

LOS ANGELES COUNTY



OFFICE OF VIOLENCE PREVENTION

TRAINING & TECHNICAL ASSISTANCE (TTA)

RETROSPECTIVE REPORT

PREPARED BY

EVALCORP
Measuring What Matters®

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Acknowledgements

EvalCorp would like to thank everyone who contributed to this retrospective report, including Keith Baker, Raymond 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), including Andrea Mesa, John Gray, Arlene Vasquez, Sean Kennedy, and Charles McWell.

THE TRAINING AND TECHNICAL ASSISTANCE PROGRAM

SEVEN YEARS OF CAPACITY BUILDING

IMPACT AT A GLANCE



The Training and Technical Assistance Program, implemented by Los Angeles County's Department of Public Health, Office of Violence Prevention's Trauma Prevention Initiative, provided capacity-building support to community-based organizations focused on violence prevention. This retrospective review synthesized findings from evaluation reports across the four program cycles.

1

PROGRAM CYCLES REVIEWED

- Fiscal Year 2017-2018 (Pilot)
- Calendar Year 2020
- Fiscal Year 2022-2023
- Fiscal Year 2023-2024



BY THE NUMBERS

2

- 100+ organizations provided with capacity-building support
- 1,596 consultation hours provided in pilot year alone
- 360 workshop participants reached through 45 training events
- 85%+ satisfaction rate consistently across program cycles
- 60%+ of agencies met or nearly met their capacity-building objectives



KEY ACHIEVEMENTS

3

- Helped nascent organizations establish fundamental infrastructure
- Rapidly pivoted during COVID-19 to support nearly 100 agencies facing unprecedented challenges
- Created lasting peer networks that continue to strengthen community response to violence
- Prioritized BIPOC and women-owned organizations



4



PRIMARY RECOMMENDATIONS FOR FUTURE CYCLES

- Establish centralized data repository with standardized metrics
- Develop systematic pre/post assessment protocols across all cycles
- Create monthly disbursement schedules for participating agencies
- Integrate trauma-informed practices for agency staff support
- Strengthen subcontractor selection and communication processes

INTRODUCTION

This retrospective report synthesizes findings from Training and Technical Assistance (TTA) Program evaluations conducted across four cycles between 2017 and 2024. The TTA program, spearheaded through the Los Angeles County Department of Public Health (LA DPH), Office of Violence Prevention's Trauma Prevention Initiative, provides capacity-building support to community-based organizations engaged in violence prevention and intervention services.

This retrospective analysis is based on available documentation from FY 2017–2018, CY 2020, FY 2022–2023, and FY 2023–2024 evaluation and program reports. The report examines program structure, descriptions of participating agencies, program activities, and program impact. It also discusses limitations and recommendations for future cycles of the program.

Data availability and consistency of metrics varied across program cycles, with the most comprehensive tracking occurring during the pilot year. This variation in data collection methods and metrics limits direct comparison between cycles. Future evaluations of the program can benefit from systematic data collection processes and a centralized data repository. These measures would ensure outcomes are tracked consistently and allow for direct comparisons across project cycles to better assess the program's long-term impact.

PROGRAM OVERVIEW

The LA DPH Office of Violence Prevention (OVP), launched a Training and Technical Assistance Project as part of their Trauma Prevention Initiative (TPI). The goal of TPI is to reduce violence-related trauma in communities disproportionately impacted by violence by investing in peer intervention strategies, including Street Outreach and Hospital Violence Intervention Programs to break the cycle of violence, and building prevention infrastructure, including Community Action for Peace Networks and aligning county programs and services. TPI began in 4 communities of South LA in 2016 and expanded to 9 communities in 2022. The TTA initiative supports this goal by equipping partner agencies with training and technical assistance to increase their capacity to deliver violence prevention and intervention services. Initially launched in Fall 2017, the project has completed subsequent cycles in years 2020, 2022-2023, and 2023-2024. The TTA initiative is funded by the Los Angeles County Probation Department, Juvenile Justice Crime Prevention Act.

ELIGIBILITY CRITERIA AND APPLICATION PROCESS

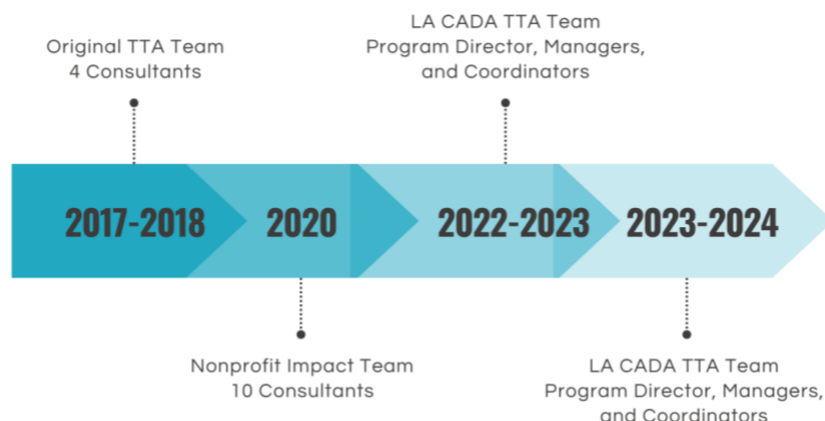
Participating agencies were required to meet a set of eligibility criteria and submit an application for consideration to the program. Organizations must serve at least one TPI community, be focused on addressing violence and trauma, and have a 501c3 non-profit status to qualify for participation in the pilot program. In addition to these eligibility requirements, qualifying agencies for subsequent project cycles also had to be from communities with significantly higher crime levels relative to those at the overall county level, or have crime rates that have risen considerably in recent years.

Prospective agencies were notified of the program via email and direct communication. Partner agencies also promoted the program on their websites and through their mailing lists. Interested organizations were invited to submit a Request for Assistance (RFA) stating the areas of immediate need requiring assistance. Once each submission cycle ended, a scoring system was used to evaluate prospective agencies based on several factors such as existing capacity, budget and size of the organization, and diversity of the population served. Priority considerations were given to agencies headquartered in TPI communities with small budgets. In FY 2022-2023, all participating organizations were owned by women or BIPOC.

TTA IMPLEMENTATION TEAM

Composition of the TTA team differed across project cycles, though their role in providing support and training to participating agencies remained consistent. In the pilot year, the TTA team was composed of four consultants with a wide range of expertise, including nonprofit management, grant writing, marketing, data collection, and program evaluation. Due to the COVID-19 pandemic, the CY 2020 TTA team rebranded as the Nonprofit Impact Team (NIT) with 10 consultants. Los Angeles Center for Alcohol and Drug Abuse (LA CADA) was selected as the contractor for the program in FYs 2022-2023 and 2023-2024, and their TTA team consisted of program coordinators, program managers, and a program director (see Figure 1).

Figure 1. TTA Implementation Team Across Project Cycles



PARTICIPATING AGENCIES

Participating agencies were predominantly smaller, grassroots organizations. Those who participated in the pilot year had a median annual revenue of \$100k and five or fewer staff members. Over 40% of these organizations had an annual budget of \$25k or less. The majority of agencies that received TTA services in 2020 had fewer than 10 staff members and served fewer than 500 clients per year. Many of these were newer organizations established within the past 3-5 years or less. Services offered by these organizations included youth development, civic engagement, conflict resolution, education support, crisis intervention, tutoring/mentoring, food assistance, and arts and culture programs. All participating organizations in 2020 provided programming and services to justice-involved youth or families impacted by violence and trauma.

Organizations from all five supervisorial districts have participated in the program (see Table 1). The pilot project focused on organizations that served the following TPI communities: Florence-Firestone, unincorporated Compton, Westmont West Athens, and Willowbrook. The program scope shifted in 2020 to allow for immediate support to organizations facing financial and programmatic challenges posed by the pandemic. TTA program services were provided to organizations that primarily served Metro Los Angeles, South Los Angeles, and the South Bay/Harbor Areas. Organizations that served the following communities were selected for participation in FY 2022-2023: Antelope Valley, East Los Angeles, Hawaiian Gardens, Pomona, and South Los Angeles. In addition to these communities, the program also reached organizations serving Compton for FY 2023-2024.

Table 1. Supervisorial District Representation Across Program Cycles

	1ST DISTRICT	2ND DISTRICT	3RD DISTRICT	4TH DISTRICT	5TH DISTRICT
FY 2017 - 2018	●	●		●	
CY 2020	●	●	●	●	●
FY 2022 - 2023	●	●		●	●
FY 2023 - 2024	●	●		●	●

PROGRAM ACTIVITIES

ORGANIZATIONAL ASSESSMENT

Each participating agency completed organizational self-assessments to determine its existing capacity and identify areas for training and technical assistance. The assessment targeted seven topic areas: board governance, planning and evaluation, financial management, personnel management, public and community relations, financial condition and funding strategies (see Figure 2). This process allowed TTA support to be tailored to each organization’s unique needs.

LA CADA later revised and shortened the assessment to align with both the needs and interests of the participating agencies. Each agency developed action plans or scopes of work (SOW) to capture key objectives they planned to accomplish during the project cycle. A \$50k mini-grant was incorporated into the program starting in FY 2022-2023, and SOWs served as a guide for how TTA funds would be utilized. Further, SOWs were required to follow the SMART model, whereby objectives are specific, measurable, achievable, relevant, and time-bound.

Figure 2. Organizational Assessment Topic Areas



AREAS OF TTA SUPPORT

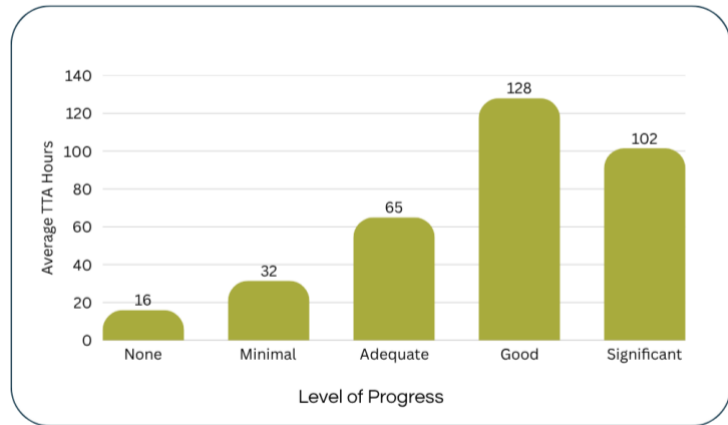
The TTA team addressed a range of capacity-building topics with participating agencies. These topics include community engagement, data and evaluation, grant writing, infrastructure building, marketing, operations, and resource development. Support was offered in multiple formats, such as one-on-one consultations, training workshops, and peer-to-peer networking.

ONE-ON-ONE CONSULTATIONS

Individual meetings were conducted to provide each organization with tailored support. The number of consultation hours varied by organization based on their availability and level of engagement. The available data highlight a positive impact of these consultations. In the pilot year, 1,596 hours of consultation were provided to participating agencies. Further, a higher number of consultation hours received was related to greater overall improvement in the program (see Figure 3).

Figure 3. Average TTA Hours by Program Progress During the Pilot Year

In 2020, the NIT team exclusively provided one-on-one consultations to nearly 100 agencies because of pandemic-imposed restrictions (e.g., stay-at-home orders). These consultations primarily supported fund development and grant writing activities (41%), though other areas of capacity building, such as organizational and operational development, marketing and communication, and data and evaluation, were also addressed.



In FY 2022-2023, one-on-one consultations were offered bi-monthly to support participating agencies with operational and organizational development (e.g., managing staff and volunteers, budgeting and financial management, use of office technology). Tailored one-on-one support remained a key program activity during FY 2023-2024.

TRAINING WORKSHOPS

Another key program activity was a series of workshops to discuss capacity-building topics. During the pilot year, workshops focused on strategic planning, board development, data management, and community engagement. Additional panels on topics such as earned income, funders, and self-care were conducted based on participant feedback. These events were held in community places (e.g., public library, parks) and open to the general public. In total, the pilot program hosted 45 workshops that reached 360 participants. The workshops were well-received, with attendees rating them as comprehensive and relevant. Participants also reported increased knowledge and skills related to the presented topics.

In FY 2022-2023, there were over 10 workshops on topics such as grant writing, organizational management (e.g., board development, staff recruitment and retention, and volunteerism), motivational interviewing, and project reporting tools, which also yielded positive outcomes. Participants reported increased knowledge of the grant writing process and greater confidence in their grant writing abilities after attending these workshops.

PEER-TO-PEER NETWORKING

FY 2022-2023 and 2023-2024 programs included a networking component following recommendations from the pilot program to provide opportunities for peer learning and networking. Peer networking events introduced a collaborative element to the project, allowing participating agencies to exchange information, share experiences, and discuss common interests. Each organization took turns hosting these meetings, which involved didactic training and team-building activities. Participants expressed appreciation for the opportunity to network with others and build partnerships for the future, indicating this was a valuable addition to the program.

OVERALL PROGRAM IMPACT

Tracking of program outcomes differed across cycles with the most systematic processes implemented in the pilot year. In that year, participating agencies completed pre- and post-assessments, then were ranked and placed into one of five categories based on their level of functioning: Nascent operations (start-up mode), very limited capacity (sustainability in jeopardy), limited capacity, but actively making substantive changes, track record of stability but stagnant growth, track record of stability and primed for growth. More than half of organizations (54%) categorized as having “nascent operations” and 25% of those with very limited capacity, improved to the next level of development, suggesting the program was successful at increasing the capacity of participating organizations. In FY 2022-2023, all but one agency completed the program, and more than 60% of agencies met or nearly met the objectives stated in their mini-grant SOWs.



PROGRESS AND ACCOMPLISHMENTS

Apart from the quantitative outcome measures, agency progress and accomplishments were also documented qualitatively to indicate program impact. Notable accomplishments by the organizations from the pilot program included creating bylaws, increasing compliance with state filings, developing logic models, creating operating budgets, and building websites. The TTA program has also had a positive impact on participating agencies by helping them to expand their reach and services, as well as serve and advance their missions

Accomplishments in implementation include the NIT team’s adaptability, which made program delivery during a global pandemic possible. This adaptability extended to participating agencies, who collaborated with one another by resource sharing and providing cross-referrals to better serve their communities.

PROGRAM SATISFACTION

Overall, participants have been satisfied with the TTA support they received during each project cycle. Eighty-five percent of organizations in the pilot year reported that the program met or exceeded their expectations. Similarly, 85% of agencies in 2020 indicated they strongly agreed the program was useful, and that they would participate in future trainings. Additionally, 62% of agencies strongly agreed that TTA support helped resolve their issues. The average satisfaction score for the program in FY 2022-2023 was 9.4 out of 10 (1 = *Extremely Dissatisfied*, 10 = *Extremely Satisfied*).

 [The program] taught us to pivot and adapt. I believe being a participant helped me to leverage the experience to be accepted in the JCOD incubator academy which allowed us to keep building and be named a Ready to Rise Grantee through CCF & Probation 
- Past Program Participant

LESSONS LEARNED AND RECOMMENDATIONS

Several areas for improvement have been identified following each project cycle with accompanying recommendations for future program implementation. Some barriers the program experienced were related to resource constraints, the effects of violence and trauma, varying levels of experience among the participating agencies, grant disbursement delays, and lack of collaboration with subcontractors. The table below provides a description of these challenges and accompanying recommendations for improvement.

BARRIERS	DESCRIPTION	RECOMMENDATIONS
RESOURCE CONSTRAINTS	<p>Organizational assessments and action plans required more time than anticipated, which limited the time available for consultations.</p> <p>Some objectives in the action plan/SOW had to be revised because of existing capacity challenges.</p> <p>Some agencies had competing priorities that limited their ability to meet with the TTA team or receive program services.</p>	<ul style="list-style-type: none"> • Provide financial incentive to participating agencies to ensure adequate resources (e.g., time, capacity, focus) are available for the program • Implement a more rigorous screening process to ensure organizational readiness
EFFECTS OF VIOLENCE AND TRAUMA	<p>Exposure to violence can also affect agency staff and consequently program planning, execution, and outcomes.</p>	<ul style="list-style-type: none"> • Provide a safe space for staff to address their own trauma and ongoing training on how it can affect their ability to provide services to the communities they support
VARYING LEVELS OF EXPERIENCE	<p>Group trainings and technical assistance services may not meet the needs of all participating agencies because they had different levels of experience and skills.</p>	<ul style="list-style-type: none"> • Offer different levels of tailored support based on an organization's stage of development (e.g., basic training for agencies with less experience and advanced training for more established agencies)
GRANT DISBURSEMENT DELAYS	<p>Delays in disbursement of grant funds delayed project startup for some organizations and hindered others from meeting their SOW objectives.</p>	<ul style="list-style-type: none"> • Introduce a monthly disbursement schedule
SUBCONTRACTOR RELATIONS	<p>The lack of a collaborative relationship between LA CADA and the subcontractor created challenges to program implementation and data acquisition.</p>	<ul style="list-style-type: none"> • Involve LA CADA in the subcontractor selection process

Additionally, the program would benefit from having a standardized set of metrics and systematic data collection processes. Collecting the same measures via the same methods across project cycles will allow for direct comparisons of program data and provide greater insight into both short- and long-term program impact.

