Department of Public Health's Office of Violence Prevention (OVP), aims to empower community-based organizations (CBOs) to effectively address and reduce community violence and trauma. As a key element of the broader Trauma Prevention Initiative (TPI), the program emphasizes local leadership, making purposeful efforts to include organizations owned and operated by community residents, especially women and Black and Indigenous People of Color, to ensure genuine representation and sustainable community impact.

Program History

The goal of TPI is to reduce violence-related trauma in communities disproportionately impacted by violence. The initiative invests in peer intervention strategies to break the cycle of violence. These strategies include Street Outreach and Hospital Violence Intervention Programs. TPI also builds prevention infrastructure through Community Action for Peace Networks and aligns county programs and services. TPI began in 4 communities of South LA in 2016. The program expanded to 9 communities in 2022. The TTA initiative supports this goal by equipping partner agencies with training and technical assistance. This support increases their capacity to deliver violence prevention and intervention services.

The Capacity Building TTA program launched in August 2017. The pilot program ran through September 2018 and focused efforts on organizations operating in some of Los Angeles County's highest-need communities, including Westmont West Athens, Willowbrook, Florence Firestone, and Unincorporated Compton. Initially, the program was supported by nonprofit consultants, eventually expanding with funding from the Probation Department Juvenile Justice Crime Prevention Act to include broader technical assistance and training efforts. Increased support for the program has allowed for the expansion of Capacity Building TTA programming to additional cities in Los Angeles County, including Antelope Valley, East Los Angeles, Puente Valley, Pomona, and Hawaiian Gardens/Norwalk. Building on lessons learned from the pilot, the current phase of the Capacity Building TTA program aligns with other county-wide priorities, such as the Department of Mental Health Incubation Academy, Youth Diversion and Development, and equitable contracting strategies.

Program Overview

Starting in FY 2022-2023, The Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) has overseen the implementation of the Capacity Building TTA program. In Fiscal Year 24-25, L.A. CADA provided focused one-on-one mentorship and technical assistance tailored to specific organizational needs. This support was delivered via weekly phone check-ins and monthly site visits. L.A. CADA also facilitated monthly workshops, produced and delivered by Transitions 2 Transformations, to increase organizational capacity (see Table 1 for a list of the workshops delivered to participating organizations by Transitions 2 Transformations). Organizations also received three one-on-one coaching sessions with the Transitions 2 Transformations team.

As part of the programming, participating organizations are awarded \$50,000 mini-grants to develop and implement violence prevention projects to support at-risk youth and address community trauma. The

capacity-building activities delivered by L.A. CADA also included support on the organizational logistics and administrative tasks that accompany executing funded projects (e.g., adhering to the Scope of Work; data collection and monitoring; reporting for funding agencies).

Evaluation Overview

The evaluation of the TTA program utilized a comprehensive mixed-methods approach to critically assess the effectiveness and impact of the Capacity Building TTA program on participating CBOs. Evaluation activities included a self-assessment survey administered to participating CBOs, a focus group with participating CBOs, and in-depth interviews with leadership implementing the capacity-building curriculum. Qualitative and quantitative data were analyzed to explore program effectiveness in building organizational capacity, participant satisfaction, perceived impacts, and overall program strengths and challenges. These insights were used to inform actionable recommendations to enhance future program implementation, thereby maximizing participating organizations' ability to deliver services within their communities.

Methods

Several data collection streams were employed to conduct this mixed-methods program evaluation. These included various surveys, a focus group, and interviews. The surveys focused on collecting quantitative data about organization demographics and program impact, the focus group collected data on program impact, satisfaction, and participation challenges, and the interviews spoke to the successes and challenges in program implementation.

Surveys

Various surveys were administered throughout the year to explore baseline capacity, program effectiveness in building organizational capacity, perceived impacts, and overall program strengths and challenges. Data were primarily analyzed using descriptive statistics (e.g., means, frequencies, percentages). For each survey:

1. **Baseline organizational assessment:** This survey was administered by L.A. CADA in October 2024, before any programming was delivered to the participating CBOs. This assessment was used to develop tailored plans for each organization's capacity-building curriculum.

Data were analyzed to establish a baseline profile of each CBO's organizational capacity prior to engaging in the program. Descriptive statistics summarized capacity related to several core competencies, including leadership and board governance practices, fundraising and grant writing, financial management, program development and evaluation, and collaboration and partnership building.

2. **Baseline skills assessment:** Transitions 2 Transformations administered this survey from December 4, 2024, to January 6, 2025. This assessment was administered to help identify organizations' areas for growth in order to deliver customized 1:1 coaching sessions with Transitions 2 Transformations.

Descriptive statistics summarized participants' self-reported confidence across key competency areas (e.g., financial management, grant writing, program evaluation).

3. **Interim Capacity Development Assessment:** This survey was administered by EvalCorp and was designed to capture participants' engagement, perceived outcomes, and early capacity-building impacts following participation in the TTA program. Survey items were structured retrospectively to align with key constructs from the baseline organizational and skills assessments, enabling participants to reflect on capacity changes over time. Due to contract timing constraints, the evaluation team was unable to conduct a true post-program assessment at the end of the TTA program cycle. The survey was administered at the start of the focus group on April 10, 2025, and remained open until April 30, 2025, for those CBOs unable to attend the focus group. Participants completing both the survey and focus group received \$25 gift cards, TTA participants who only completed the survey and did not participate in the focus group received \$15 gift cards.

Survey items were structured retrospectively to align with key constructs from the baseline organizational and skills assessments, enabling participants to reflect on capacity changes over time. Responses from this assessment were analyzed using descriptive statistics to document participant engagement, perceived improvements in organizational capacity, and early outcomes following program participation.

Where survey instruments captured similar constructs (e.g., confidence in financial management across the baseline skills assessment and interim capacity development assessment), data were reviewed in tandem to identify patterns of change over time. However, no inferential statistics were conducted due to the limited sample size and the descriptive nature of the evaluation.

Limitations.