APPENDIX A

This appendix outlines the Los Angeles County Supervisorial Districts served across all project cycles.

FY 2017 – 2018	
SUPERVISORIAL DISTRICT 1	
Chapter Two, Inc.	
SUPERVISORIAL DISTRICT 2	
Brothers Against Banging Youth	True Community Education
Charles R. Drew University of Medicine and Science	Watts Century Latino Organization
I'm A Movement	Watts Gang Task Force Council
RACE	We Care Outreach Ministries
Sylvia Nunn's Angels	West Athens Westmont Community Task Force
The Francisco Homes	Willowbrook Inclusion Network
Transitions to Greatness	
SUPERVISORIAL DISTRICT 4	
Advocates for Peace	Fair Chance Project
Al Wooten Jr. Heritage Center	Girls Club of Los Angeles
All Care One Community Health Center	Kalikoat Kidz
Big Homies Foundation	People for Community Improvement
CHANGES	The Human Element Passage
Community Reflections, Inc.	The Positive Result Corporation
Each One, Reach One	

CY 2020	
SUPERVISORIAL DISTRICT 1	
Amanecer Community Counseling Services	Heritage Group Homes, Inc.
Asian Pacific American Dispute Resolution Center	iDREAM for Racial Health Equity (a project of Community Partners)
Breaking through Barriers to Success	Latino and Latina Roundtable of San Gabriel and Pomona Valley
California Mental Health Connection	Optimist Youth Homes & Family Services
Center for Health Justice	RISE Reaching and Improving Society with Education
Changes	Rogue Artists Ensemble
SUPERVISORIAL DISTRICT 2	
Al Wooten Jr. Youth Center	Lifting the Veil
Allies for Every Child NR	Ms. Bibby's Table - Janga
Anchor of Hope International Ministries, Inc.	Neighborhood Knowledge Academy, Inc.
Back to Basics Community Empowerment	New Start Family Center
Black Women Rally for Action Los Angeles County	Our Little Helpers

California Black Women's Health Project	People for Community Improvement
Collective REMAKE	RACE Reclaiming Americas Communities Through Empowerment
COLORS LGBTQ Youth Counseling Service	Resilient Agency
D.B. Foundation	Rizilient, Inc.
Educational Student Tours	Sol Adventurers Foundation
Ezrach Brain Trust Association	Soldiers of the Lord Productions, Inc.
Friend and Neighbors Community Association	Southern California Area National Council of Negro Women
Girls Club of Los Angeles	Swim Up Hill Foundation
Giving Youth Opportunities	Tamani & Associates
Helping Hands Community Resource Center	Transitions 2 Success
Homeless Services Foundation	Turning Point Alcohol and Drug Education Program, Inc.
Jamaica Cultural Alliance	Urban Saddles
Journey to a Start, Inc.	Veteran Social Services, Inc.
Lasting Impressions	Willowbrook Inclusion Network
SUPERVISORIAL DISTRICT 3	
ACE Alliance for Community Empowerment	Keeperz Corporation
Alitash Kebede Arts	Living Advantage, Inc.
Arts Bridging the Gap	My Friend's Place
AWOKE	North Valley Caring Services
Center for Living and Learning	Pukuu Cultural Community Services
Film2Future	Sisters on the Streets
Fostering Dreams Project	Students Run America
Haven Hills, Inc.	Teen Line
Hollywood Police Activities League	Viver Brasil Dance Company
Housing Works	Westmont Counseling Center
InsideOUT Writers	Women Crowned in Glory, Inc.
SUPERVISORIAL DISTRICT 4	
CRUSH Community Resources United Sharing Hope	SAAHAS for Cause
Caribbean American and Heritage Foundation, Inc.	South Asian Helpline and Referral Agency
Community Partners: Building Forever Families Initiative	Women Shelter of Long Beach
Justice for Murdered Children	You Run This Town Foundation Los Angeles
Miracles Counseling Center	
SUPERVISORIAL DISTRICT 5	
Awesomely Autistic United (FAME)	Live Above the Hype
Camp Laurel Foundation	Lost Angeles Children's Project
Change Lanes Youth Support Services, Inc.	Shepard's Door Domestic Violence Resource and Education
CherishedLA	Sinness Education Foundation
City of Lancaster Community Center	St. Elizabeth Parish School
Door of Hope	Stopping Pressure on Teens

Fire Service Psychology Association	Tia Churcha's Centro Cultura
Grace Mercy and Hope	Western Justice Center
Green Thumb AV Youth Program	

FY 2022 – 2023	
SUPERVISORIAL DISTRICT 1	
East Los Angeles Boys and Girls Club	Project Hope CA, Inc.
Forward Progress, Inc.	
SUPERVISORIAL DISTRICT 2	
Community Reflections, Inc.	On My Grind, Re-Entry Services, Inc.
Compton Junior Equestrians	People for Community Improvement
Detours Mentoring Group, Inc.	Phenomenal Angels of the Community
Florence Firestone Community Organization	
SUPERVISORIAL DISTRICT 4	
Door of Hope Youth and Family Resource Center	The Way Out Ministries, Inc.
SUPERVISORIAL DISTRICT 5	
Paving the Way Foundation	Women of Morals and Empowering the Neighborhood

FY 2023 – 2024	
SUPERVISORIAL DISTRICT 1	
Building Forever Families Initiative	Forward Progress, Inc.
Community Warriors 4 Peace	Pause 4 Peace Foundation*
East Los Angeles Boys and Girls Club	Project Hope
SUPERVISORIAL DISTRICT 2	
Collective REMAKE	Inner City Child and Youth Foundation
Community Reflections	On My Grind, Re-Entry Services, Inc.
Detours Mentoring Group	People for Community Improvement
Entre Nous	Phenomenal Angels of the Community
Florence Firestone Community Organization	West Athens Westmont Task Force
SUPERVISORIAL DISTRICT 4	
Door of Hope Youth and Family Resource Center	The Way Out Ministries, Inc.
SUPERVISORIAL DISTRICT 5	
Paving the Way Foundation	Women of Morals and Empowering Neighborhood

**Pause 4 Peace Foundation is listed as being located in Compton (District 2) in the FY 23-24 Program Report. However, the zip code for the Foundation is in District 1 (90015).*

Appendix B

This appendix contains all evaluation and program reports used to inform the development of this retrospective report.

Trauma Prevention Initiative

Training and Technical Assistance Pilot Project

Findings and Recommendations



September 2018

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- A. TTA Consultant Team
- B. Application Form/TTA Request Form
- C. TTA Selection Process
- D. List of TTA Cohort Organizations
- E. Nonprofit Self-Assessment Questionnaire
- F. Agency Action Plan
- G. Workshop Topics and Locations
- H. Workshop Participant Feedback
- I. Workshop Testimonials
- J. TTA Cohort Participating Organizations Survey

Executive Summary

"Contributing to a growing nonprofit organization is challenging and the TPI workshops are important tools to facilitate both passionate and effective community leadership. A series of workshops elsewhere cost hundreds, if not thousands, of dollars. Thank you TPI for helping us develop new strategies to better serve our community."

The Los Angeles County Department of Public Health Trauma Prevention Initiative (TPI), is committed to building community capacity for violence prevention and intervention. DPH recognizes that there are many small community-based organizations doing good work to prevent violence and trauma, but that oftentimes agencies have limited resources and capacity to fully operationalize their efforts. In response to the need to build capacity, DPH launched a Training and Technical Assistance (TTA) Pilot Project in the fall of 2017. Four consultants with experience and expertise in the areas of resource development and philanthropy, nonprofit capacity building, data management, and branding and marketing were hired to develop and implement this pilot project.

Thirty agencies serving the four TPI communities – Westmont West Athens, Willowbrook, Florence-Firestone, and unincorporated Compton – participated in the first round of the pilot. Eligibility criteria for selected agencies included serving at least one TPI community, an agency focus on addressing trauma and violence, and being a small nonprofit (active 501c3 status). Selected agencies received ongoing, customized technical assistance through personalized one-on-one meetings with consultants to support identified agency priorities and needs in order to fortify operations and increase sustainability. TTA services also included monthly capacity-building workshops provided at local community hubs, such as county parks and libraries, these workshops were open to a larger group of nonprofits as well as the general public.

From November 2017 to September 2018, over 45 capacity-building workshops were provided to 360 participants on topics such as, strategic planning, board development, resource development, data and surveys, branding and social media marketing. A total of 1596 TTA hours were provided to all participating organizations, at an average of 53 hours per agency. It is important to note that most of the agencies had median annual revenues of \$100,000, 5 or fewer staff members, and no or very few sustainable sources of funding. Within this context, 54% of the agencies initially assessed as in the “nascent operations” stage moved to the next stage of development during the TTA period. Overall, 85% of the agencies reported their expectations were met or exceeded.

This report provides a detailed description of the capacity-building pilot project planning, implementation, and evaluation as well as lessons learned. In addition, recommendations are included to inform future capacity-building efforts. Throughout the pilot project, it became evident that many agency leaders and staff had experienced their own trauma and violence, including domestic violence, incarceration, and gang violence, that was often the impetus and driver of their passion and dedication to serving the community. Agency leaders continually advocated for more funding and resources for self-care for staff doing trauma and violence prevention and intervention work, something they see as a critical component for agency sustainability and leadership development. This pilot demonstrates that to best support agencies and agency leaders in the sustainable, community-led development of peaceful and thriving communities, capacity building efforts need to be long term, ongoing and require the integration of trauma informed approaches and opportunities for staff self-care.

Project Background

The Los Angeles County Department of Public Health (DPH), Injury and Violence Prevention Program (IVPP), is partnering with the Department of Health Services (DHS) and other county and community partners to implement the Trauma Prevention Initiative (TPI). The goal of the Initiative, established in December 2015, is to reduce trauma visits and deaths throughout Los Angeles County, beginning with reducing the disproportionately high rates of violence in South Los Angeles. Informed by community leadership, TPI is coordinating with county department services and initiatives to build a comprehensive, place-based approach with a focus on the development of innovative programs, policies, and partnerships. TPI is built on the core values of community empowerment and systems change and focuses on three key strategy areas: Prevention, Intervention and Capacity Building.

“They actually came in and taught us some things we had no concept of to be considered a well-constructed organization. You guys did a superb job! I would encourage any organization that has a need, as we did, to receive this hands-on training and receive expertise s that can help develop a stronger organization.”

In the early stages of implementing TPI, DPH recognized that there was a need to invest in local grassroots organizations that have strong ties to the community, in order to effectively address violence and trauma. To strengthen the capacity of small agencies providing violence prevention and intervention services in the Initiative’s four communities, DPH launched a Training and Technical Assistance (TTA) Pilot Project in the fall of 2017. The TTA Team included four consultants with experience and expertise in a wide range of areas including nonprofit management, philanthropy, collaboration, board development, volunteer management, grant proposal writing, resource development, program evaluation, data collection, branding, marketing, communications and website building. The TTA Team provided customized, one-on-one technical assistance to a select group of small nonprofit agencies operating in the unincorporated communities of Westmont West Athens, Florence-Firestone, Willowbrook and East Compton. Additionally, the TTA Team offered a series of public workshops designed for leaders of nonprofit organizations throughout the area. Training and technical assistance included the following four areas of nonprofit capacity building: 1) organizational infrastructure building, 2) resource development, 3) data management and 4) community engagement/marketing. The TTA pilot project took place from August 2017 through September 2018. *See Attachment A for TTA Consultant Team Biographies and their respective areas of expertise.*

TTA Application Process

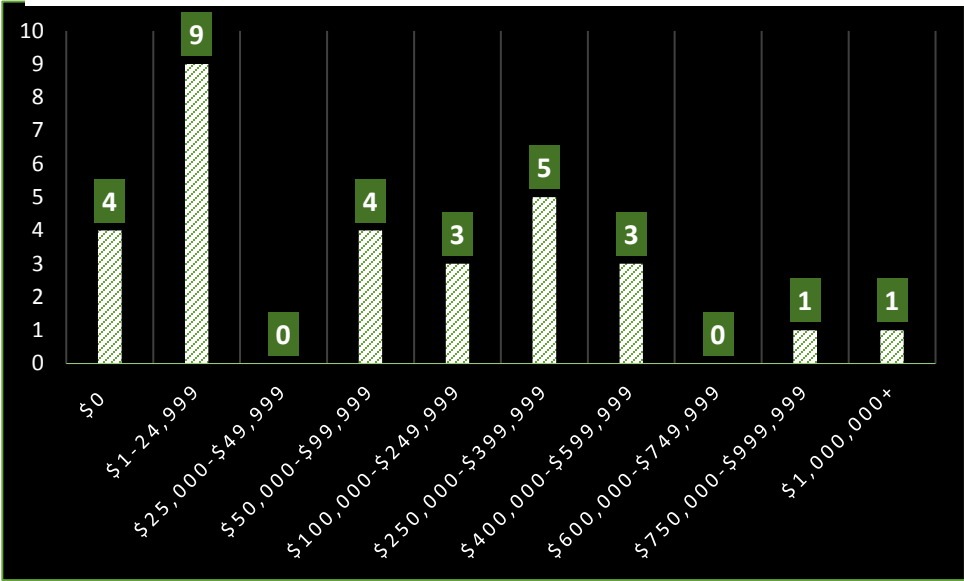
The TTA team utilized eligibility criteria to select organizations requesting one-on-one training and technical assistance. Criteria included serving at least one TPI community, an agency focus on addressing violence and trauma, and having 501c3 nonprofit status. Agencies completed a TTA Request Form. Requests were objectively evaluated using a scoring system based on several factors including but not limited to: budget size, staff size, diversity of service population and existing agency capacity. The scoring system prioritized agencies with low budgets that have headquarters located in a TPI Community. *See Attachments B & C for details about the TTA request form/application and selection process.*

For the pilot project, 30 agencies were identified to receive TTA services. During the project period, two agencies with more established and sustainable infrastructure requested limited technical assistance (specific to resource development) and two agencies opted out of the project due to programmatic

challenges or other priorities that prohibited participation. Consequently, twenty-six (26) agencies remained and received the full scope of technical assistance throughout the project. The following statistics are based on self-reported figures from TTA Request Forms.¹ See Attachment D for a list of the participating organizations.

- **43.3%** (13 out of 30 organizations) reported having annual operating budgets of less than \$25,000, with several of these organizations working on almost no budget and funding operations out of personal income streams;
- **13.3%** (4 out of 30 organizations) reported having annual operating budgets between \$51,000 - \$100,000. As a result, 56.7% of the total participating organizations (17 out of 30) operate what can be considered micro-sized nonprofits.

Figure 1. Distribution of Selected Organization by Annual Budget Size



Organizational Self-Assessments

Agencies completed a self-assessment survey to indicate their existing capacity and interest in receiving training and technical assistance. The self-assessment survey was based on a 57-item questionnaire adapted from pre-existing nonprofit capacity assessment instruments and was further designed and developed by the TTA team. The survey was designed to provide insights about the current functioning of agencies and respondents

Agency one-on-one consultation



¹ Upon further examination of the reported information, actual figures sometimes varied from what was reported by the organizations.

perception of operations². The survey asked respondents to assess their agency in the following areas: (1) board of directors, (2) strategic planning, (3) program monitoring, (4) community connections, (5) fundraising, (6) technology, (7) managing staff and volunteers, and (8) financial management. The survey was administered online and in paper form from October - November 2017. See Attachment E for a sample of the agency self-assessment survey.

Key findings from the organizational profiles of applicants.

- Respondents indicated an average score of 4.5 when asked “How active is the board in fundraising?” based on a scale of 1 (not at all) through 10 (extremely);
- 67.9% (19 out of 28 organizations) reported they do not have a multi-year strategic plan;
- 35.7 % (10 out of 28 organizations) reported not having a formal process in place to measure the outcomes/impacts of their programs.
- 71.4% (20 out of 28 organizations) reported they do not produce an annual report of agency operations and outcomes;
- 82.1% (23 out of 28 organizations) reported they do not have a marketing and/or communications plan that includes goals, target audiences, key messages, intended outcomes and evaluation capabilities;
- On average, the organizations had received 1.8 grants during the prior 12 months with an average award amount of slightly less than \$26,000 per grant.
- 42.9% (12 out of 28 organizations) reported they do not have a formal annual operating budget.