Self-report. Throughout the program cycles, participating agencies assessed their own capacity and progress primarily through self-report surveys. While these self-assessments provide valuable insights into participants' perspectives and experiences, they carry certain limitations. Organizations rating their own capacity at baseline using agreement scales may be limited by their current knowledge foundation, i.e., not knowing what they don't know. Additionally, agencies that initially rate themselves highly on capacity measures may show limited measurable improvement despite benefiting from the program, as their scores have little room to increase. Conversely, awareness of capacity gaps often increases through program participation, potentially leading agencies to rate themselves more critically after gaining new knowledge about best practices.

Interim Capacity Development Assessment. Due to the timing of program administration and evaluation, a true post-program assessment was not feasible within the program cycle. The interim capacity development assessment thus served as a proxy to understand early outcomes and emerging impacts, recognizing that longer-term changes may not be fully captured within this reporting period.

Focus group

EvalCorp facilitated a focus group exploring engagement and satisfaction with the Capacity Building TTA activities, perceived program impacts, successes and challenges, and recommendations. Representatives from all 20 participating CBOs were invited to attend a focus group to share about their organization's participation successes and challenges. The focus group was held immediately after the April 2025 TTA workshop on Financial Management. Fifteen of the 20 invited CBOs participated. Data were collected via

audio recording and notes. Prior to starting the focus group, participants provided verbal consent for audio recording. Lunch was provided, and participants received \$25 gift cards for their time.

Thematic analysis using an inductive coding approach was conducted to identify emerging patterns within the qualitative data. Notes from the focus group were thoroughly reviewed to generate initial themes, which were later grouped and refined to ensure accurate representation of the data.

Leadership Interviews

EvalCorp facilitated semi-structured interviews with the TTA implementation team, exploring strengths and growth opportunities in program implementation and recommendations. Individuals from the Trauma Prevention Initiative, L.A. CADA, and Transitions 2 Transformations were invited to participate in the interviews. Four virtual interviews were completed with five members of program leadership. Interviewees consented to video and audio recording; data were also captured through notes.

Thematic analysis using an inductive coding approach was conducted to identify emerging patterns within the qualitative data. Notes from interviews were thoroughly reviewed to generate initial themes, which were later grouped and refined to ensure accurate representation of the data.

Findings

CBO Demographics

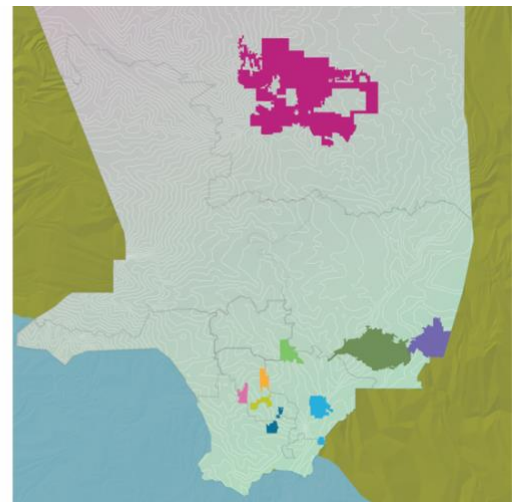
Twenty community-based organizations were accepted into the TTA program. The CBOs served priority TPI communities (see Figure 1) throughout all five Los Angeles County Supervisorial Districts (see Table 1).

In line with the TPI priority to include small, grassroots organizations owned and operated by community residents, all participating organizations served the TPI communities shown in Figure 1. Further, of the responding

CBOs (n = 15), 80% reported having 1-4 employees (n = 12), 1 and 13% reported having 5-10 employees (n = 2). Only 1 CBO reported having 16-20 employees (7%). Twenty percent of responding CBOs had been operating for less than 5 years (n = 3), 47% had been operating for 5-9 years (n = 7), 20% had been operating for 10-14 years (n = 3), and 13% had been operating for more than 15 years (n = 2). The CBOs served a wide range of populations (see Figure 2) and provided various services to their communities (see Figure 3).

Figure 1.

Trauma Prevention Initiative Communities

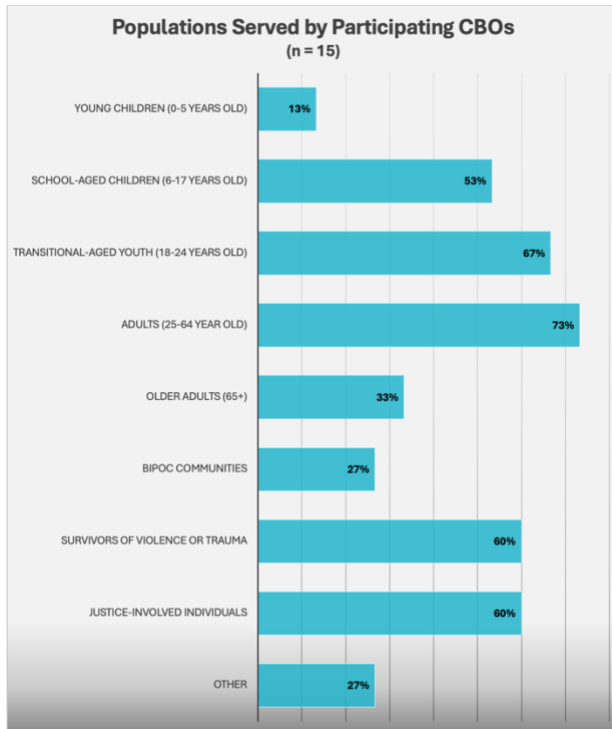


Almost half of the responding CBOs were completing their first year of the TTA program (44%; n = 8). Over half of responding CBOs participated in the program for more than one year, with just over a quarter of organizations completing their second year with TTA (28%; n = 5) and just over a quarter completing their third year with TTA (28%; n = 5).