TTA Team Introductory Meetings

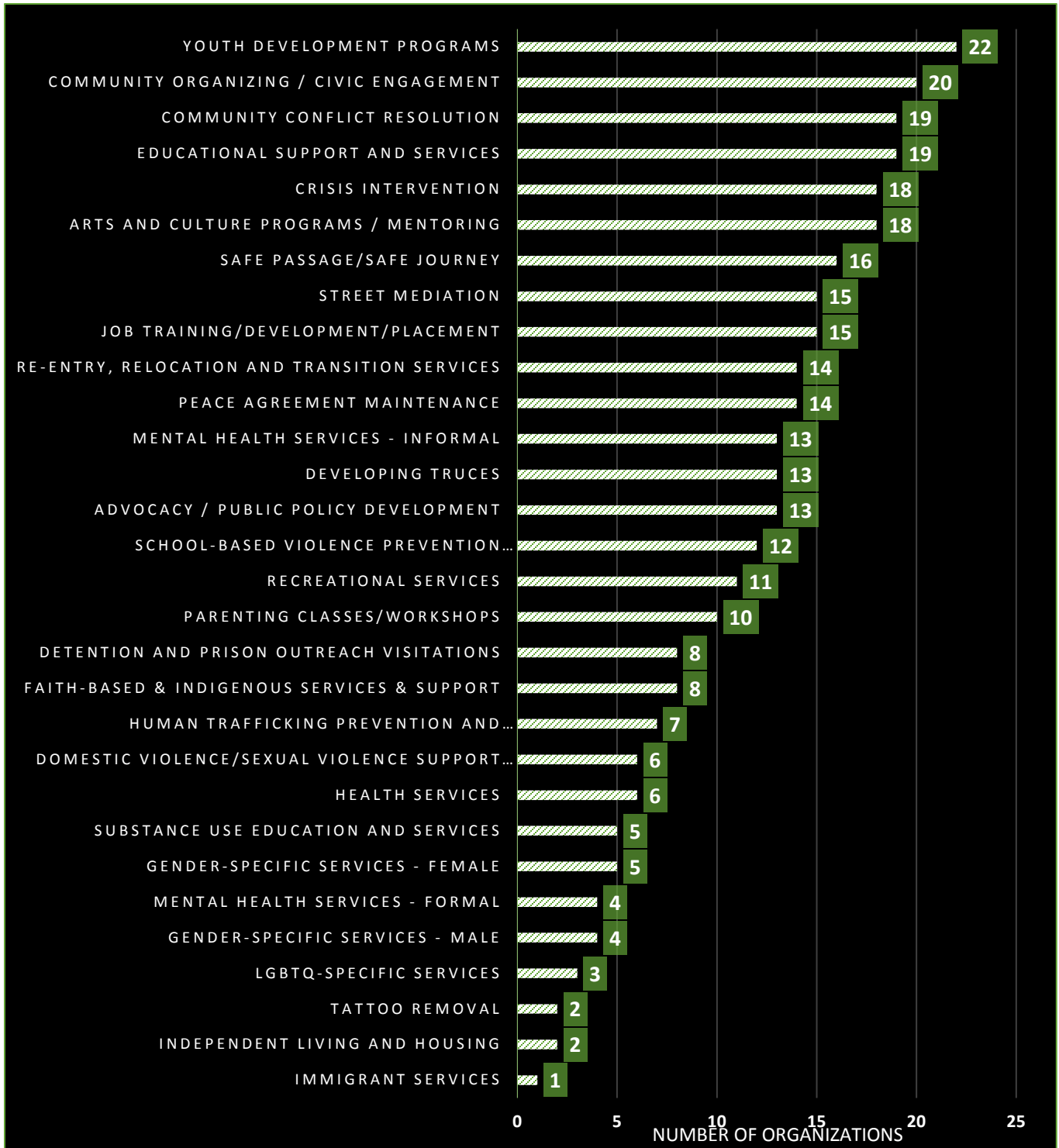
The entire TTA team met with each agency on-site from November 2017 - January 2018 to learn about their missions, programming, strengths, and need for capacity building. Information about the DPH Trauma Prevention Initiative, including the purpose of the TTA component, was also shared at these meetings and they also provided an opportunity for consultants to share about their respective roles and areas of expertise. Based on the agency self-assessments and initial meetings, consultants then developed an Agency Action Plan for each organization, which outlined a “roadmap” of services and deliverables that were proposed for the organization over the course of the project. The team met with each of the agencies for a follow-up team meeting to present and walk through a draft of the Agency Action Plan and to get agency input, agreement, and sign off for the plan.

Introductory workshop session



² Based on responses from 28 organizations excluding Charles R. Drew University of Medicine and Science and L.A. Metropolitan Churches.

Figure 2. Prevention and Intervention Services Provided by Selected Organizations



TTA Action Plans

Initially, objectives for agencies were outlined in each Agency Action Plan. *See Attachment F for a sample of the Agency Action Plan.* For each agency, consultants documented the projected dates for completion of key objectives under the four respective content areas. Although the project started with prescribed objectives for all the agencies, upon further engagement with the agencies, the TTA team realized that much of needs were mainly focused on building a foundation for programs and organizations. As such, the standardized objectives had minimal practical value for the agencies. The TTA team adjusted their efforts to focus on providing services that accommodated and acknowledged the needs of the TTA cohort agencies.

Pre-Assessments/Ratings

After initial team meetings with agency representatives, the TTA team developed a second customized assessment tool to determine the current functioning of each agency. The tool was developed based on the benchmarks/objectives identified across the four content areas (organizational infrastructure building, resource development, data management and community engagement/ marketing) and the Life Stages Framework developed by Paula Manley.³ The agencies were then ranked by the TTA Team and placed in one of five categories as outlined in Figure 3.

Figure 3: CBO Assessment Matrix Ratings Scale

0 - 29	Nascent operations; start up mode
30 - 49	Very limited capacity; sustainability in jeopardy
50 - 69	Limited capacity but actively making substantive changes
70 - 85	Track record of stability but stagnant growth
86 - 100	Track record of stability and primed for growth

The assessment matrix helped the TTA team tailor stage-appropriate capacity building work for each agency. The tool consisted of Likert scaled items for each of the four content areas that addressed the agency’s capacity in that given content area. A score was generated for each of the content areas and then weighted based on the content areas relative level of importance in overall nonprofit functioning (30% - Organizational Infrastructure Building, 30% - Resource Development, 25% - Data Management, 15% - Community Engagement/Marketing). Agencies were rated based on their total weighted score (maximum score is 100):

³ *Nonprofit Life Stages and Why They Matter* (2007). Developed by Paula Manley for the Alliance of Artists Communities Emerging Program Institute.

One-on-One Consultations

After the Agency Action Plans were approved, consultants started providing one-on-one TTA support to agencies in the four capacity building areas. For many of the agencies, TTA was provided for five months, from February 2018 to June 2018.⁴ A few agencies continued to receive technical assistance through September 2018. Meetings were conducted in-person and on-site, with one or more agency representatives. Additional support was provided between meetings in the form of drafting documents and materials, building websites, reviewing documents and providing written and verbal feedback via emails and phone calls.

“Thank you for selecting members of the community who look like me, who understand both my needs and those of the community. Their level of professionalism, and subject matter expertise has been an added bonus. The care and consideration of the team has truly been a blessing!”

Consultants recorded their time spent with each agency, the location, as well as a brief description of what was discussed or worked on. Total hours of one-on-one consultation were calculated for each agency and each content area. For each in-person or telephonic communication (e.g., scheduled phone calls), one hour of pre and post work was calculated and added to the time engaged with the agency. Additionally, there were other non-scheduled phone calls, text messages, and time spent working on and/or reviewing various documents that were not formally calculated. The number of one-on-one hours delivered to each organization varied depending upon the organization’s level of engagement, priorities, and availability.

In analyzing the one-on-one consultation data, there was a direct correlation between those agencies receiving a higher number of TTA hours and their overall improvement. The following data highlights some of the key findings:

- 1,596 direct and indirect hours were provided in total to all participating agencies;
- An average of 53.2 hours of TTA were provided to each agency; the median number of hours provided was 42.8;
- **Average number of hours per agency for those who made significant progress – 101.5 hours**
- Average number of hours per agency for those who made good progress – 128 hours
- Average number of hours per agency for those who made adequate progress – 65 hours
- Average number of hours per agency for those who made minimal progress – 31.5 hours
- Average number of hours per agency for those who made no progress – 16 hours

Agency Progress/Accomplishments

Because many of the agencies did not have the fundamental components in place to allow for attainment of the objectives originally set forth in the Agency Action Plans, the TTA team adjusted their efforts to focus on providing services that accommodated and acknowledged the priority needs of the agencies. There were several accomplishments made by agencies including but not limited to:

⁴ Twelve organizations received TTA services through September 2018.

- Drafting/revising bylaws
- Reviewing and addressing compliance with state document filings
- Creating Theory of Change/Logic Model
- Generating projected operating budgets
- Drafting two-page agency overview documents
- Building websites
- Social media training

Agency one-on-one consultation



Post-Assessments/Ratings

In addition to agency self-assessments, TTA Team assessments were conducted for each agency at the beginning and end of the project. Changes in weighted scores from pre- and post-assessments were calculated to determine the impact of TTA services for each agency. To provide context, it has been noted that the great majority of nonprofits with similar budgets providing services in, and around, South L.A. fall into the categories of “nascent operations” and “very limited capacity.” Specifically, “agencies serving poor and predominantly African American neighborhoods are more likely to be smaller with a median revenue of \$100,000, which is about one-fourth of the median revenue for all L.A. County nonprofits.”⁵ Furthermore, nonprofits “in poor neighborhoods are quite small and often work in isolation from community resources and expertise.”

The agencies that participated in the TTA pilot project should be assessed within this context. The following data highlights some of the key achievements:

- Of the 13 organizations that were ranked in the category of “nascent operations” during pre-assessment, 7 of them (54 percent) moved to the next stage of development, “very limited capacity.”
- Of the 8 organizations that were ranked in the category of “very limited capacity” during pre-assessment, 2 of them (25 percent) moved to the next stage of development of “limited capacity.”
- Overall, organizations increased their scores by an average of 11 points, with the maximum improvement of 21 points achieved by two organizations.

Workshops

In addition to the one-on-one consultation, the TTA Team conducted a series of nonprofit capacity building workshops and panels in the communities of Westmont West Athens, Willowbrook, East Compton, and Florence-Firestone during a period of seven months, from November 2017 to May 2018. The workshops focused on the areas of organizational infrastructure building, resource development, data management and community engagement/marketing. Three rounds of planned workshops were offered on different dates, rotating to

"I recommend this workshop to anyone seeking the most productive, intense and interactive workshop that teaches various ways of identifying grantmakers that fit your organization's mission and priorities."

⁵ *Spread Thin: Human Services Organizations in Poor Neighborhoods*. 2013 State of the Nonprofit Sector in Los Angeles Report. Chen, M., Garrow, E., Hasenfeld, Y., and Parent B. University of California, Los Angeles, Luskin School of Public Affairs.

each of the four communities to maximize opportunities for agencies to attend. Additionally, three workshops – an Earned Income Panel, a Funders Panel, and a Self-Care for Providers Session – were offered in response to agency feedback during the course of the project. The locations of the workshops and panels were also identified and selected based on community input and leveraged existing resources and community hubs (i.e., county parks and libraries). The workshops and panels were promoted widely throughout the South LA community, free of charge and open to all community members. *See Attachment G for the list of workshops, dates, and locations.* Figure 4 provides data regarding workshop attendance.

Data highlights from workshop participation:

- Workshops held at Helen Keller Park had the highest attendance. Specifically, 123 people attended a workshop at this site, about 2.5 times more than the next closest site (YWCA Greater Los Angeles - Compton Empowerment Center). Helen Keller Park was anticipated to have the highest rates of workshop attendance due to existing TPI community engagement efforts in Westmont West Athens for more than one year prior to TTA inception.
- Workshop attendance in three of the four content areas was almost equally distributed. The Community Engagement/Marketing workshops had the lowest attendance of the four content areas. This is likely due to the transition of two consultants mid-project and the absence of a workshop offered in this area for Round 2.
- Almost 70% (118 of 172) of all individual workshop attendees and represented organizations were not part of the TPI/TTA cohort. For the TTA Team, this demonstrated the need and demand for additional TTA among the nonprofit sector, particularly in South L.A.

Figure 4: Workshop Participation Data

Total number of workshops: 45 (round 1=14, round 2=12, round 3=16)
Total number of workshop participants: 242
Total number of community-identified panels/workshops: 3
Total number of participants for community-identified panels/workshops: 118
Total number of participants (combined workshops and community-identified workshops): 360
Total number of unduplicated participants from TPI/TTA cohort organizations: 54
Total number of unduplicated participants from TPI/TTA non-cohort organizations: 118

Feedback for all workshops and panels were received via evaluation forms distributed to the attendees at the end of each session. The following data highlights some of the key findings from workshop participation:

- 75% of participants “strongly agreed” that workshop material was comprehensive.
- 83% of participants “strongly agreed” that workshop material was relevant to their work.
- There was a **+3 change in knowledge** based on a Likert scale of 1 to 10 (1 being lowest, 10 being highest), participants moved from a 5.6 to 8.6 rating of knowledge about workshop topics.
- There was a **+2.6 change in self-rated skills/abilities** based on a Likert scale of 1 to 10 (1 being lowest, 10 being highest), participants moved from a 5.9 to 8.4 rating of skills/abilities related to workshop topics.

See Attachments H - I for details about workshop participant survey data and testimonials.

Funders Panel, 3/21/18



TPI/TTA Cohort Organizations Feedback

At the end of the TTA Pilot Project, a feedback survey was administered to agency representatives who participated in the one-on-one training and technical assistance. This survey gathered information on satisfaction with the project and what benefits agencies perceived to have gained because of their participation. The survey also asked respondents about recommendations for improving the project. The survey was sent to the 26 organizations who received the full scope of technical assistance, with 20 of them responding (76.9% response rate). See Attachment J for detailed participating organization feedback. Most of the survey responses were positive. Key findings:

- 85% (17 out of 20) of the respondents indicated their expectations were mostly, completely, or exceedingly met.
- 50% (10 out of 20) of the respondents indicated their organization made a lot of progress during the project.
- 95% (19 out of 20) of the respondents agreed (with 70% strongly agreeing) that the TTA Consultants helped provide greater insight about their organizations' operational needs.
- 90% (18 out of 20) of the respondents agreed (with 60% strongly agreeing) that the TTA Consultants helped provide support/services that will help their organizations function more efficiently in the future.
- 75% (15 out of 20) of the respondents indicated they are likely to recommend the TPI/TTA project to friends/colleagues.

“Excellent Training and Technical Assistance (TTA) that provided tools and indispensable resources. The collective wisdom of the consultants offered even seasoned organizations a wealth of strategies to achieve goals and objectives. In the era of more demands, scrutiny and accountability, the consultant team provided some clear advice to achieve business performance.”

TTA Closing Celebration

The closing celebration for the TTA cohort agencies was held on September 18, 2018 from 1-4pm at the Willowbrook Library. In response to agencies feedback requesting self-care resources for staff, attendees participated in a workshop on self-care for violence prevention/intervention providers from the Department of Mental Health (DMH). Staff shared feedback on the TTA experience and suggestions for enhancement in future rounds and received a Technical Assistance Resource Guide containing all training and technical assistance materials provided during the TTA project period.

Lessons Learned

There were several lessons learned throughout the implementation of the DPH TTA Pilot Project. Prominent lessons learned fell into several distinct categories and are outlined below:

TTA Protocols and Agency Self-Assessments

1. In the beginning of the project, the development of TTA tools and protocols took longer than anticipated, which decreased the amount of time available for consultants to provide one-on-one TTA during the allocated timeframe.
2. Although Agency Action Plans were initially developed to outline key objectives and tasks for each agency, given the capacity challenges of agencies, it became necessary to adjust objectives and key tasks and create customized plans for each agency.
3. Several agencies appeared to be initially well aligned with the TTA identified areas and priorities as presented in their applications. However, the introductory team meetings provided additional information that allowed for a more comprehensive assessment and understanding of organizational functioning. Specifically, it became clear that some of the responses in the applications and on self-assessment forms were incomplete or based on an inaccurate understanding of capacity building support. One-on-one meetings provided an opportunity for agencies to provide more in-depth stories and information about their needs and vision. It also allowed the TTA Team to gain a better understanding of agency priorities and functioning that were not evident in the TTA applications and self-assessments alone.

Trauma Informed Capacity Building

4. A healthy level of cultural competence and humility is necessary to work in traditionally marginalized communities of color. These communities have often been given limited access to mainstream resources and receive minimal acknowledgement of their efforts. Consequently, building relationships and earning the trust of agency staff is critical to advancing the capacity of these organizations. Creating a TTA Team that had experience with services and providers in South LA communities was conducive to building connections and engendering trust with agency leaders, which enhanced the team's ability to be effective in providing services.
5. We found that the trauma of being overexposed to violence not only affects agency clients, but also significantly impacts agency staff in a way that affects program planning, execution, and accountability for service outcomes. Although increased partnerships among organizations in the cohort would likely produce better outcomes relating to violence intervention/prevention efforts, the exposure to many years of community violence, and a persistent, justified need to recognize neighborhood boundaries, often inhibited partnerships that might deliver broader impact.

Coordinating with Agencies

6. Scheduling appointments for the TTA team to meet with agencies was challenging due to competing priorities or personal and/or organizational challenges. Many agency staff are seen as first responders in the community to incidents of violence, which were often prioritized over TTA meetings or deliverables.
7. Electronic communication was challenging or inefficient for many of the agencies as several do not fully utilize email communication.
8. Several agencies did not prioritize opportunities to engage with and receive services from the TTA consultants, nor did they have the capacity to prioritize meetings and complete follow-up assignments.