Table 1. Districts Served by Participating Organizations

Supervisory District	Organization	City of Operation
1st District	Building Forever Families Initiative	Pomona
	Community Warriors 4Peace	Los Angeles
	Forward Progress Inc	Pomona
	Meztli Projects	East Los Angeles
	Pause 4 Peace Foundation	Los Angeles
	Project Hope	Pomona
	Project Resilience	Pomona
2nd District	Collective REMAKE	Los Angeles
	Inner City Child Development and Youth Foundation	Compton
	Live Yo Life	Los Angeles West Athens
	Local Hearts Foundation	South Los Angeles
	On My Grind Reentry Services Inc.	South Los Angeles
	Phenomenal Angels	Los Angeles West Athens
	Prevailing Family Life Center	Carson
	Think Tank collective	Los Angeles
4th District	Door of Hope Youth and Family Resource Center	Norwalk
	Hands Across Hawaiian Gardens	Hawaiian Gardens
	The Way Out Ministries	Hawaiian Gardens
5th District	Two-Lifestyles, Inc.	Palmdale
	Women of Morals Empowering the Neighborhood	Lancaster

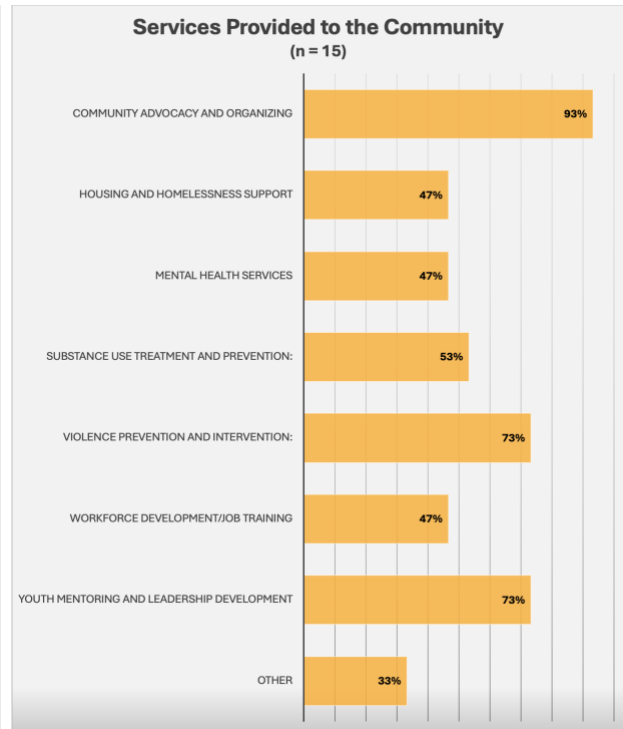
Figure 2



Respondents could select more than one population. Totals may exceed 100%.

“Other” responses included: “substance abuse”; “those experiencing homelessness”; and “Native and Indigenous Peoples”.

Figure 3



Respondents could select more than one type of service provided. Totals may exceed 100%.

“Other” responses included: “digital literacy”; “education and prevention”; “faith”; “cooperative development”; and “reentry”.

TTA Core Competencies

TTA delivers workshop programming covering several core competencies, including leadership and governance, fundraising and grant writing, financial management, program development and evaluation, collaboration, and partnership building. In addition to the workshops, participating CBOs received tailored support and consultations based on their responses to an organizational assessment developed and administered by L.A. CADA. The organizational assessment provided the basis for the retrospective interim capacity development assessment, which assessed knowledge and skills gained over the course of the TTA program.

The findings that follow center on perceived changes in participants’ capacity as indicated by their experience, skills, and confidence on metrics related to the core competencies. Participants also rated the effectiveness of the training they received through the TTA program. These findings were informed by responses on the baseline organization assessment completed at the start of the program, the baseline

skills assessment completed in December 2024, and the interim capacity development assessment completed in April 2025.

Leadership and Governance

Organizations self-reported mixed capacity for metrics related to leadership and governance. In the baseline organization assessment administered by L.A. CADA, participating organizations self-reported high agreement on several metrics related to leadership and governance (see Table 2 for select items related to leadership and governance; see Appendix B Table 1 for all items). However, in the baseline skills assessment administered by Transitions 2 Transformations, the area of governance and board relations was one of the top three leadership areas that organizations felt least confident in.

Table 2. Pre-program ratings on items related to leadership and governance

Metric	Agree	Disagree	Neither Agree or Disagree
Clear and meaningful mission or purpose statement (n = 20)	95%	0%	5%
Planning considers organization’s strengths and weaknesses (n = 20)	80%	5%	15%
Board members understand and are committed to the organization’s mission, bylaws, policies, and programs (n = 20)	95%	0%	5%
Board reviews the organization’s ongoing operations and development activities to ensure that support its mission (n = 20)	90%	5%	5%

Despite high levels of agreement in leadership and governance capacity at the start of program participation, the interim capacity development assessment showed that organizations found their training during the TTA program effective (see Figure 4) and experienced gains in knowledge, confidence, and skillsets (see Table 3). This indicates that the TTA program delivers programming that increases leadership and governance capacity to CBOs with low and higher baseline capacity in this area.

Figure 4



Note: CBOs received customized support based on their responses on the organizational assessment; as such, not all programs received or were perceived to need training on all core competencies. This results in some CBOs rating some activities as “not applicable”.

Table 3. Interim capacity development survey ratings on items related to strategic leadership and governance

Metric	Agree	Disagree
Compared to before beginning the TTA program, I have more experience engaging the Board in strategic planning, fundraising and governance. (n = 18)	94%	6%
I do not feel confident providing the Board with the information and support they need to fulfill their duties. (n = 18)	6%	94%
Compared to before beginning the TTA program, I have more experience engaging the Board in strategic planning, fundraising, and governance. (n = 18)	94%	6%

Fundraising and Grant Writing

Unlike leadership and board governance, participating CBOs reported less capacity for items related to fundraising and grant writing at the start of their participation in the TTA program during their baseline organizational assessment (see Table 4 for select items related to fundraising and grant writing). This aligned with the baseline skills assessment, where the area of fundraising and resource development was the leadership area in which organizations felt the least confident.