Understanding Agency Readiness

9. Agencies had varying degrees of understanding related to the capacity building support and the commitment associated with receiving services. Also, agencies had vastly different levels of readiness and availability. These were major factors in the provision and impact of capacity building support.
10. The anticipated time commitment (approximately 10 hours per month) for TTA was not always feasible for some agencies given their limited capacity and readiness. Conversely, additional hours were not likely to yield a significant impact on some agencies' capacity given the need for growth in multiple areas of nonprofit operations.
11. Across all four TTA areas, many agencies did not have the basic foundational elements in place for consultants to build upon and agencies often had minimal staff. As a result, consultants spent more hours than anticipated completing tasks that were more appropriate for agency staff to manage (e.g., re-writing mission statements, editing proposal sections, instruction on how to operate technology, creating board meeting schedules, identifying actual versus proposed programs, etc.).

Building Foundations

12. Many participating agencies expressed gratitude and an increased understanding of the TTA value as the project progressed. Initially, it was not evident whether agencies perceived value in receiving TTA. However, many agency leaders became more receptive and actively engaged during the course of services.
13. It was evident that many agencies were able to complete tasks and other key achievements that would have been unlikely without the TTA Team. Knowledge and skill acquisition was evident for several agencies. The team often heard statements such as: "We didn't know what we didn't know!"
14. The workshops and panels were effective methods of engaging both cohort and non-cohort organizations. Essentially, the workshops and panels broadened the reach of the TTA.

Recommendations

Based on lessons learned, as well as challenges and opportunities identified, the TTA Team developed the following recommendations:

1. Frame and market capacity building in a manner similar to a grantmaking process. This includes creating a selective and equitable process with clearly identified criteria for admission into the project that considers program needs, agency priorities and a true assessment of capacity. It is strongly recommended that financial incentives (i.e., cash grants) be provided for participation.
2. Develop a rigorous due diligence process and screening of applicants for capacity building prior to agency selection. This is necessary to ensure organizations are a good fit with program priorities, have reached a certain level of readiness, understand expectations, and/or appear genuinely receptive to services. Site visits, selection committees, written agreements/contracts, and capacity assessment tools should all be a part of this selection process.

3. Provide ongoing training and/or safe spaces to allow leaders and staff of nonprofits to express and address their own trauma and how it impacts their capacity to provide services.
4. Provide leadership development and program planning resources to allow leaders and staff an opportunity to deliver more efficient programming, improve chances for positive community impact, and better position them to attract resources from funders.
5. Supplement TTA with referrals and/or scholarships to allow nonprofit leaders to build and strengthen their individual skill set by completing adult education related to using technology, building professional writing skills, and completing basic business/entrepreneurial courses (e.g., certificate programs offered at L.A. Southwest College).
6. Provide opportunities for peer learning and networking among organizations that can build momentum for common goals as well as yield substantive partnerships and joint efforts.
7. Instead of promoting multiple workshops at one time, streamline the provision and marketing of workshops to maximize attendance. For example, offering one workshop topic per round at a single location may yield better attendance as opposed to offering the topic at four different locations.
8. TTA consultants or staff should be reflective of, and have experience working with, the community-based organizations being engaged and their leadership, staff and clientele.
9. All capacity building efforts need to utilize a trauma informed approach and allow opportunities for self-care as well as providing resources for addressing trauma.

Attachments

- A. TTA Consultant Team
- B. Application Form/TTA Request Form
- C. TTA Selection Process
- D. List of TTA Cohort Organizations
- E. Nonprofit Self-Assessment Questionnaire
- F. Agency Action Plan
- G. Workshop Topics and Locations
- H. Workshop Participant Feedback Summary
- I. Workshop Testimonials
- J. TTA Cohort Participating Organizations Survey Feedback



Trauma Prevention Initiative - Training and Technical Assistance Team



Robbin Randolph, M.A. - Capacity Building (Infrastructure) Consultant

Robbin Randolph is a nonprofit professional with many years of experience in management, administration, program development and operations. For the past four years she has worked as a project-based consultant for non-profits and local government. Her previous nonprofit experience includes serving as: Chief Programs Officer for Crystal Stairs, Inc.; a Program Director for Community Partners; Program Director for Family Preservation Services at Westside Children's Center; and Division Director, Teen Family and Pregnancy Prevention Services at El Nido Family Centers. In the late 1990's she served as Project Coordinator for the L.A. Bridges-Gompers Area Family Resource Center—a program, funded by the City of Los Angeles in collaboration with the Los Angeles Unified School District, to reduce gang and delinquent behavior in at-risk youth, ages 10-14 years. Robbin also has experience in local government, having worked as Assistant Director of General Services for the City of Sacramento; Executive Director of the Human Rights/ Fair Housing Commission of the City and County of Sacramento; seven years in various positions for the City of Compton; and most recently, as a consultant in the City Manager's Office of the City of San Bernardino. In addition, for more than 15 years Robbin developed and taught parenting classes and workshops for schools and community organizations in South Los Angeles. Robbin has a bachelor's degree in Sociology from Pomona College, Claremont; a master's degree in Urban Studies from Occidental College and she was a CORO Fellow in San Francisco.

Lisa Odigie, MPH - Branding and Community Engagement Consultant

Lisa Odigie is a global public health entrepreneur and brand strategist located in Los Angeles. She is an LA County native, with 14 years of community and social justice experience in the city of Pasadena. She received her Bachelor's Degree in Nutritional Science from CSU Los Angeles and her Master's Degree in Public Health from CSU Northridge. Lisa served as the Healthy Communities Initiative Program Director at Day One, where she created and implemented programs that helped youth develop leadership skills that would allow them to be powerful catalysts for change within their social circles and communities. Coupling this experience with numerous courses in marketing and behavior change, it was clear that the public health community was in need of new strategies to impact the audiences in which they serve, especially in the youth and young adult population. Lisa immersed herself in the field of Marketing and Public Relations as a Marketing Manager and Editor at a digital media agency, as a digital media strategist for a multibillion dollar tool company, and through the creation of her own wellness magazine and consulting agency for millennial women of color. She provides expertise in providing low to no cost strategies that assist small businesses, nonprofits, and individuals in effectively launching their brand to the market.

Robert Lewis - Resource Development Consultant

Robert Lewis has approximately 25 years of professional experience working in philanthropy and the nonprofit human and social services sector in various capacities. Robert currently operates a boutique management consulting group (www.nex-impact.com). Previously, he worked for almost six years as a program director/officer at the California Community Foundation (CCF) where he managed several grantmaking portfolios and led the research, planning, and implementation of CCF's landmark BLOOM Initiative. Robert has also directed multimillion dollar programs focused on juvenile offender re-entry and The Community College Foundation (TCCF)'s Permanence and Safety – Model Approach to Partnerships in Parenting (PS-MAPP) training for prospective foster and adoptive (resource) families. Robert is also a member of the exclusive training team for The Grantsmanship Center. He received a bachelor's in sociology from Occidental College and a master's in social work with a concentration in administration and management from Howard University. Robert is a board member for Hathaway-Sycamores Child and Family Services, serves on the Board of Advisors for Goodwill Southern California, is a former KCET Community Advisory Board (CAB) member, and has been a member of Southern California Blacks in Philanthropy (SCBIP). Robert brings a unique, well-rounded perspective to his work: funder, program administrator, service provider, and (most importantly) concerned community citizen. Robert grew up in Watts and is a resident of South Los Angeles.

Daniel J. Healy, MPH - Database Consultant

Daniel J. Healy, VI is a native of Los Angeles and currently resides in Pasadena. He is a minister with Vision Christian Fellowship Church in Pasadena. He received his B.S. Degree in Biology from UCLA and his M.P.H. Degree in Community Health Sciences from the UCLA Fielding School of Public Health. He has 20 years of experience working with and assisting community and faith-based organizations. He most recently served as Associate Director of the Violence Prevention Coalition of Greater Los Angeles, where he coordinated the Coalition's initiatives focused on reentry from incarceration, youth development investment and gun violence prevention. He has provided technical support to many nonprofit organizations throughout Los Angeles County in web-based communications, program evaluation, event planning and community organizing. He is a Board Member of Life After Uncivil Ruthless Acts (L.A.U.R.A.) and a recipient of L.A.U.R.A.'s Distinguished Service Award.

Bill Martinez - Capacity Building (Infrastructure) Consultant

Bill Martinez has been working in the field of gang intervention and violence prevention for twenty-four years, primarily in positions of leadership and policy development. His leadership roles included Executive Director of Community Youth Gang Services, at the time the largest gang intervention program in the nation. He also founded and managed the Soledad Enrichment Action (SEA) Intervention Program, and was Director of the Unity Collaborative, a coalition of intervention agencies contracted by the City of Los Angeles. He is also a Founder of the Association of Community-Based Gang Intervention Workers (the Association), a network of twenty-plus intervention programs working across LA County. He holds a Master's degree in City and Regional Planning from the John F. Kennedy School of Government at Harvard University.

Ashley Hansack - Community Engagement Consultant

Ashley Hansack grew up in several of the neighborhoods the Trauma Prevention Initiative plans to serve, including Willowbrook and Compton. Prior to joining TPI, she served as a Community Organizer for the Alliance of Californians for Community Empowerment where she organized more than 50 residents to advocate for improved pedestrian infrastructure and traffic calming measures in their neighborhood, less toxic emissions from nearby polluting factories and the conversion of blighted vacant lots into parks and gardens. As a first-generation Latina college graduate with immigrant roots, she is passionate about giving back to the communities in which she grew up. She holds a Bachelor of Arts in Environmental Studies and Sociology degree from Whitman College.

ATTACHMENT B - TTA Request Form/Application



Los Angeles County Department of Public Health Trauma Prevention Initiative Request for Training and Technical Assistance

Through the Trauma Prevention Initiative (TPI), nonprofit agencies have the opportunity to request one-on-one training and technical assistance from a team of specialists contracted by the Department of Public Health. If you and your agency are interested in participating in this facet of the TPI, please submit this request form by Friday, October 27, 2017. For more information, please contact:

Bill Martinez

Capacity Building Consultant

bilmartinez@ph.lacounty.gov

An on-line version of this request form is available at: <http://ph.lacounty.gov/ivpp>

Agency Information

Agency Name:		Year Agency Established:
Address of Your Primary Headquarters:		Year incorporated as a 501(c)(3) agency:
Primary Contact Name:	Title:	
Email Address of Primary Contact:	Phone:	
Website Address:	Annual Budget (Approximate):	
Staff Size (include contracted employees): Number of Full-time: _____ Part-time: _____	Estimated number of individuals your agency serves annually:	
Percentage of the individuals your agency serves are (approximately): _____% African-American _____% Latino _____% Asian-American _____% White _____% Native American _____% Bi-Racial _____% Other (please describe: _____)		
_____% Female _____% Male _____% Transgender _____% Gender-Neutral		
Percentage of clients by age (Should equal 100%): _____0-5; _____6-12; _____13-17; _____18-24; _____25-34; _____35-64; _____65+		
Services are provided in which of the following languages: Check all that apply. <input type="checkbox"/> English <input type="checkbox"/> Spanish <input type="checkbox"/> Other (please describe): _____		
Services are provided in which of the following communities: Check all that apply. <input type="checkbox"/> Westmont/West Athens <input type="checkbox"/> Florence/Firestone <input type="checkbox"/> East Compton <input type="checkbox"/> Willowbrook <input type="checkbox"/> Other Communities, please specify _____		
Which community is your <u>primary</u> focus area (Check only one)? <input type="checkbox"/> Westmont/West Athens <input type="checkbox"/> Florence/Firestone <input type="checkbox"/> East Compton <input type="checkbox"/> Willowbrook <input type="checkbox"/> Other Community, please specify _____		

Prevention and/or Intervention Services Provided:

Please check all that apply and write a 1, 2, 3, 4 and 5 next to your agency's top 5 services in the space provided:

- | | |
|--|---|
| <input type="checkbox"/> _____ Advocacy / public policy development | <input type="checkbox"/> _____ LGBTQ-Specific Services |
| <input type="checkbox"/> _____ Community Organizing / Civic Engagement | <input type="checkbox"/> _____ Community Conflict Resolution |
| <input type="checkbox"/> _____ Youth development programs | <input type="checkbox"/> _____ Crisis Intervention |
| <input type="checkbox"/> _____ Arts and Culture programs / mentoring | <input type="checkbox"/> _____ Developing Truces |
| <input type="checkbox"/> _____ Recreational Services | <input type="checkbox"/> _____ Peace Agreement Maintenance |
| <input type="checkbox"/> _____ Educational Support and Services | <input type="checkbox"/> _____ Street Mediation |
| <input type="checkbox"/> _____ School-based Violence Prevention Curriculum | <input type="checkbox"/> _____ Safe Passage/Safe Journey |
| <input type="checkbox"/> _____ Health Services | <input type="checkbox"/> _____ Detention and Prison outreach visitations |
| <input type="checkbox"/> _____ Independent Living and Housing | <input type="checkbox"/> _____ Re-entry, Relocation and Transition Services |
| <input type="checkbox"/> _____ Job Training/Development/Placement | <input type="checkbox"/> _____ Tattoo Removal |
| <input type="checkbox"/> _____ Parenting Classes/Workshops | <input type="checkbox"/> _____ Mental Health Services. Indicate: Informal/ Formal |
| <input type="checkbox"/> _____ Faith-based & indigenous services & support | <input type="checkbox"/> _____ Domestic violence/sexual violence support services |
| <input type="checkbox"/> _____ Immigrant services | <input type="checkbox"/> _____ Human trafficking prevention and intervention |
| <input type="checkbox"/> _____ Gender-Specific Services. Indicate: Male/Female | <input type="checkbox"/> _____ Substance Use Education and Services |
| <input type="checkbox"/> _____ Other: (please specify) | |

Agency Capacity: Does your agency currently have the following? (please check all that apply)

- | | | | | |
|--|--|---|--|---------------------------------------|
| <input type="checkbox"/> Board of Directors | <input type="checkbox"/> Strategic Plan | <input type="checkbox"/> Evaluation Plan | <input type="checkbox"/> Client Database | <input type="checkbox"/> Office Space |
| <input type="checkbox"/> Fund Development Plan | <input type="checkbox"/> Marketing/Communications Plan | <input type="checkbox"/> Accounting Support | <input type="checkbox"/> HR Support | |

One-on-one Technical Assistance:

Please rank the following content areas that would benefit your agency in order of priority: ("1" is 1st priority, "2" is 2nd priority, "3" is 3rd Priority, "4" is 4th priority, and "N/A" not applicable)

- | | |
|--|----------------------------|
| _____ Organizational/Board Development | _____ Grant Writing |
| _____ Program Evaluation/Data Management | _____ Community Engagement |

Can you and your agency commit to the following?

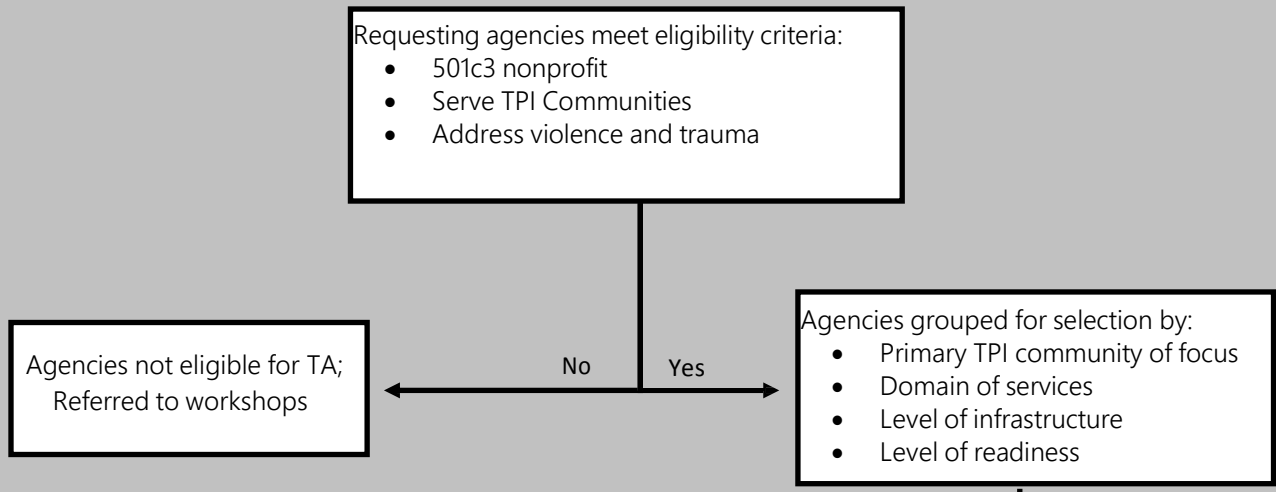
Identify and commit two individuals with decision making authority to participate in meetings with the TTA team (1-2 per month) from November 2017 - June 2018.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Dedicate staff at a minimum of 10 hours per month to complete tasks agreed upon by your agency and TTA Team.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Ensure that at least 1 Director, Board Member, relevant staff member, or volunteer attends a minimum of 4 workshops from those provided by the TPI over an 8-month period.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Participate in quarterly network meetings with other TPI agencies also receiving one-on-one technical assistance.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please tell us why you are requesting technical assistance, and how you see it benefitting your agency:	

Sign here if you agree to commit your agency to these terms. Please note that this is a request and does not bind either your agency or the TPI to these terms. No financial awards are associated with this request.

I hereby request TTA assistance as part of the Department of Public Health's Trauma Prevention Initiative.

Print name	Signature
Title	Date

ATTACHMENT C - Technical Assistance Selection Process

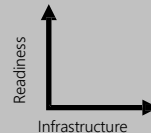


Westmont/ West Athens	Willowbrook	East Compton	Florence- Firestone
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Prevention	Prevention/ Intervention	Intervention
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Low Infrastructure High Readiness 4	High Infrastructure High Readiness 2
Low Infrastructure Low Readiness 3	High Infrastructure Low Readiness 1

Agencies are weighted for selection by category with preference for agencies with low infrastructure and high readiness



3) Review Panel Reviews Assessments and Requests, Scores and Selects Agencies for Technical Assistance

Westmont/West Athens			Willowbrook			East Compton			Florence-Firestone		
Prevention	Prevention/ Intervention	Intervention	Prevention	Prevention/ Intervention	Intervention	Prevention	Prevention/ Intervention	Intervention	Prevention	Prevention/ Intervention	Intervention
3	3	3	3	3	3	2	2	2	2	2	2

Up to 30 Total Agencies Selected for Technical Assistance Across 4 TPI Communities

ATTACHMENT D – List of Participating Organizations

Name of Organization		TPI Community Served
1	Advocates for Peace and Urban Unity (APUU)	Westmont West Athens
2	Al Wooten Jr. Heritage Center	Westmont West Athens
3	All Care One Community Health Center	Florence-Firestone
4	Big Homies Foundation	Westmont West Athens
5	Brothers Against Banging Youth	Florence-Firestone
6	CHANGES	Westmont West Athens
7	Chapter Two Inc.	Florence-Firestone
8	Charles R. Drew University of Medicine and Science**	Willowbrook
9	Community Reflections Inc	Westmont West Athens
10	Each One, Reach One	Florence-Firestone
11	Fair Chance Project	Westmont West Athens
12	Girls Club of Los Angeles	Westmont West Athens
13	I'm A Movement	Westmont West Athens
14	KaliKoat Kidz	Westmont West Athens
15	Los Angeles Metropolitan Churches (LAM)**	All four communities
16	People for Community Improvement	Willowbrook
17	RACE	Westmont West Athens
18	Sylvia Nunn's Angels	East Compton
19	The Build Program/PCITI*	All four communities
20	The Francisco Homes	All four communities
21	The Human Element Passage	Florence-Firestone
22	The Positive Results Corporation	Willowbrook
23	Transitions to Greatness	East Compton
24	True Community Education	Westmont West Athens
25	Watts Century Latino Organization	Willowbrook
26	Watts Gang Task Force Council	Willowbrook
27	We Care Outreach Ministries	Willowbrook
28	West Athens Westmont Community Task Force	Westmont West Athens
29	Willowbrook Inclusion Network	Willowbrook
30	WOMEN*	Westmont West Athens

NOTE: Asterisk (*) indicates organization withdrew participation during the course of the project. Double asterisk (**) indicates organization was not full participant receiving full spectrum of TTA services.



**COUNTY OF LOS ANGELES
Public Health**

Injury & Violence Prevention Program

Los Angeles County Department of Public Health

Trauma Prevention Initiative—Individualized Capacity Building Program

Nonprofit Capacity Self-Assessment Survey

The Trauma Prevention Initiative Training and Technical Assistance Team is seeking to assist service agencies working to address and prevent violence and trauma in the communities of Westmont/West Athens, Willowbrook, East Compton, and Florence-Firestone. This self-assessment survey asks you to provide information about various aspects of your agency’s abilities and capacities. This is not an attempt to determine whether or not your agency is doing a good or bad job, but rather to gain insights into your agency’s strengths and areas where growth is needed. The information you provide is confidential and will help the Training and Technical Assistance Team tailor workshops and technical assistance opportunities for you and your agency to improve overall functioning. Please answer questions to the best of your knowledge.

Please return completed survey by October 27, 2017 to:

Bill Martinez

Capacity Building Consultant

bilmartinez@ph.lacounty.gov

An on-line version of this request form is available at: <http://ph.lacounty.gov/ivpp>

AGENCY INFORMATION

Organization:
Person Completing Form:
Title:
Email Address:
Phone Number:

BOARD OF DIRECTORS

1. Number of Members:												
2. How often did your board meet in the last year?												
<input type="radio"/> Monthly or more (10 or more times)												
<input type="radio"/> Bi-Monthly (6-9 times)												
<input type="radio"/> Quarterly (4-5 times)												
<input type="radio"/> Semiannually (2-3 times)												
<input type="radio"/> Annually (1 time)												
<input type="radio"/> Not at all												
3. How active are your Board Members in the following activities?												
		Not at All									Extremely	
a. Fundraising:		1	2	3	4	5	6	7	8	9	10	N/A
b. Agency direction:		1	2	3	4	5	6	7	8	9	10	N/A
c. Program involvement:		1	2	3	4	5	6	7	8	9	10	N/A
d. Leadership:		1	2	3	4	5	6	7	8	9	10	N/A

4. Does your Board have written by-laws that includes items like roles and responsibilities of officers and other members, recruitment, membership terms, and other matters?

- Yes
- No
- I don't know

STRATEGIC PLANNING

5. Does your agency have an official Vision Statement?

- Yes
- No
- I don't know

6. Does your agency have an official Mission Statement?

- Yes
- No
- I don't know

7. Does your agency have a multi-year Strategic Plan?

- Yes
- No
- I don't know

8. How frequently do you monitor and/or update Strategic Plan achievement?

- Not at all
- Annually
- Semiannually
- Quarterly
- I don't know

9. How would you rate your agency's ability to monitor your strategic plan (gather data and other information needed)?

Poor Excellent
1 2 3 4 5 6 7 8 9 10 N/A

10. Does your agency establish annual performance goals?

- Yes
- No
- I don't know

PROGRAM MONITORING

11. Does your agency have a formal method in place to track and report performance measures, e.g., that programs are implemented as planned?

- Yes
- No
- I don't know

12. Does your agency collect client demographic data?

- Yes
- No
- I don't know

13. Does your agency obtain informed consent for client participation in program evaluation? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
14. Are there adequate provisions to protect the privacy interests of program participants? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
15. Are there adequate provisions to maintain the confidentiality of data (how the participant's identifiable private information will be handled, managed, and disseminated)? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
16. Does your agency have a formal process in place to measure the outcomes/impacts of your programs on individuals and the community? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
17. Does your agency routinely gather the data or other information that would allow you to measure program outcomes/impacts? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
18. Does your agency utilize a computerized process (database, spreadsheet or similar program) to manage data? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
19. Do you modify program designs based on outcome findings? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know
20. Do you produce an annual report of your agency's operations and outcomes? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know

COMMUNITY CONNECTIONS

21. Please rate how well connected your agency is to:										
		Not at all							Extremely	
a. Community needs		1	2	3	4	5	6	7	8	9 10
b. Other community agencies through partnerships or joint programming		1	2	3	4	5	6	7	8	9 10

22. How often do you meet with an elected official from your primary target area?

Not at all
 Rarely
 Annually
 Quarterly
 Monthly

23. Which forms of community outreach do you use (check all that apply):

Social media
 Email blasts
 Mailers
 Canvassing
 Site visits
 Public events
 Other: (Please specify) _____

24. How effective is your community outreach and engagement?

Not at all		Extremely
	1 2 3 4 5 6 7 8 9 10	N/A

25. Do you have a Media Relations and/or Media Engagement strategy?

Yes
 No
 I don't know

26. Do you have a Marketing and/or Communications Plan that includes goals, target audiences, key messages, intended outcomes and evaluation capabilities?

Yes
 No
 I don't know

FUNDRAISING

27. How many grants was your agency awarded in the last twelve months?

Number: _____
 Zero
 I don't know

a. What was the total amount of these grants?

\$: _____
 I don't know
 N/A

28. Does your agency adopt an annual fundraising plan?

Yes
 No
 I don't know

29. Please rate the following:

Not at all/ Poor		Extremely/ Excellent
	1 2 3 4 5 6 7 8 9 10	

a. How well does your agency maintain and cultivate a group of individual donors?

b. How prepared is your agency to respond with a written proposal to grant funding opportunities?	1	2	3	4	5	6	7	8	9	10
c. How would you rate the strength of your Board of Directors to raise funds for your agency?	1	2	3	4	5	6	7	8	9	10

TECHNOLOGY

30. Which of the following resources does your agency utilize? (Check all that apply)												
<input type="radio"/> Staff email accounts												
<input type="radio"/> High-speed internet access												
<input type="radio"/> Contact management												
<input type="radio"/> Computer networking strategy												
<input type="radio"/> Social Media presence												
<input type="radio"/> Shared calendar												
<input type="radio"/> Website												
<input type="radio"/> On-line fundraising options												
<input type="radio"/> Other: Please specify _____												
31. How often do you update your website?												
<input type="radio"/> Rarely												
<input type="radio"/> Annually												
<input type="radio"/> Monthly												
<input type="radio"/> Weekly												
<input type="radio"/> N/A – Our agency does not have a website												
32. Please rate the following:												
			Very Low								Very High	
a. Your agency's web-based communications capabilities												
b. Your agency's ability and history of acquiring necessary hardware and software												
c. Your agency staff's or contracted employees' ability in using and training others to use the latest hardware and software												

MANAGING STAFF AND VOLUNTEERS

33. Does your agency have a current Personnel Manual?										
<input type="radio"/> Yes										
<input type="radio"/> No										
<input type="radio"/> I don't know										
a. If "Yes", when was the last time (year) the Personnel Manual was reviewed/updated?										
b. If "Yes", is the Personnel Manual reviewed and approved by the Board of Directors?										
<input type="radio"/> Yes										
<input type="radio"/> No										
<input type="radio"/> I don't know										
<input type="radio"/> N/A										

34. Does your agency have a staff Performance Review policy?																																	
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know																																	
a. If "Yes", does that policy include annual reviews and goal-setting?																																	
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know <input type="radio"/> N/A																																	
35. Do you have a written policy for hiring, firing and promotions?																																	
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know																																	
36. Does your agency use volunteers? If yes, how many?																																	
<input type="radio"/> Yes, we have____volunteers <input type="radio"/> No <input type="radio"/> I don't know																																	
37. How well does your agency manage volunteers?																																	
<table style="width:100%; border:none;"> <tr> <td style="width:50%;"></td> <td style="text-align:center;">Poorly</td> <td colspan="8"></td> <td style="text-align:right;">Extremely Well</td> </tr> <tr> <td></td> <td style="text-align:center;">1</td> <td style="text-align:center;">2</td> <td style="text-align:center;">3</td> <td style="text-align:center;">4</td> <td style="text-align:center;">5</td> <td style="text-align:center;">6</td> <td style="text-align:center;">7</td> <td style="text-align:center;">8</td> <td style="text-align:center;">9</td> <td style="text-align:center;">10</td> <td style="text-align:right;">N/A</td> </tr> </table>												Poorly									Extremely Well		1	2	3	4	5	6	7	8	9	10	N/A
	Poorly									Extremely Well																							
	1	2	3	4	5	6	7	8	9	10	N/A																						
38. Do you have written policies regarding volunteer recruitment and management?																																	
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know																																	
a. If "Yes", does the policy include a process for enrolling and tracking volunteers?																																	
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know <input type="radio"/> N/A																																	
b. Also, does the policy include specific staff responsibilities for working with volunteers?																																	
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know <input type="radio"/> N/A																																	

FINANCIAL MANAGEMENT

39. Does your agency have a formal annual budget?										
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know										
40. Does your Board officially adopt the annual budget?										
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know										

<p>41. Does your agency track revenues and expenses by sources and uses?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>
<p>42. Does your agency have formally adopted financial management policies?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>
<p>a. If "Yes", when was the last time these policies were reviewed and approved by your Board of Directors?</p> <p><input type="radio"/> Year: _____</p> <p><input type="radio"/> I don't know</p>
<p>43. How often does your agency produce financial reports?</p> <p><input type="radio"/> Monthly</p> <p><input type="radio"/> Quarterly</p> <p><input type="radio"/> Semiannually</p> <p><input type="radio"/> Annually</p> <p><input type="radio"/> Rarely</p> <p><input type="radio"/> Never</p>
<p>44. Does your Board review financial reports?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>
<p>45. Do you conduct an annual independent audit?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>
<p>46. What is the last year for which you have an independent audit?</p> <p><input type="radio"/> Year:</p> <p><input type="radio"/> N/A</p>
<p>47. Does your agency carry any debt, including an open balance on a line of credit?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>
<p>48. Does your agency maintain a reserve account?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>
<p>a. If "Yes", is the reserve account more than, less than or equal to 3 months of the annual operating budget?</p> <p><input type="radio"/> More than <input type="radio"/> Equal to <input type="radio"/> Less than <input type="radio"/> I don't know <input type="radio"/> N/A</p>
<p>49. Does your agency have a formal policy regarding the creation and/or maintenance of a reserve account?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> I don't know</p>

ATTACHMENT F - TTA Action Plan

TRAUMA PREVENTION INITIATIVE - TRAINING AND TECHNICAL ASSISTANCE (TTA) Agency Action Plan

Agency Name: Lead			
Agency Description:			
Strengths:			
Areas for Improvement:			
Primary Goals for TTA:			Status:
Secondary Goals for TTA:			
Post Action Plan Recommendations:			

General Capacity Building	0%	Completed			
Objectives	Target Date	Completed	Activities	Deliverables	Status
Agency has developed an Outline for Strategic Planning			-Review Strategic Planning guide with staff -Make writing and other assignments -Meet with Fiscal Officer to discuss necessary fiscal documents -Review Progress to date #1 -Review progress to date #2	Strategic Plan Outline	
Agency has designed and produced an Organizational Chart			-Discuss purpose and traditional designs of Org Charts -Design chart -Create electronic version -Review and edit	Organizational Chart	
Agency has updated/created Board By-laws			If existing: -Review for updates -Edit as Needed -Review with Board representative -Create final version -Board adoption If none exist: -Review template with agency -Gather inputs -Create draft document -Review draft -Edit as needed -Board adoption	Updated Board By-laws Board By-laws	
Agency has created/updated Staff Policy Manual			-Review template with agency -Gather inputs -Create draft document -Review draft with agency -Edit as needed -Board adoption	Staff Policy Manual	
Agency has a Board Needs Assessment and Development Plan			-Meet with Board representatives to discuss Board strengths and needs -Draft Board Development Plan -Review draft with Board -Create final Development Plan -Board adopts Development Plan	Board Needs Assessment & Development Plan	
Agency has edited/created Financial Management policies			-Review current policies (as available) -Review policy requirements documents -Review updates -Board adoption	Updated Financial Management policies	

Data Management					
Objectives	Target Date	0% Completed	Complete	Deliverables	Status
Agency will have identified at least 5 program outputs and 5 program outcomes			-Meet with staff -Share materials on outputs and outcomes -Brainstorm outputs and outcomes for program(s) -Prioritize outputs and outcomes	List of outputs and outcomes	
Agency will have created 6 specific, measurable objectives (3 process and 3 outcome oriented)			-Meet with staff -Share materials on objectives -Brainstorm process and outcome objectives for program(s) -Prioritize objectives	List of objectives	
Agency will have identified indicators and data sources for outputs and outcomes			-Meet with staff -Share materials on indicators and list of potential data sources -Determine indicators for selected outputs and outcomes -Determine sources for data on indicators	List of indicators and data sources	
Agency will have created a Logic Model or Theory of Change			-Meet with staff -Share sample logic models and theories of change -List inputs, strategies, outputs, and outcomes -Identify assumptions and gaps -Create logic model or theory of change	Logic model/theory of change	
Agency will have created and utilized at least 1 new data collection tool and at least 1 new data collection method			-Meet with staff -Share sample data collection tools and methods -Identify gaps in data collection based on indicators and data sources previously determined -Create form(s), questionnaire(s), interview script(s) as needed -Pilot test new tool(s) and method(s)	Data collection tool/method	
Agency will have developed a database/data management system			-Meet with staff -Determine need for data management system and level of complexity -Identify software needs -Acquire needed software if applicable -Begin buildout of fields and forms -Develop queries and reports -Test data management system and make modifications as needed	Database	
Agency will have an created an outline for a program evaluation plan			-Meet with staff -Share sample evaluation plan outlines -Populate outline with items needed -Assign roles and responsibilities	Evaluation plan outline	
Agency will have created a data reporting template			-Meet with staff -Share sample reporting options -Determine reporting needs -Brainstorm report design -Create reporting template	Data reporting template	
Resource Development					
Objectives	Target Date	0% Completed	Complete	Deliverables	Status
Agency will have created a proposed general operating budget to be implemented upon the agency's next fiscal year			· Review/analyze agency's current operating budget · Distribute and share information · In-person meeting with designated staff	Completed proposed annual operating budget	
Agency will have identified viable revenue streams by type and desired amounts per type			· Review/analyze current revenue streams · Identify potential revenue streams based on agency's mission and priorities · Distribute and share information · In-person meeting with designated staff	Identified revenue types and amounts per type integrated into proposed operating budget	
Agency will have completed a written proposal template that can be customized for all the agency's grant requests			· Review/edit/finalize problem statement · Develop a written Introduction section to summarize the agency's history and provide an overview · In conjunction with Data Management efforts, integrate identified objectives, outputs, and outcomes in proposal · Distribute and share information · In-person meeting with designated staff	Completed written proposal template (4 to 6 pages)	