Table 4. Pre-program ratings on items related to fundraising and grant writing

Metric	Agree	Disagree	Neither Agree or Disagree
The organization has a written plan describing its comprehensive funding strategy (n = 20)	65%	10%	25%
The organization has a detailed annual fundraising plan (n = 20)	45%	10%	45%

At the time of the interim capacity development assessment, participating CBOs reported that the training they received on Fundraising and Resource Development through TTA was effective (see Figure 5), and they had greater experience, increased skillset, and more confidence in their grant writing and fundraising capacity (see Table 5).

Figure 5

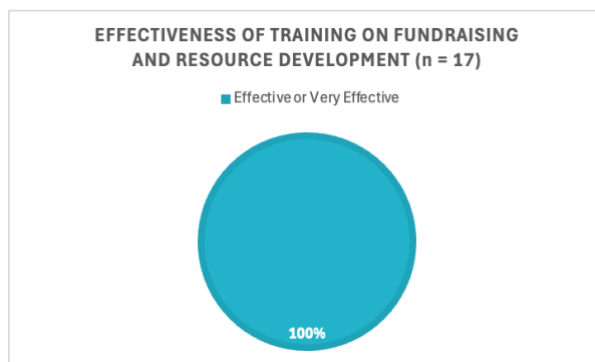


Table 5. Interim capacity development survey ratings on items related to fundraising and grant writing

Metric	Agree	Disagree
Compared to before beginning the TTA program, I better understand how to create and maintain a funding model for my organization. (n = 18)	89%	11%
Compared to before beginning the TTA program, I am more confident in my ability to identify, cultivate, and maintain donor relationships. (n = 18)	100%	0%
Compared to before beginning the TTA program, I have more experience crafting persuasive messaging to secure funding from diverse sources. (n = 18)	94%	6%
I am not experienced at achieving fundraising goals or diversifying revenue streams. (n = 18)	11%	89%

Financial Management

Similar to how participating organizations indicated less capacity for fundraising and grant writing, participating CBOs reported less capacity for items related to financial management at the start of their participation in the TTA program, according to their responses on the baseline organizational assessment (see Table 6 for select items related to financial management; see Appendix B Table 2 for all items).

Table 6. Pre-program ratings on items related to financial management

Metric	Agree	Disagree	Neither Agree or Disagree
A Certified Public Account conducts annual independent audits or reviews (n = 20)	65%	15%	20%
The most recent audited financial statements show the organization has a positive net worth (n = 20)	65%	0%	35%
The organization has experience cash flow problems in the last two years (n = 20)	40%	30%	30%
The organization has cash reserves equal to three months operating expenses (n = 20)	35%	50%	15%

Participating CBOs found TTA trainings related to financial management effective (see Figure 6). They also reported having more confidence, understanding, and skills related to financial management at the time of the interim capacity development assessment (see Table 7).

Figure 6



Table 7. Interim capacity development survey ratings on items related to financial management

Metric	Agree	Disagree
Compared to before beginning the TTA program, I am more confident in my ability to understand financial statements and budgeting processes. (n = 18)	89%	11%
Compared to before beginning the TTA program, I better understand how to create and maintain a funding model for my organization. (n = 18)	100%	0%
I do not know how to allocate resources and financial planning in support of our mission driven goals. (n = 18)	11%	89%

Program Development and Evaluation

In the baseline organizational assessment, participating CBOs largely reported having capacity on items related to program development and evaluation, with the exception of regularly evaluating the cost effectiveness of its fundraising efforts and activities, which aligns with their self-reported lower capacity related to fundraising and grant writing at the start of the program (see Table 8 for select items related to program development and evaluation; see Appendix B Table 3 for all items). In line with this, organizations rated program development and evaluation as their third strongest leadership area.

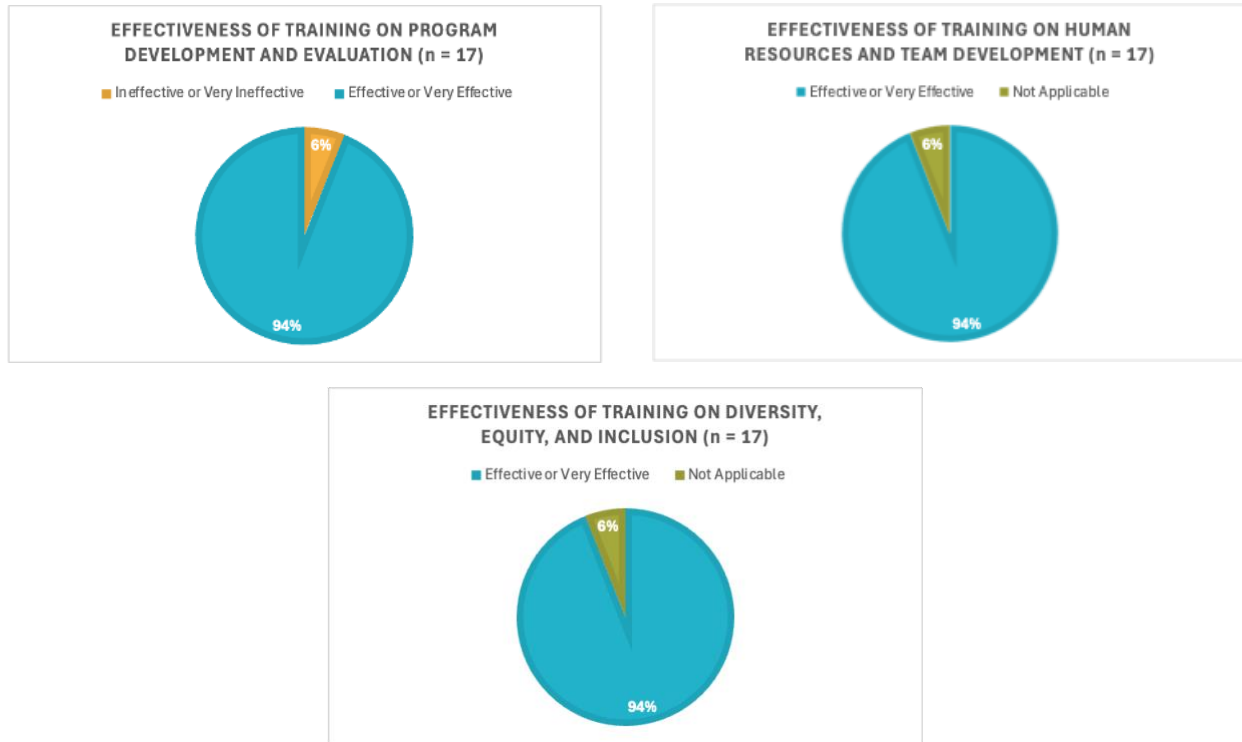
Table 8. Pre-program ratings on items related to program development and evaluation