Agency will have identified at least ten funder prospects that are aligned with agency's mission, priorities, outcomes, and capacity			<ul style="list-style-type: none"> Educate agency on using funder search tools such as Guidestar, The Foundation Center Directory, funder websites, etc. Develop a list of potential funders based on alignment with agency mission and priorities, agency priority, funder priorities, and funder application guidelines Distribute and share information In-person meeting with designated staff 	Completed list of potential funders	
Agency will have submitted at least five proposals for grant consideration			<ul style="list-style-type: none"> Explore/identify potential collaborators on proposals Guide agency on completing 1st and 2nd/final proposal drafts for each potential funder (including editing and written feedback of written proposals) Guide agency in submitting completed proposals with specific types of requests (e.g., general operating, project-specific, etc.) Distribute and share information In-person meeting with designated staff 	Three written proposals submitted ranging from \$5,000 to \$25,000 per request	

Resources and Support Needed:	
Potential Barriers:	

Community Engagement/Messaging	0%	Complete			
Objectives	Target Date	Completed	Activities	Deliverables	Status
Agency will have created short bios for all staff			<ul style="list-style-type: none"> Develop core history of organization Capture narrative of current staff (why are they there, how did they get there, their daily motivations, "the heart of the story") 	Staff bios on website	
Agency will have created at least 5 client testimonials and photos			<ul style="list-style-type: none"> Develop core history of organization Identify pictures of founders, current staff, community events, current work Identify testimonies of the impact of the work Secure pro-bono community to film testimonials 	Client testimonials and photos on website	
Agency will have created a community engagement outreach plan			<ul style="list-style-type: none"> Cultivate a data-informed approach to outreach work Work with core staff to secure data from outside entities Craft data into stories Archive data as well for future use Capture on-the-ground outreach and impact 	Community engagement outreach plan and MOUs with outside entities	
Agency will have created/updated website			<ul style="list-style-type: none"> Refine marketing documentation Identify most compelling photos Share website management and design practices Secure domain if needed Create new website/Modify content on existing site Create a website manual for staff 	Website with updated content	
Agency will have created an online donation platform			<ul style="list-style-type: none"> Identify bank account information Register for giving platform Add platform to website 	Online donation platform on website	
Agency will have created/updated 3 social media channels			<ul style="list-style-type: none"> Engage local high school youth in creating hashtags, managing website and social media accounts, etc.) 	Social Media Accounts and analytics report	

Resources and Support Needed:	
Potential Barriers:	

Workshops Prescribed:	Type	Workshops	Recommended	Date Attended
	OD	Developing an Effective Board of Directors		
	OD	Strategic Planning: Where Do We Go from Here?		
	OD	What Have We Done? Managing Operations, Staffing and Budgets		
	RD	Resource Development: How to Keep the Lights on and the Doors Open		
	RD	Researching Grants: How to Increase Your Batting Average		
	RD	Writing for Partnership: Elements of a Strong Grant Proposal		
	RD	Don't Take the Grant for Granted: Building Relationships with Funders		
	DM	Measuring Success: Evaluating Your Efforts		
	DM	Data & Surveys 101		
	DM	Free and Low-Cost Web-Based Communication Tools		
	CE	Outreach Strategies to Strengthen Residents' Power		
	CE	Capturing the Story: Sharing Powerful Stories to Create Real Change		

	CE	Building Effective Local Campaigns: Organizing for Immediate & Long-term Social Change			
	CE	Getting There Together: How to Implement a Collaboration			
Agency Representative Name			LA County DPH Representative Name		
Title			Title		
Signature			Signature		
Date			Date		

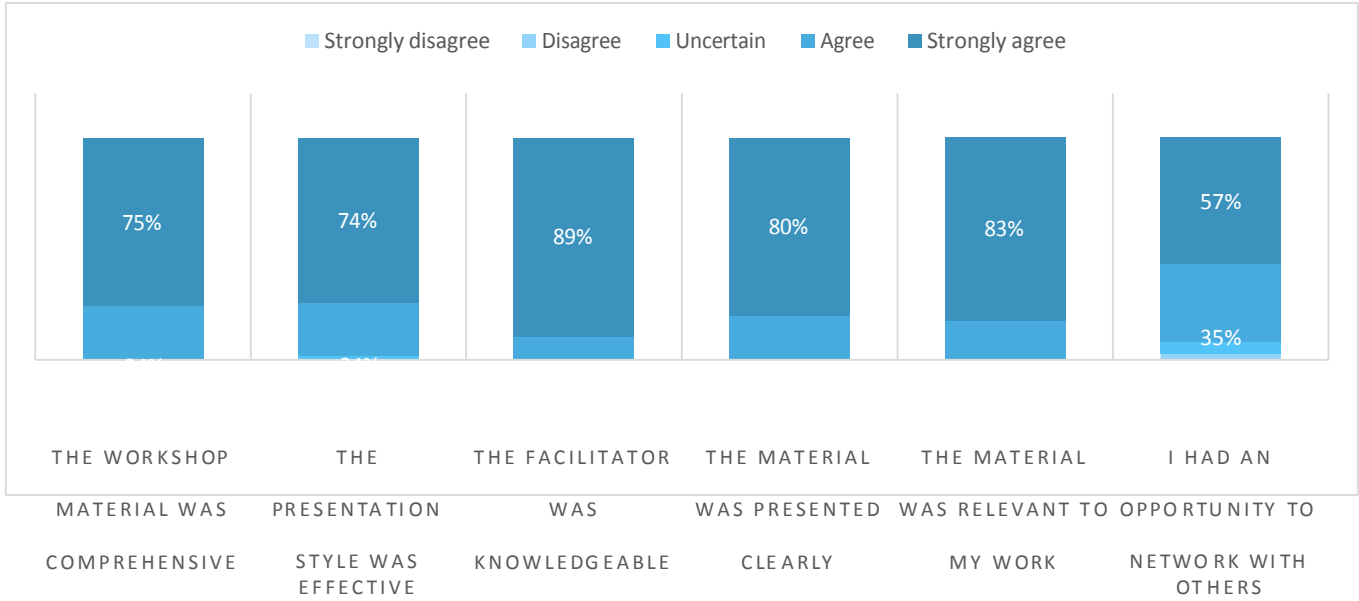
ATTACHMENT G - Workshop Topics and Locations

ROUND 1			
CONTENT AREA	TOPIC	DATES	LOCATION
Organizational Infrastructure Building	Strategic Planning: Where Do We Go from Here?	11/7/17 11/15/17 12/6/17 12/7/17	Hellen Keller Park (Westmont West Athens) A.C. Bilbrew Library (Willowbrook) YWCA GLA Compton Empowerment Center (East Compton) Florence Firestone Community Service Center (Florence-Firestone)
Resource Development	Resource Development: How to Keep the Lights on and the Doors Open	11/15/17 12/6/17 12/7/17	Florence Firestone Community Service Center (Florence-Firestone) A.C. Bilbrew Library (Willowbrook) Hellen Keller Park (Westmont West Athens)
Data Management	Measuring Success: Evaluating Your Efforts	11/7/17 12/6/17 12/7/17	Florence Firestone Community Service Center (Florence-Firestone) Hellen Keller Park (Westmont West Athens) A.C. Bilbrew Library (Willowbrook)
Community Engagement/Marketing	Building Effective Local Campaigns: Organizing for Immediate & Long-Term Social Change	11/7/17 11/15/17 12/6/17 12/7/17	A.C. Bilbrew Library (Willowbrook) Hellen Keller Park (Westmont West Athens) Florence Firestone Community Service Center (Florence-Firestone) YWCA GLA Compton Empowerment Center (East Compton)
ROUND 2			
CONTENT AREA	TOPIC	DATES	LOCATION
Organizational Infrastructure Building	Developing an Effective Board of Directors	1/9/18 1/17/18 2/6/18 2/21/18	Hellen Keller Park (Westmont West Athens) A.C. Bilbrew Library (Willowbrook) Florence Firestone Community Service Center (Florence-Firestone) YWCA GLA Compton Empowerment Center (East Compton)
Resource Development	Researching Grants Efficiently: Increasing Your Odds for Success	1/9/18 1/17/18 2/6/18 2/21/18	YWCA GLA Compton Empowerment Center (East Compton) Hellen Keller Park (Westmont West Athens) A.C. Bilbrew Library (Willowbrook) Hellen Keller Park (Westmont West Athens)
Data Management	Data & Surveys 101	1/9/18 1/17/18 2/6/18 2/21/18	Florence Firestone Community Service Center (Florence-Firestone) YWCA GLA Compton Empowerment Center (East Compton) Hellen Keller Park (Westmont West Athens) Florence Firestone Community Service Center (Florence-Firestone)
Community Engagement/Marketing	No Workshop	N/A	N/A
COMMUNITY-IDENTIFIED WORKSHOPS			
CONTENT AREA	TOPIC	DATES	LOCATION
General	How to Make Money for Your Nonprofit: It's Legal! Funders Discussion Panel	3/13/18 3/21/18	A.C. Bilbrew Library (Willowbrook) Jesse Owens Park (Westmont West Athens)
ROUND 3			
CONTENT AREA	TOPIC	DATES	LOCATION
Organizational Infrastructure Building	Got Help? Finding and Keeping Great Volunteers	4/18/18 5/1/18 5/23/18 5/31/18	Hellen Keller Park (Westmont West Athens) George Washington Carver Park (Willowbrook) Florence Firestone Community Service Center (Florence-Firestone) YWCA GLA Compton Empowerment Center (East Compton)
Resource Development	Making the Case: Elements of a Well Written Grant Proposal	4/19/18 5/1/18 5/23/18 5/31/18	YWCA GLA Compton Empowerment Center (East Compton) Hellen Keller Park (Westmont West Athens) A.C. Bilbrew Library (Willowbrook) Florence Firestone Community Service Center (Florence-Firestone)
Data Management	Keeping in Touch: Tools for Building Your Agency's Network	4/18/18 5/1/18 5/23/18 5/31/18	Florence Firestone Community Service Center (Florence-Firestone) YWCA GLA Compton Empowerment Center (East Compton) Hellen Keller Park (Westmont West Athens) A.C. Bilbrew Library (Willowbrook)
Community Engagement/Marketing	The Perfect Pitch: Telling Your Nonprofit's Story to Engage and Fundraise	4/18/18 5/1/18 5/23/18 5/31/18	A.C. Bilbrew Library (Willowbrook) Florence Firestone Community Service Center (Florence-Firestone) YWCA GLA Compton Empowerment Center (East Compton) Hellen Keller Park (Westmont West Athens)
COMMUNITY-IDENTIFIED WORKSHOPS			
CONTENT AREA	TOPIC	DATES	LOCATION
General	Self-Care for Providers	9/18/2018	Willowbrook Library (Willowbrook)

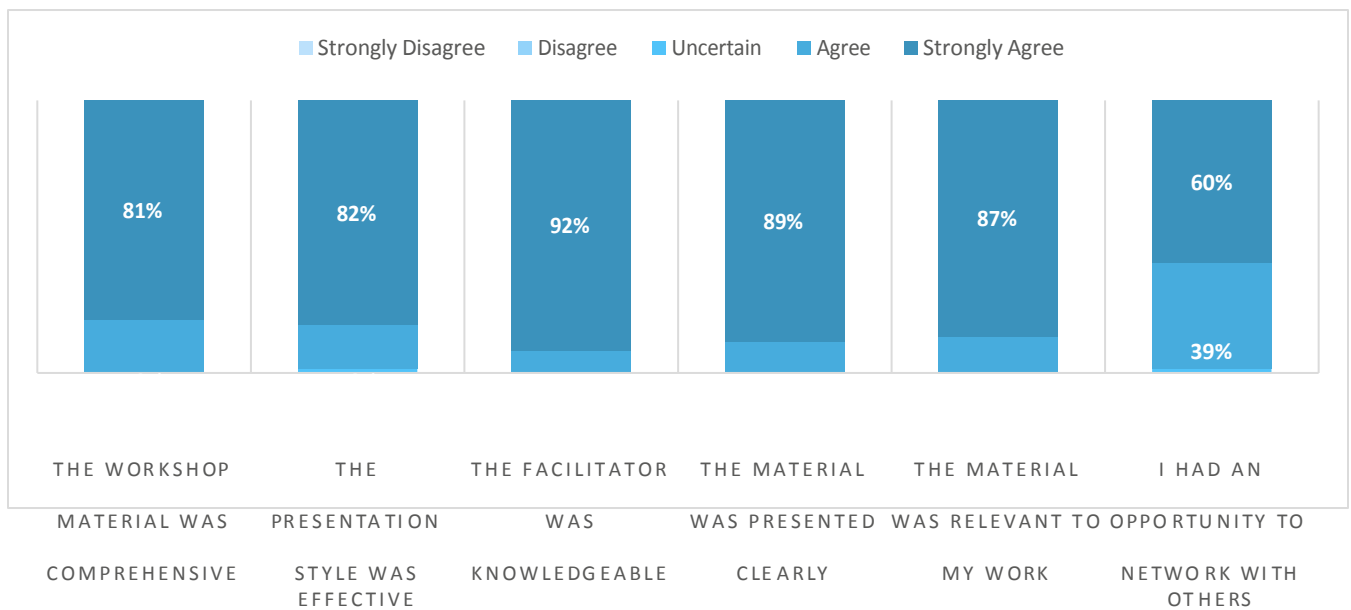
ATTACHMENT H – Workshop Participant Feedback

NOTE: Feedback does not include Community-Identified Self-Care Workshop in September 2018

All Workshops and Panels (n=265)

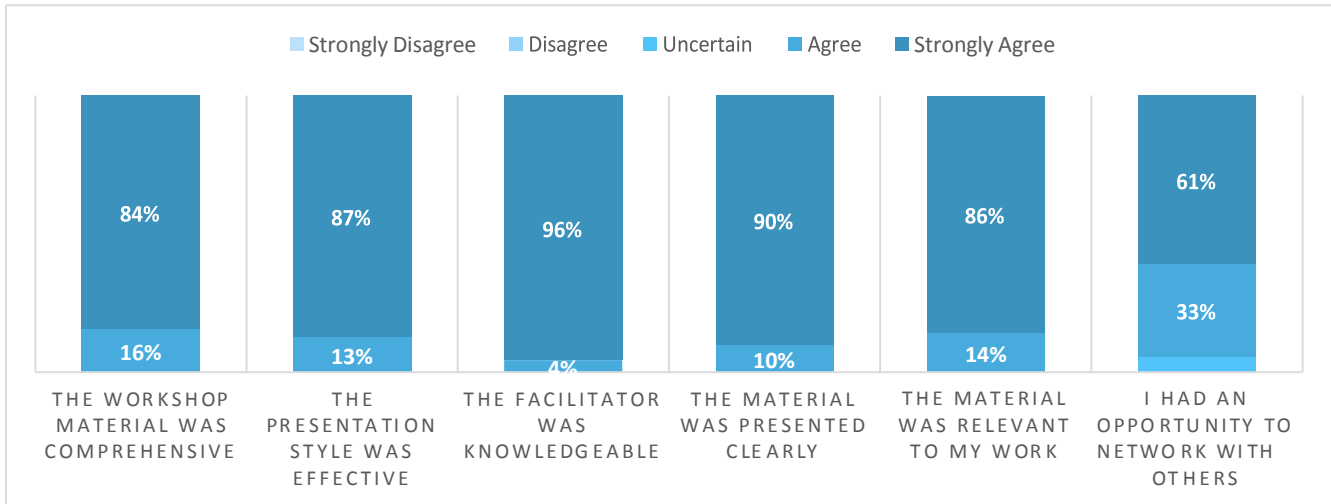


Organizational Infrastructure Building Workshops (n=62)