Metric	Agree	Disagree	Neither Agree or Disagree
Goals for the current fiscal year and beyond are developed and approved by the board with input from the staff (n = 20)	95%	0%	5%
The organization has written personnel policies and procedures, reviewed and updated as appropriate to maintain compliance with legal requirements (n = 20)	90%	0%	10%
Actual performance relative to objectives and work plans is reviewed and assessed by management and is formally reviewed by the board periodically (n = 20)	85%	5%	10%
The organization has a system for collecting data to track their work, such as number of demographics of clients, types of services provided, and outcome of services (n = 20)	90%	0%	10%
The organization regularly evaluates the cost effectiveness of its fundraising efforts and activities (n = 20)	55%	15%	30%

Even though organizations self-reported they had high capacity for program development and evaluation at the start of TTA, participating CBOs still found TTA trainings related to program development and evaluation effective, including competencies related to human resources, team development, and diversity, equity, and inclusion (see Figure 7). They also reported having more confidence, understanding,

and skills related to program development and evaluation at the time of the interim capacity development assessment (see Table 9). Like leadership and governance, this indicates that the TTA program delivers programming that increases program development and evaluation capacity to CBOs with low and higher baseline capacity in this area.

Figure 7



Note: CBOs received customized support based on their responses on the organizational assessment; as such, not all programs received or were perceived to need training on all core competencies. This results in some CBOs rating some activities as “not applicable”.

Table 9. Interim capacity development survey ratings on items related to program development and evaluation

	Metric	Agree	Disagree
	Compared to before beginning the TTA program, I am more experienced at recruiting, retaining, and motivating a diverse team. (n = 18)	100%	0%
	Compared to before beginning the TTA program, I create and use more metrics and data to evaluate our program effectiveness and impact. (n = 18)	89%	11%
	I do not feel confident in my ability to use evaluation data to improve programs and guide decision-making. (n = 18)	6%	94%
	I do not have experience establishing performance metrics and providing constructive feedback. (n = 18)	17%	83%

Collaboration and Partnership Building

A secondary goal of the TTA program is to help organizations grow their partnerships and collaborations. Only a few items in the baseline organizational assessment were related to an organization’s partnership-building capacity. The items that were related centered on how the organization promotes its services to the community. In these areas, organizations indicated they had high capacity for sharing their services with the community (see Table 10 for select items related to program development and evaluation). In alignment, organizations also indicated communication and interpersonal skills, and community and stakeholder engagement, as two of their top four leadership skills on the skills assessment.

Table 10. Pre-program ratings on items related to collaboration and partnership building

Metric	Agree	Disagree	Neither Agree or Disagree
The organization has an effective system for informing the community about programs and resources, including written materials (n = 20)	100%	0%	0%
The organization has a website and/or social media presence (n=20)	90%	5%	5%
The organization has a written brochure/materials that clearly describes programs and services (n = 20)	100%	0%	0%
The organization regularly communicates with community members and leaders through meetings, participating coalitions, etc. (n = 20)	89%	0%	11%

Despite organizations reporting high capacity for community communications at the start of TTA, they still found trainings on Community Stakeholder Engagement and Communications and Interpersonal Skills effective (see Figure 8). They also reported having more experience related to collaboration and partnership building at the time of the interim capacity development survey (see Table 11).

Figure 8

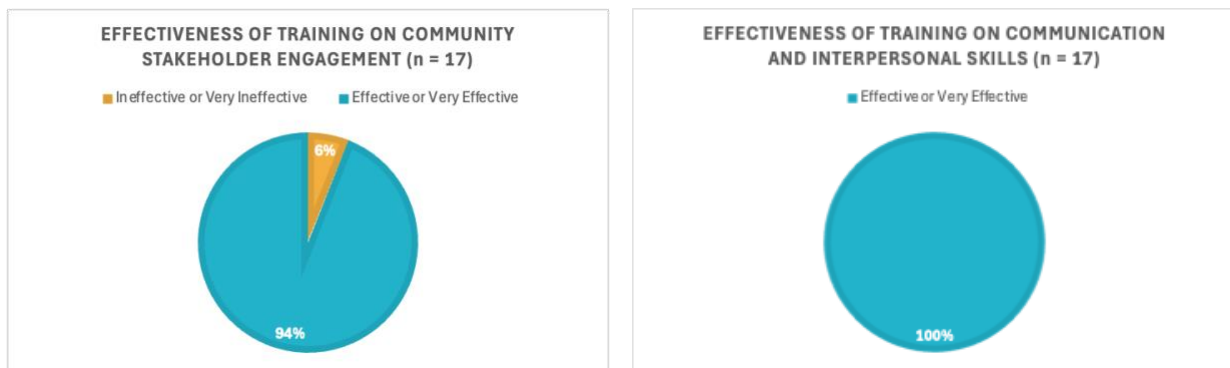


Table 11. Interim capacity development survey ratings on items related to collaboration and partnership building

	Metric	Agree	Disagree
	Compared to before beginning the TTA program, I have more experience building partnerships with community stakeholders, businesses, and other nonprofits. (n = 18)	94%	6%
	I do not have experience mobilizing community support and fostering volunteer engagement. (n = 18)	11%	89%

Summary of Core Competencies

The TTA program delivered capacity-building and training across five core competency areas: leadership and governance, fundraising and grant writing, financial management, program development and evaluation, and collaboration and partnership building. Participating organizations completed a baseline organizational assessment at program start and the interim capacity development survey in April 2025 to measure progress.

Organizations entered the program with strong foundational capacity in leadership and governance, with 80-95% agreement on key metrics like having clear mission statements and board engagement. Despite this strong starting point, participants still reported gains in strategic planning and board engagement skills after TTA training.

The program showed particularly strong impact in areas where organizations initially reported lower capacity. In fundraising and grant writing, organizations started with mixed capacity (only 45% had detailed annual fundraising plans), but 89-100% reported improved confidence and experience in funding strategies, donor relationships, and persuasive messaging after training. Similarly, financial management showed improvement, with participants gaining confidence in understanding financial statements, budgeting processes, and resource allocation.

For program development and evaluation, organizations began with generally high perceived capacity but still achieved gains, particularly in team recruitment and retention (100% reported improvement), data-driven evaluation (89% improvement), and performance management skills. In collaboration and partnership building, despite starting with strong community communication systems, 94% of participants reported enhanced experience in building partnerships with diverse stakeholders.

Overall, the findings demonstrate that TTA's tailored approach built perceived capacity across all core competency areas, with strong outcomes in areas where organizations initially had the greatest need for development.

Successes and Challenges

The primary capacity-building activities delivered to participating CBOs through the TTA program were: 1) weekly one-on-one phone consultations with their dedicated program consultant through L.A. CADA, 2) monthly site visits to their organization's headquarters by their dedicated consultant through L.A. CADA, 3) workshops delivering education on the program's core competencies, 4) peer-to-peer networking, and 5) one-on-one coaching with workshop presenters through Transitions 2 Transformations. The findings that

follow center on the successes and challenges experienced during these capacity-building activities by participating CBOs and the successes and challenges experienced by the program implementation team.

Participant Experiences

Participant successes and challenges were primarily assessed during a focus group with participating CBOs in April 2025. Representatives from 15 of the 20 participating CBOs participated in the focus group. The interim capacity development survey captured metrics related to mini-grant utilization.

Participant Satisfaction

Primary Motivation Met: The program addresses participants’ primary motivations for joining TTA – improving organizational effectiveness and building long-term sustainability, by providing practical support to organizations while also helping them develop new partnerships to expand their reach and impact. Participating in the program has also helped organizations gain more credibility and secure additional funding.

Program Component Preference: Participants identified workshops as the most useful program activity, followed by one-on-one coaching sessions and technical assistance. The workshops helped organizations develop their mission statement as well as improve their grant writing and budgeting skills. The one-on-one sessions were described as therapeutic and regarded as particularly helpful during challenging times.

Comprehensive Support: Organizations received comprehensive support through the different, though complementary, components of the program.

Mini-grant utilization: CBOs (n = 13) reported using the mini-grant to fund hire staff or increase hours for existing staff (69%), invest in technology (e.g., software, hardware, online platform; 39%), invest in infrastructure (e.g., facility upgrades, office space; 46%), and training or professional development (26%). By utilizing the funds in these ways, two-thirds of CBOs (n = 15) reported that they were able to either fully (33%) or mostly (33%) achieve their proposed application project with the \$50,000 mini-grant.

Participant Successes

Participating organizations reported that the program improved their capacity at the individual, organizational, and community level. Table 12 shows the various successes reported by participating organizations during the focus group.

Table 12. Participant Successes

Success Type	Description
Organizational Development	Helped organizations develop their mission statement
	Strengthened each organization's internal capacity through budgeting and financial management training
	Improved grant writing and budgeting skills

	Enhanced professional image of organizations
Operational Improvements	Developed better systems for data collection and tracking
	Enhanced monthly progress reporting systems
	Improved ability to serve priority populations
Partnership and Funding	Formed new connections and partnerships
	Gained more credibility and secured additional funding
	Secured additional funding through new partnerships
	All participants unanimously agreed that the program positively influenced their collaboration with other organizations and initiatives

Participant Challenges

Although participants expressed overall satisfaction with the program, they also shared the challenges they experienced while participating in TTA (see Table 13).

Table 13. Challenges reported by participants

Challenge Type	Description
Funding Issues	Program was too prescriptive with how funds could be spent
	Mini-grant was insufficient for activities that would support complete execution of their application project (e.g., full time staff; a vehicle for safe passage; stipends for participants, indirect costs, hospitality; a grant writer; paying existing staff)
	Untimely reimbursements caused disruptions in service delivery
Program Design	Smaller organizations felt overwhelmed by the amount of program content
	Some program content was not applicable to participating organizations
	Program structure not well-aligned to meet the unique needs of smaller organizations
Organizational Capacity	Need for more practical resources that can be readily applied in day-to-day operations beyond conceptual training
	Challenges with retaining or finding qualified staff can interfere with CBO leaderships' ability to fully participate in TTA activities

Implementation Successes and Challenges

Successes and challenges in program implementation were assessed via interviews with program personnel directly involved in program delivery and program leadership. Five program personnel were interviewed, including program coordinators, workshop coordinators, data managers, and program directors.

Implementation Successes

Interviewees discussed various strengths of the TTA program that contributed to its effectiveness. These successes encompassed individualized support, capacity-building, and collaborative network-building (see Table 14). Taken together, the interviewees believed these successes helped build confidence, empowered organizations to advocate for themselves, “[helped] build the overall capacity of the CBO network, not just individual organizations,” and “[helped] strengthen the overall ecosystem of violence prevention services.”