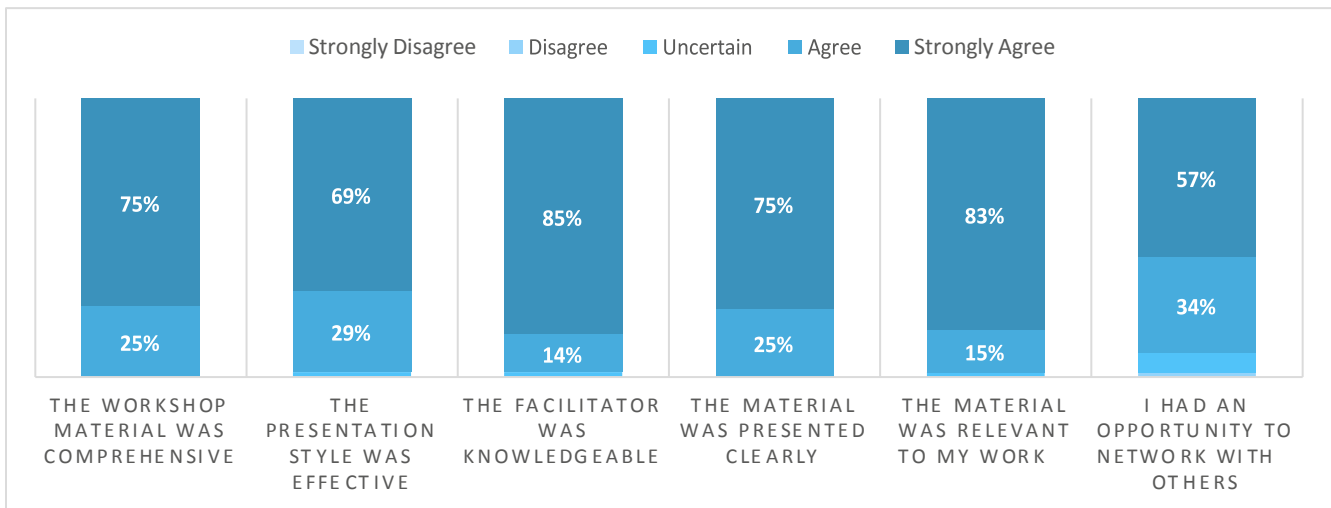


ATTACHMENT H – Workshop Participant Feedback

Resource Development Workshops (n=70)

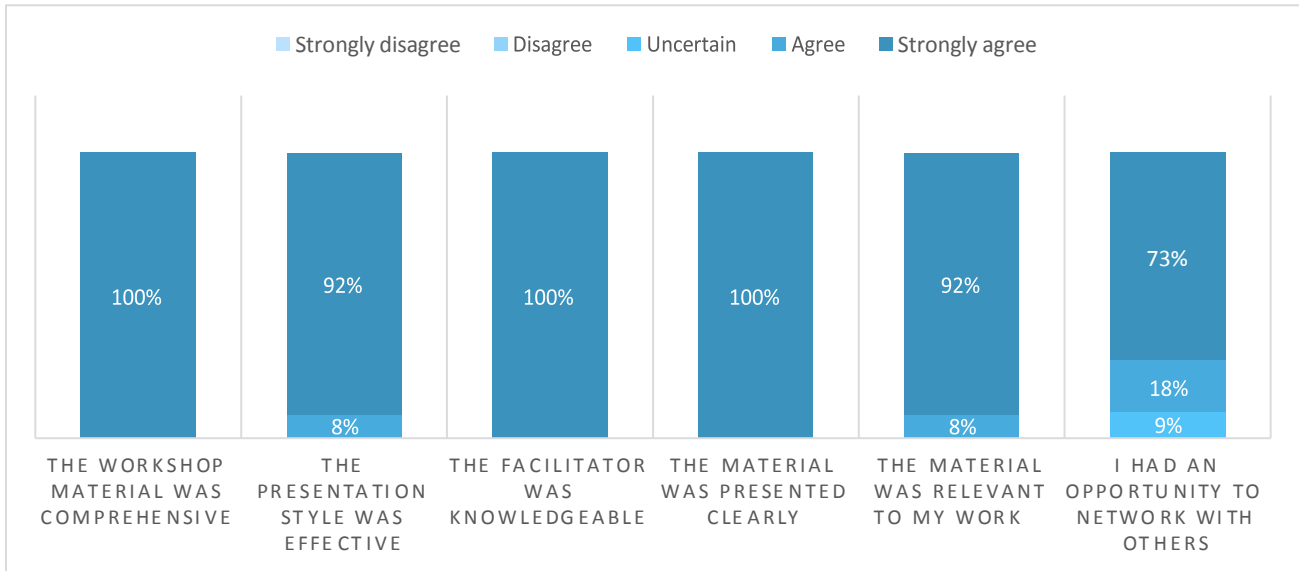


Data Management Workshops (n=59)



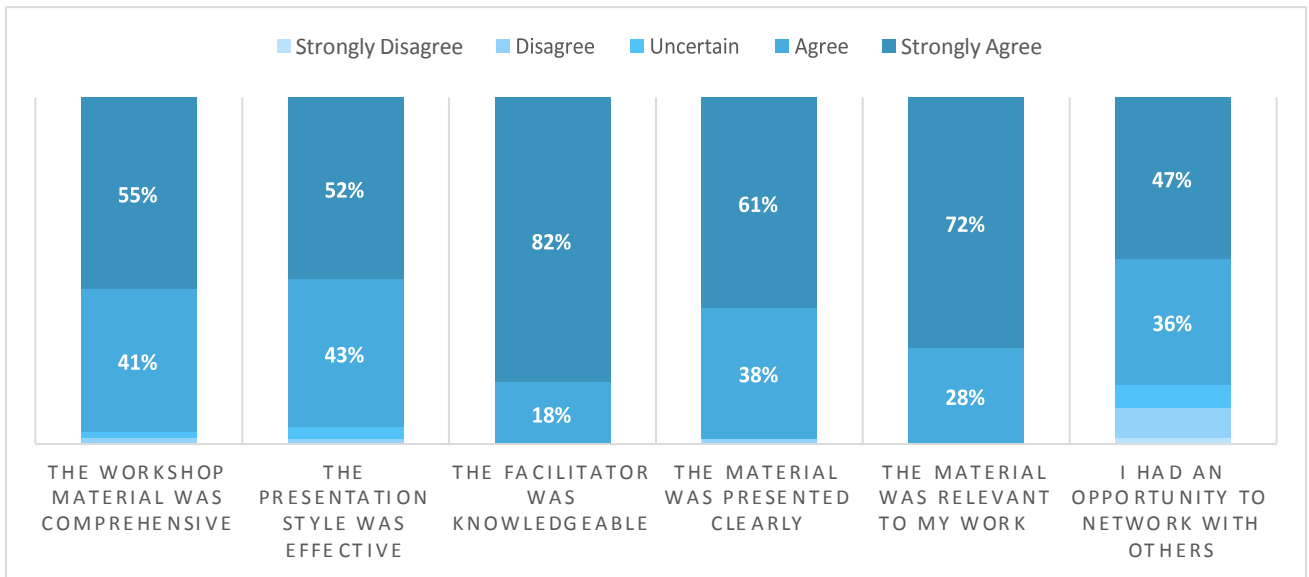
ATTACHMENT H – Workshop Participant Feedback

Community Engagement/Marketing Workshops (n=12)*



*Data only available for Round 3 Workshops

Community-Identified Panels



ATTACHMENT H – Workshop Participant Feedback

SELF-ASSESSMENT OF KNOWLEDGE, SKILLS AND CONFIDENCE

All Workshops and Panels

	Average Before	Average After	Average Change
My knowledge of the workshop topic (n=246)	5.6	8.6	+3.0
My skills/abilities related to the workshop topic (n=240)	5.9	8.4	+2.6
My confidence in my skills/abilities related to the workshop topic (n=233)	5.9	8.5	+2.7
The degree to which the learning objectives of the workshop were met (n=199)		9.3	

Organizational Infrastructure Building Workshops

	Average Before	Average After	Average Change
My knowledge of the workshop topic (n=58)	6.0	8.8	+2.8
My skills/abilities related to the workshop topic (n=57)	6.3	8.6	+2.3
My confidence in my skills/abilities related to the workshop topic (n=49)	6.5	9.1	+2.5
The degree to which the learning objectives of the workshop were met (n=42)		9.5	

Resource Development Workshops

	Average Before	Average After	Average Change
My knowledge of the workshop topic (n=61)	4.9	8.4	+3.5
My skills/abilities related to the workshop topic (n=59)	4.8	8.0	+3.2
My confidence in my skills/abilities related to the workshop topic (n=60)	4.9	8.2	+3.3
The degree to which the learning objectives of the workshop were met (n=46)		9.2	

Data Management Workshops

	Average Before	Average After	Average Change
My knowledge of the workshop topic (n=57)	5.3	8.4	+3.1
My skills/abilities related to the workshop topic (n=56)	5.7	8.5	+2.8
My confidence in my skills/abilities related to the workshop topic (n=54)	5.5	8.6	+3.0
The degree to which the learning objectives of the workshop were met (n=40)		9.4	

ATTACHMENT H – Workshop Participant Feedback

Community Engagement/Marketing Workshops*

	Average Before	Average After	Average Change
My knowledge of the workshop topic (n=12)	5.7	9.0	+3.3
My skills/abilities related to the workshop topic (n=12)	6.1	8.9	+2.8
My confidence in my skills/abilities related to the workshop topic (n=12)	5.5	8.8	+3.3
The degree to which the learning objectives of the workshop were met (n=12)		9.8	

**Data is only available from Round 3 workshops*

Community-Identified Panels

	Average Before	Average After	Average Change
My knowledge of the workshop topic (n=58)	6.1	8.6	+2.6
My skills/abilities related to the workshop topic (n=56)	6.6	8.4	+1.8
My confidence in my skills/abilities related to the workshop topic (n=58)	6.7	8.5	+1.8
The degree to which the learning objectives of the workshop were met (n=59)		8.5	

ATTACHMENT H – Workshop Participant Feedback

What did you like about the workshop?

- The knowledge it provides
- Great group of funders! Experience, clarity, accessibility
- Presenters
- Interactive, a lot of helpful information
- Understanding how organizations make decisions on issuing grants
- The facilitator was great and he provided comprehensive material. The style of the presentation was also extremely helpful
- It was interactive, and we were able to share
- The panelists were really open and willing to provide information on how we can access grant opportunities
- Great interactive workshop Good framework/ agenda Really positive and helpful
- The panel discussion was effective in that they answered questions/brought up great discussion points
- The sharing from the various participants was valuable.
- That it was small
- The panelists were very generous with sharing of knowledge and strategies to help CBOs submit more competitive grants.
- The group setting/ dialogue/ participation
- Engagement
- How to enroll volunteers and keep volunteers
- Interactive, fun, opportunity to contribute, learned new information
- The interactiveness
- The complete presentation!
- All the material was helpful--and appreciated
- The openness of the presenters to share "do's: and "don'ts" about the processes.
- Good leader Good examples
- Well planned, to the point-very relevant and clear.
- Thorough work
- I like the conversational style
- It addressed the needs of a new grass roots organization
- It was very helpful in learning about the different foundation's priority areas, what they look for in an applicant.
- Excellent Keep them coming
- Having the opportunity to meet with the funders, know the presenters' background, and the focus on serving South LA
- Very genuine, very candid
- Rare opportunity to learn about effective strategies from funders.
- Presenters
- I'm pleased that the Associates and Funders were able to share their expectations and what they do
- Common needs of providers Learning what funders look for, for funding providers/ organizations
- Funding
- Great speakers
- The opportunity to ask questions and meet the panel
- The panelists were clear and succinct
- The panelists were transparent and open about the subject matter.
- Having a diverse panel was helpful to see different funding perspectives
- Intros were helpful, facilitator questions were helpful, audience questions were great
- The panel knowledge
- The format, the ability to hear from larger foundations in person.
- Opportunity for different grants
- Great panel
- Appreciated having funders come to the community for workshop. Information was important, especially if new organization.
- I enjoyed the variety of the backgrounds of the panelists.
- The experts
- Knowledgeable and informative
- Very informative
- The expertise of the panel was great. The facilitator guided the discussion appropriately.
- The information on how the funders look at grants
- The various representation and background stories.
- EVERYTHING
- It stimulated my thinking
- So informative! Digestible info
- Outline for applying grant
- Well written materials
- Great summary of grant proposals
- Well organized, comprehensive, practical
- Daniel presented many options for tools we can use Self-assessment
- Engaging and lots of ideas that I did not know about
- Practical information
- Handouts
- Great
- Google Form
- More in-depth information from programs we are already using, making it clear on what we use, and more guidance on how to navigate
- Relevant tools, comparative info about various resources and tools
- That Daniel taught it in our city of Compton
- Opportunity to interact, engaging
- The workshop was very informative
- The facilitator's knowledge base and examples
- That it was very comprehensive, and Daniel made using the platforms for our organizations user friendly.
- Very informative; I enjoyed the practice activities
- The facilitator was very knowledgeable
- Very knowledgeable presenter
- Well presented, good details and examples
- Great teacher. Very knowledgeable. Very professional.
- Given information/workshop outcome
- That it was a small group and knowledgeable
- Excellent presentation - flowed well
- Entire presentation
- Robert was very knowledgeable about the subject and was honest.
- No comment
- Great speakers, very knowledgeable and clear
- I liked the open discussion and learning about the history of the panelists and their experiences.

ATTACHMENT H – Workshop Participant Feedback

- Very informative on ins and outs of fundraising, investing, and partnering with other nonprofits.
- information that was giving help.
- Different panelists
- The panel was very knowledgeable and gave great tips.
- The community base factory the knowledge and experience the panel brought
- Thought provoking.
- Networking and information.
- The networking
- Facilitator asked relevant questions of the panel
- I appreciate the knowledge that was shared and the relatable and personal touch in sharing their experiences
- Free understanding
- I liked when the presenters shared their stories
- Included a funder - Panel was knowledgeable
- Great resources; Helpful process
- The presenter was very knowledgeable
- The small things we over look
- The materials and the presentation
- He does not put you to sleep and you learn something new each time.
- The materials
- Bill was very knowledgeable about content
- Very comprehensive, good real life examples
- Presenter's style made information clearer
- Relevant information Discussed how to find board members
- -Explained who to target for a Board of Directors, what their role should be, and clarified distinction w/ Board, committees, and non-Board members
- It was specific
- Clear, direct, implementation-ready knowledge to develop nonprofit boards
- The information was great and Bill is a good presenter.
- Activities and review, examples, samples, additional handouts
- Robust and well done :) "Theory of Change". Favorite slide: "Reporting and Disseminating Findings" Super helpful links!
- Helpful information on how to create data
- Interaction & discussion with peers
- Clarity. Opportunities to ask questions and learn from variety of people and agencies.
- Learning about how to choose an effective board of directors and where to look for resources.
- I especially liked the conversational, sprinkled with examples flow of the workshop, while still very objective.
- The time available to break down certain questions/definitions or functions needed to better understand why it's important for a successful board
- Presentation was clear - good participation
- How to analyze data
- Very informative
- The entire presentation
- The workshop materials will be very helpful for future planning and data collection
- Clear
- The handouts helped to guide
- The depth of information
- The way the information was made clear by the facilitator
- I liked to be able to share our own examples in order to best understand the material
- The hand out and samples
- I can use this in my business
- Program help
- Sample interaction
- The interactive nature of the workshop
- Direct and on topic
- All the information and sharing with each other
- Presenter was clear and interactive
- I like that it was very informative and interactive
- Robert and the dialogue
- The information
- The facilitator's ability to teach the subject from experience
- Easy to understand. Physical location was great. Speaker was knowledgeable and engaging, resources were useful
- Mr. Bill Martinez. Great source of knowledge
- Most of it but specially the section related to Fiduciary Responsibility
- Printed materials
- The entire development on putting a Board of Directors together
- Fundraising
- PowerPoint package was very helpful.
- Presenter took time to explain and expounded on subjects
- Very useful handouts -Having access to the slides -The ability to ask questions for future discussion
- The facilitator was extremely knowledgeable. I learned new method of how to get traction with Board members
- Q and A was Present
- Everything
- Bill & his knowledge
- The ability to ask questions
- Extremely effective in training and comprehension
- Presentation/materials clear and easy to understand - valuable, applicable information
- Engaging and informative
- Topics that were covered, especially the Funder Research Process
- Robert is great, knowledgeable, and accessible
- Interactive
- The complete workshop in its entirety
- Presenter was very relatable
- Made it plain
- Discussion
- How to ask for a grant
- Everything
- Presenter was highly knowledgeable and able to connect with the audience
- The facilitator was friendly, knowledgeable, and accessible
- Everything
- The simplicity of the information
- Clear and easy to follow - interesting
- Very good presentation
- Level of knowledge and potential to execute - Willingness to help - Possible connections - Access to resources
- Very detailed, covered a lot of information
- The topics discussed were very informative.
- Very great!
- There is a lot of important information.
- Understand the difference between quantitative and qualitative

ATTACHMENT H – Workshop Participant Feedback

- Booklet with examples
- Types of data and data management
- The activity
- The information shared and layout (organized)
- Quick and straight to the point
- Everything - a good start with the basics, for intro level understanding
- Very informative
- Instructor's willingness to go in depth, instructor's knowledge, stayed on task
- Interactive, opportunity to ask questions as they came up
- There was an interactive activity, all of the information was useful
- I like the interactive part and making our own questionnaire items.
- I liked the clarity, good organization and timeliness. I also liked the interactivity and knowledge of presenter.
- The in depth explaining
- The presentation was very clear and detailed, showed step by step planning process
- I liked that the Facilitator was very knowledgeable and gave many examples & references.
- The clarity
- How I learn to improve your business
- Financial Management
- I liked that Bill was very thorough with the information. I had no knowledge on this prior to workshop and now I feel confident to put together a Strategic Plan
- Everything
- Daniel was very informative and shared information thoroughly
- I gained a better understanding of the theory of change model
- Well prepared, extremely knowledgeable of material, kept everyone on topic
- The facilitator was clear and knowledgeable
- The way the program action logic model was broken down. The group participation.
- The presenter was great and the info was great
- The information
- The material and engagement of the group
- Everything
- All the information.
- Everything
- Everything was great! The information was clear.
- Gaining a better understanding of the different revenue types, grant types, and grantmaking institutions.
- The presenter was clear and knowledgeable.
- Excellent facilitator, very informative and knowledgeable of content
- Everything!
- The information provided and the intimate dynamics.
- Very informative; provide clarity and a general understanding of development.
- Mr. Lewis was professional and knowledgeable. He addressed everyone's concerns effectively. He used scenarios to make presentation easy to understand.
- I liked the presentation style and personal touch.
- Overall topic and information
- The presentation was very good. The facilitator was able to hold my attention.
- Everything
- Interactive; great facilitator!
- Everything
- Very informative
- Discussion of subject matter. Hearing from other agencies.
- Bill is fantastic!
- Knowledge
- Bill
- I think that he talked about things that will help you with your business
- Materials
- The small class, intimate environment
- Valuable information

What could be improved?