Table 14. Successes in TTA Implementation

Success Type	Description
Individualized Support	TTA offers individualized support based on organizations' needs, comfort level, and current capacity
	Support is relevant, adaptable, and capable of meeting each organization's evolving needs
Capacity Building	Universal continuing education and skill development (grant writing, technology adoption, QuickBooks training)
	Builds confidence and empowers organizations to advocate for themselves
Collaborative Network Building	Consistently provides a collaborative environment that fosters a sense of community
	CBOs provide referrals to co-participants and engage in resource sharing (iPads, computers, training materials)
	CBOs cohost events with cohort participants

Implementation Challenges

In addition to identifying many successes for participating CBOs, program leadership also identified some notable challenges in delivering TTA capacity-building activities. These challenges were logistical, structural, and behavioral in nature (see Table 15).

Table 15. Challenges in TTA implementation

Challenge Type	Description
Logistical	Organizations are located throughout Los Angeles County, making it difficult to coordinate in-person meetings
Structural	Finding the right balance between breadth and depth for training content (broad enough to be applicable to all organizations vs. addressing specific organizational needs)

	Grant allocation balance: serving more organizations with \$50k grants vs. providing more individualized support with \$75k grants to fewer organizations
Behavioral	Meeting organizations "where they're at" - organizations have varying levels of knowledge and experience
	Some organizations may be reluctant to change their processes or adopt new technology

Summary of Success and Challenges

Based on the participant and implementation findings presented, the TTA program demonstrates strong overall effectiveness while revealing important areas for refinement. The program's greatest strengths are its individualized support approach and community-building capabilities. Organizations consistently praised the tailored assistance that met them where they were at, and the collaborative environment fostered meaningful partnerships, resource sharing, and cross-organizational learning that strengthened the entire violence prevention ecosystem.

However, the findings also highlight key challenges that future program cycles should address. Geographic coordination difficulties across Los Angeles County created logistical barriers, while funding restrictions and administrative delays disrupted service delivery for participating organizations. The program struggled to balance breadth and depth in both training content and grant allocation, with smaller organizations feeling overwhelmed by content volume and relevance issues.

Recommendations

Recommendations from participating organizations and the leadership team are summarized in Table 16. Participating organizations made several recommendations on issues related administrative improvements, program design, and support and recognition. The implementation team also made several recommendations centered on capacity-building enhancement, financial operations, process improvement, and training expansion.

Table 16. Recommendations from participating organizations and the leadership team

Recommendation Type	Description
Recommendations from Participating CBOs	
Administrative Improvements	Streamlining administrative processes to improve efficiency and ensure timely reimbursements
	More funding flexibility that would allow organizations to allocate resources to where they are needed most
Program Design	Individualized support that is better aligned to meet the unique needs of smaller organizations

	More targeted support, such as affinity-based groups for organizations that serve similar communities or have common challenges
	More practical resources that can be readily applied in day-to-day operations, in addition to conceptual training
	CBOs reported that increasing the mini-grant to \$100,000 or more would better enable them to successfully implement violence prevention projects required for participation in TTA
Support and Recognition	Participating organizations should be recognized as vital partners deserving of funding
	Celebrate all victories, big or small, and incremental progress to boost morale and confidence
	Having a dedicated self-care fund for staff to help promote well-being
Recommendations from Leadership	
Capacity Building Enhancement	Expanded support with guidance on strengthening infrastructure
	Expanded support with securing larger grants
	Expanded support with acquiring office space for long-term sustainability
Financial Operations	Improving funding processes to ensure timely payments
Process Improvement	Simplifying the onboarding process
	Providing greater clarity on grant usage
	Gathering direct feedback from participating organizations
Training Expansion	Additional trainings in computer literacy to help organizations feel more comfortable and confident
	Additional trainings in program design and implementation

Recommendations for Future Evaluations

Previous evaluation cycles lacked consistent data collection protocols and standardized metrics, limiting the ability to understand knowledge gained and utilized through participation and across cycles. Developing an evaluation framework to better measure these changes will allow for more precise program implementation recommendations in future cycles. A comprehensive evaluation framework (see Table 17) can be implemented to address the need for additional measurement and insights.

Table 17. Comprehensive Evaluation Framework

Evaluation Component	Specific Recommendations
Capacity Assessment	<ul style="list-style-type: none"> • Administer standardized pre-participation assessments during initial meet-and-greet session • Conduct post-participation assessments (months 9-12) • Administer one-year follow-up survey to previous participants to measure sustained impact
Real-Time Feedback	<ul style="list-style-type: none"> • Allocate dedicated time at end of each workshop for retrospective pre-post evaluations of knowledge gained during workshop • Have CBOs complete monthly reflections sharing what information they've utilized over the past month • Use standardized reflection tools across all consultation sessions
Qualitative Data Collection	<ul style="list-style-type: none"> • Conduct annual focus groups with current participants near program end • Complete interviews with implementation staff • Document implementation successes and challenges systematically
Output Tracking	<ul style="list-style-type: none"> • Require the Lead Agency to maintain consistent tracking of: <ul style="list-style-type: none"> ○ TTA hours delivered ○ # of workshops conducted ○ # of community members served via mini-grant projects
Data Management	<ul style="list-style-type: none"> • Establish centralized repository for all evaluation data • Ensure consistent metric definitions across cycles • Enable year-over-year comparisons through standardized protocols

Summary

The FY 24-25 Capacity Building Technical Assistance and Training (TTA) Program evaluation demonstrates strong effectiveness in building organizational capacity among 20 participating community-based organizations across Los Angeles County. This mixed-methods evaluation utilized surveys, focus groups, and interviews to assess program impact and implementation.

Key Findings

Strong Capacity Building Results: The program successfully built capacity across all five core competency areas. Organizations showed particularly strong gains in areas where they initially reported lower capacity, with 89-100% of participants reporting improved confidence and skills in fundraising, grant writing, and financial management.

Effective Program Components: Participants consistently rated TTA workshops and one-on-one coaching as effective, with workshops identified as the most valuable component. The program's individualized support approach, tailored to each organization's needs and capacity level, was highlighted as a key strength.

Collaborative Community Impact: The program achieved its secondary goal of fostering partnerships, with 100% of participants unanimously agreeing that TTA positively influenced their collaboration with other organizations. This created a collaborative environment that strengthened the entire violence prevention ecosystem through resource sharing, cross-referrals, and co-hosted events.

Mini-Grant Utilization and Outcomes: CBOs effectively utilized the \$50,000 mini-grants, with 69% using funds to hire staff or increase existing staff hours, 46% investing in infrastructure improvements, and 39% investing in technology. Two-thirds of organizations either fully (33%) or mostly (33%) achieved their proposed project goals, demonstrating effective resource utilization despite funding constraints.

Key Challenges

CBOs reported that the mini-grant funding was insufficient for complete project execution, citing an inability to fund full-time staff, vehicles for safe passage, participant stipends, indirect costs, and grant writing support. Additional challenges included geographic dispersion across Los Angeles County, creating coordination difficulties, funding restrictions and administrative delays disrupting service delivery, and smaller organizations feeling overwhelmed by training content breadth.

Primary Recommendations

Key recommendations from participants and leadership include increasing the mini-grant amount to \$100,000 or more to better enable successful implementation of required projects. Additional recommendations include increasing funding flexibility, streamlining administrative processes for timely reimbursements, developing targeted support such as affinity-based groups, providing individualized support better aligned to smaller organizations, and incorporating more practical resources alongside conceptual training. CBOs also emphasize recognizing organizations as vital partners and supporting staff well-being.

In service of enhancing program insights, a comprehensive evaluation framework is recommended. The framework incorporates standardized pre- and post-participation assessments, real-time feedback mechanisms to track knowledge utilization, qualitative data collection through focus groups and interviews, and consistent tracking of program outputs. Implementation of these evaluation protocols would provide program leadership with actionable data to refine service delivery, document participant progress throughout the program cycle, and better communicate program value to stakeholders. The proposed framework balances rigorous data collection with practical implementation considerations to minimize burden on participating organizations and the implementation team while maximizing insight into program effectiveness.

Conclusion

The TTA program represents an effective model for building community organization capacity while fostering collaborative networks. The individualized approach successfully built capacity across multiple areas and achieved meaningful community impact. Addressing identified administrative and structural challenges, including increasing the mini-grant amounts, will enhance the program's ability to serve diverse organizational needs while maintaining its core strengths in relationship-building and tailored support.

Appendix A: TTA Workshops

Table 1. TTA Workshops

Workshop Title	Date/Time
Understanding Mission	October 10, 2024
Strategic Visioning	November 14, 2024
AAIDE for an Equitable Community	December 12, 2024
Leadership and Governance	January 9, 2025
Collaboration and Partnership Building	February 13, 2025
Fundraising and Grant Writing	March 13, 2025
Financial Management	April 10, 2025
Program Design and Evaluation	May 8, 2025
Performance Management and Communication Skills	June 12, 2025

Appendix B: Core Competencies – Baseline Organizational Assessment Items

Table 1. Pre-program ratings on items related to leadership and governance

Metric	Agree	Disagree	Neither Agree or Disagree
Clear and meaningful mission or purpose statement (n = 20)	95%	0%	5%
Planning considers organization's strengths and weaknesses (n = 20)	80%	5%	15%
Goals for current FY are developed and approved by the board (n = 20)	95%	0%	5%
Goals are broken down into measurable objectives (n = 20)	90%	5%	5%
Board reflects the demographics of the community (n = 20)	90%	0%	10%
Board has the skills, knowledge, and background to fulfill its responsibilities (n = 20)	80%	5%	15%
Board members understand and are committed to the organization's mission, bylaws, policies, and programs (n = 20)	95%	0%	5%
Board reviews the organization's ongoing operations and development activities to ensure that support its mission (n = 20)	90%	5%	5%

Table 2. Pre-program ratings on items related to financial management

Metric	Agree	Disagree	Neither Agree or Disagree
The organization follows accepted accounting practices (n = 20)	95%	0%	5%
A Certified Public Account conducts annual independent audits or reviews (n = 20)	65%	15%	20%
The organization prepares an annual report including a statement of its financial position (n = 20)	85%	10%	5%
The most recent audited financial statements show the organization has a positive net worth (n = 20)	65%	0%	35%
The organization has experience cash flow problems in the last two years (n = 20)	40%	30%	30%
The organization has cash reserves equal to three months operating expenses (n = 20)	35%	50%	15%
The organization regularly analyzes its financial position to identify opportunities for effect management of debt and cash reserves (n = 20)	95%	0%	5%

Table 3. Pre-program ratings on items related to program development and evaluation

	Metric	Agree	Disagree	Neither Agree or Disagree
	Goals for the current fiscal year and beyond are developed and approved by the board with input from the staff (n = 20)	95%	0%	5%
	Volunteers, staff, tenants/customers, and key constituents participate in the planning process (n =20)	75%	0%	25%
	The organization has written personnel policies and procedures, reviewed and updated as appropriate to maintain compliance with legal requirements (n = 20)	90%	0%	10%
	A copy of the personnel policies and procedures is available for review by all employees (n = 20)	85%	0%	15%
	The personnel policies include hiring procedures (n = 20)	70%	0%	30%
	The personnel policies include performance reviews (n = 20)	60%	15%	25%
	The personnel policies include non-discrimination and ADA compliance policies (n = 20)	80%	10%	10%
	The organization has a written affirmative action plan (n = 20)	55%	20%	25%
	Objectives include work plans, timelines, and human and financial resources indicate who is responsible for achieving them (n = 20)	95%	5%	0%
	Actual performance relative to objectives and work plans is reviewed and assessed by management and is formally reviewed by the board periodically (n = 20)	85%	5%	10%
	If goals and objectives are not being met, appropriate modifications are approved by the board and implemented by staff (n = 20)	80%	5%	15%
	The organization has a system for collecting data to track their work, such as number of demographics of clients, types of services provided, and outcome of services (n = 20)	90%	0%	10%
	The organization regularly evaluates the cost effectiveness of its fundraising efforts and activities (n = 20)	55%	15%	30%