- More time to network; Gave RFP and a deadline
- Let us know ahead of time the areas they fund - programs, geographic, etc.
- Small groups
- Learning more about the social media piece
- Materials; In the future, if they can provide sample budget proposal, sample effective writing tips.
- More time
- N/A
- Case studies to think through what to do in problems and how to retain volunteers.
- Videos
- The sound was a bit problematic but didn't take away from the knowledge exchange.
- N/A
- More about how to keep volunteers
- All was well
- N/A
- She does a great job
- More time/break out groups
- More time?
- Be able to introduce myself and what I am trying to do and ask 1 question
- Nothing
- More opportunity to network with the other nonprofits and CBO's in the room. Maybe with a note sheet of who attended and their contact info, if permitted?
- Bring in corporate America for their perspective. Bring in some of the city council.
- Could have used more detail on programmatic priorities.
- Sound & room configuration - set up
- More direct interaction with the audience
- Have the opportunity to introduce providers or organizations participants for collaboration purposes
- Sound
- More time for audience questions
- The sound/microphone
- Involve audience more
- Sound was bad/hard to hear
- N/A

ATTACHMENT H – Workshop Participant Feedback

- More questions read from cards
- In the amount of time given, I see no way to improve on it
- Self-sustainable
- Needed to be 1/2 day
- Different levels of experience were in the room. Maybe looking at presentations to target - beginners, intermediate and experienced orgs or by annual budget.
- I think it was an informative presentation as it was presented
- Open discussion
- Better sound, but overall great :)
- More info for emerging nonprofits would be helpful
- Representation of different sorts of nonprofit (2 employment based)
- More time for questions, discussion- based portion
- More community voices. It was like being talked at, rather than being engaged.
- Absolutely nothing. It was so helpful!
- N/A
- A little more time for questions
- Nothing y'all can do, I would have loved to have more people to network with.
- More attendees, more collaboration
- More people
- N/a
- Add action plan for how we will engage with particular stakeholders
- More conversation with participants. Felt a lot of newbies to IT solutions. Great intro building on this would be awesome
- More time
- Time frame (may need to be an hour longer)
- N/A
- Longer
- More time.
- Courses should be spread out over longer period of time
- Not much
- Nothing - Well, having some of the material more accessible regarding size and font type.
- N/A
- Longer time with more practice.
- No comment
- Well organized and facilitated. Handouts might have been good.
- Provide more info about their organizations and resources on how we can partner up or be more ready to obtain funding.
- Powerpoint presentation, visuals, handouts
- Nothing comes to mind
- More interaction.
- More examples or strategies for setting a nonprofit up for fee for service programs.
- More events, list on person to contact.
- More people
- N/A
- I enjoyed it
- Answers to questions were too general, not giving specific answers, names, approaches, results
- More interactive - Discussing additional ways to produce revenue
- Create trainings for various levels of expertise in the topic (i.e., basic, intermediate, advanced)
- Snacks
- Nothing
- Learning more about next steps
- Everything was great.
- Refreshments
- Additional handouts on board development
- Interactive activity
- -Applying skills learned during workshop through exercises
- N/A
- Perhaps a brief chat in presentation on Roberts Rules of Order. Is it required?!
- N/A
- This workshop did not need any improvement
- I am not so good at statistics. How can we use this information practically? E.g. Applying for grants. What makes a robust and well-done report at the interpretation and dissemination phases? More examples.
- Nothing
- Nothing in terms of content. More time and in-depth discussion.
- Hands-on writing conflict policy, reviewing sample by-laws, video of case studies, etc.
- I thought the workshop was very informative and will be attending more in the future.
- Very effective for a two-hour session.
- Information on the roll out from the County for Trauma Prevention (but not needed for this particular workshop)
- N/A
- N/A
- Uncertain
- Early in the day. Snacks and/or coffee
- Continuous sessions: beginner, intermediate... Too much information for strictly overview to individuals that may have no prior knowledge of data collection and evaluation
- More visuals
- Material emailed
- No food. It was cold.
- Water, snacks Warmer More interactive activities
- It needs to be longer
- More time needed
- Everything was great! Coffee and snacks would be nice.
- Longer - more time needed
- Everything was great, look forward to the next workshop
- Longer timeframe
- More time for the workshop
- NA
- More attendees
- N/A
- Board members
- To include faith-based community

ATTACHMENT H – Workshop Participant Feedback

- Offer in locations in or close to the San Fernando Valley
- More opportunities to network
- 0
- Not much
- More templates to use for your personal strategy
- The room could be warmer
- N/A
- Nothing
- Nothing
- Longer time
- No complaints
- My ability
- Nothing
- Snacks, definitely water
- More time
- More time
- Location - room was very cold
- Provide a list of funders who serve South L.A.
- Possibly more time - A lot of content, takes energy to comprehend if one is at a low level of understanding
- Nothing that I can see.
- It's good the way it is
- I think the workshop met the objective of a 101 course
- More time - longer workshop
- More activities because information can be extensive
- Maybe another activity
- The room was too warm, that's the only downside for me
- N/A
- Some material was dense and difficult to understand
- Ask other participants who are not as vocal to speak up to encourage participation. Have examples of focus group questions and great surveys.
- At the end, when the sites were being shown, maybe going over those a little farther. Maybe show an example of a good survey/survey questions.
- No, excellent job.
- It was excellent.
- Nothing at this time
- The temperature in the room was too cold.
- Maybe have a hard copy of Powerpoint to take notes on each point. B/c has a lot of good info
- Just getting to know Bill better.
- More people coming to the workshop
- Snacks
- Evening or weekend sessions
- Please provide workshop and meetings during evenings and weekends
- Have more handouts available (ran out)
- Snacks would be nice; water, fruit, etc.
- Daniel did a really good job getting all participants to get involved. Very good job.
- Nothing. He was great.
- None...you (Daniel) were awesome and I do not have any ideas/suggestions for improvement. Keep doing what you're doing!!
- # of handouts (ran out), but thanks for emailing them!
- More people (i.e., attendees); Not improved but work like a second workshop on this topic.
- Flyer that helps spread the word (i.e., orgs like after school programs see the words "Trauma Prevention Initiative" and don't think they fit in).
- Everything was great.
- Great workshop!! Would want to see additional workshops in this area.
- Good as is!!!
- Nothing
- Offer PM workshops.
- Maybe include an extra half hour to allow for more questions and discussion.
- Time and days of workshops.
- Conducting workshops in the evening hours (after 5pm) and weekends also.
- Provide specific examples of local funders
- All your facilitators should be just as good.
- Nothing
- Providing Power Point presentation to attendees would be appreciated. Providing definitions on presentation slides. Would allow me to pay full attention to presentation.
- Unknown
- Nothing.
- Not one thing!
- More interaction
- More paperwork
- Slides/Interactive Exercises
- Presentation could be more visual
- The size of the PowerPoint font. More time for additional activities and maybe address more issues specific to that agency.
- Keep groups small

What skills did you learn and how will you apply them within the next month?

- What funders are REALLY looking for and how to tailor my proposals
- Great insights for how to dig deeper into the focus areas of these funders, average grant size, etc.
- Lose fear and apply
- Planning and recruitment skills
- Networking to have a positive impact on community
- I learned about the important and key aspects and information that funders are looking for in proposals. It will help to make proposals stronger.
- How to add things in our application process
- Too much. It gave me both a context and pointed to the content needing to manage volunteers. Really positive
- Data tracking, tying together measures and goals, inviting funders to events, building more partnerships
- I learned to do a job description.
- It reminded me of the usefulness of funder websites for the purposes of relevant and trending issues, not just funding guidelines and opportunity.
- I will immediately try to apply this to our dept. (interns/ volunteers)
- How to retain and be specific

ATTACHMENT H – Workshop Participant Feedback

- To be clear about my objective!
- 7 elements of effective volunteer management
- Developing a job description for volunteer orgs
- Better defining policies/ rules around volunteers.
- How important being organized can help with volunteers being a useful addition to any organization!
- Need for applications and job descriptions
- Job descriptions and policies for volunteers!
- Strategies
- Learned more about developing proposals that include more transparency about operational leadership and strategic planning
- Learned a lot and will apply them all but mostly will research!
- Get better prepared
- I learned how each funder looks at grant proposals. We do expect to try applying to the funders who haven't funded us previously.
- More organized, adjust priorities
- Will use in current LOI to Weingart!
- Will research all funders and contact specific funders
- I'm learning to focus on capacity building
- How to present the needs of any center to funders.
- How to present my "Financial Love"
- To improve/clearly communicate our data/measures
- I learned how to better my organization's chances on getting funding
- Learned what areas to further focus on and will do so when applying to grants.
- Some great info about how to find funding, how to apply, things to avoid
- How funders work
- I know I can apply to certain foundations
- Board structure
- Good to hear what is important to them
- Review my board members, be more strategic when selecting board members
- Terminology for the nonprofit industry Social Enterprise-concept Business tools-REDF workshop.org
- More info on the funders side, take it back to organization and implement some tactics
- Budget diversity
- I have some ideas on other ways to generate income
- I learned what the funders are looking for
- Constant network. Stressing that was a good reminder for me.
- Pitching it to board, organizational development
- It had me considering partnering to achieve goals.
- The difference between output and outcomes.
- Structure ---> practice
- Data collection importance
- I have a good overview of this subject and tools needed to create a proposal
- Elements of a proposal; What to avoid; tips - I'll approach new proposals from scratch using this material as my guide.
- How to use google groups - create for partner orgs Cognito/Wufoo - see about using for 45th Anniversary Gala
- Re-engage via social media and newsletter
- Getting discounts from tech soup for this software.
- Online support tools
- How to use databases more effectively
- More information about MailChimp and finding out better ways to communicate other than Constant Contact
- How to transition from one tool (Constant Contact) to another (MailChimp) which we had been considering and exploring.
- Just the name of resources, plan to navigate them and see what works
- Think about proposal writing differently; Ways to improve/develop needs/issue overview
- I learned about some of the other available tools that are out there.
- Still evaluating
- I learned a new platform for online surveys.
- How to be more specific and concise in the information I need to indicate in a proposal
- An improved sense of the importance of interacting with audiences using social media channels.
- More confidence about what funders are thinking and looking for
- Structure
- Will have to put it into work before I can let you know.
- Follow the expected formula of funders
- Budget planning
- All the aspects of proposal writing
- Better organization in preparation of successful proposal writing.
- How to put proposals together. Program design will be something I will use.
- More information received regarding other organizations that I could possibly partner with.
- I'm excited about the "profit" revenue generating aspect of the nonprofit. Also making my services monetized.
- Learning to partner with other organizations
- value of mission of your organization and how to partnership with others.
- Look for those resources in my community
- Becoming a sub-contractor and using my knowledge for training.
- Partnership
- Program sharing.
- Be available
- How to generate revenue through fees. Will share with board members
- Connecting with my team about what our social enterprise can be. I learned new terms like unrelated business tax, social enterprise.
- Define your niche - Ways to leverage dollars
- Develop searching process based on info learned
- Knowledgeable about the funders
- How to do research
- Learning about private funders
- How to better understand the government structure
- I learned the purpose of having a board and how to select board members
- What stood out most from what I learned was about how to find effective board members (i.e. \$)
- How to choose a board member
- New ways to look at recruitment Taking info back to board to identify/execute new recruitment tactics
- -What roles the board serves (funding/gaining funds, using \$ right, and operation expertise), the effective use of committees, and differences between board meetings and general meetings.
- how, when, where, what
- I learned implementation-ready skills in developing nonprofit boards. I will transmit this to colleagues and community members.

ATTACHMENT H – Workshop Participant Feedback

- I learned more details about selection of board members and logistics to have a successful board.
- Formulating surveys, how to get outcomes, properly formatting questions
- Think more critically about surveys
- what I need to collect proper data to start a non-profit
- I obtained further knowledge of Board responsibilities and will share with my agency's Board via training
- Clear of three board roles. Helps me understand better & relay their purpose. Confirmed on right track.
- How and where to look for potential board members, who not to put on the board, and I will begin to look for potential board members in the next month
- I especially got the necessity of record keeping for Board meetings, the idea of Advisory Board and moving forward with Board policy
- Using and Advisory Board to start before building Board members
- What to look for
- Better survey questions
- Data research and organization
- Data collection design, question development. Assist agency to collect relevant data
- Difference between quantitative and qualitative
- More knowledgeable about how to ask questions
- Utilizing information on how to develop data collection tools and begin to analyze
- The different ways to collect and compare data. I will use them at my youth center.
- I learned how to prevent a leading question
- Creating program based on the community need and data will be used to determine the need
- Learn how to get data and to write out my own survey
- I improved in data
- I learned about resources available for searching for grant opportunities
- Information regarding fiscal agent
- How to research grants
- Where to look, How to look, How to think about researching for grants
- The resources and links to research the grants
- What the expectations are for applying
- The importance relationships have on receiving grants
- Board recruitment
- I learned how to structure a board properly and what to look for in future Board Members
- Knowledge to be passed on and further researched
- How to look for additional Board Members
- Where to go to find potential Board members
- Board members development
- Applying fiduciary responsibility as reminder to our organization
- How to build an effective board and each member & position
- New strategies for recruitment focusing on specific populations-businesses
- Fundraising, Board recruitment
- About being careful for family conflict and Board member
- The importance of a Board
- Update my annual report
- The locations and people to assist in preparation
- How to create a more effective Board and business operation
- How to research funders, websites, and being attentive to finding a good "fit"
- "Relationships matter!"
- How to think more strategically when conducting searches for the organization I work with
- Researching grant opportunities
- A more clear and logical approach to grant writing
- How to research funders
- Knowledge
- Research
- Meeting with others
- A lot
- Terminology and review of what best practices to take in seeking grants
- Research skills and how to narrow things down
- Relationships
- Researching grants
- Skills to help me research grant opportunities - websites. I will begin researching.
- I guess changing the wording [of questions] to be more clear
- Wording used in surveys, satisfaction survey creation
- Data analysis - measures
- Data collection methods
- Various descriptions of collecting surveys and ensuring the effectiveness
- redeveloping our questions/surveys for our program
- Types of tools used to collect and analyze data
- Benefits of a survey to help with job performance, how to create questions for surveys, this will help me to better formulate questions
- How to acquire efficient data
- Create a survey and distribute it to residents
- New data sites we can use as a resource, ways to phrase questions
- I hope to improve and apply reporting and disseminating findings. I also learned to run questionnaire samples before running a survey.
- I was affirmed in the development of survey questions and data gathering - with many possibilities.

Do you have any additional comments?

- Thank you for hosting!
- Thank you!
- Continue the good work
- Great trainer. Thank you for the opportunity to learn more.
- Thank you! :)
- Thanks for the invite!
- Robbin is delightful.
- Great discussion and panel
- Great workshop
- Thank you!
- Well done
- Fantastic job!!!
- Great presenter! Helpful information Loved
- Thank you for hosting this workshop!
- Excellent workshop, well worth the time!!
- Thank you for organizing this event
- Thank you.
- Educated

ATTACHMENT H – Workshop Participant Feedback

- Thank you so much for hosting this event in South LA and bringing the funders directly into the community.
- Very enlightening
- I especially appreciated discussion regarding partnerships and being aware of what other orgs are doing.
- Workshop and panel was very good. Truly appreciate the panel and facilitator
- Thank you for having this in S.L.A. Look forward to the next panel meeting. Will the funders' info be shared? Would really appreciate via email-- dbaez@webercommunitycenter.org
- Good over all
- Have more emphasis on networking so we can meet people we can partner with
- Having coffee would be great!
- Thank you so much!
- Would have liked to have it be more interactive
- Thanks
- Would have loved to have 5-15 mins with a funder, one-on-one to introduce my organization and get feedback on how we could partner.
- thank you!
- The workshop was very helpful to me. I learned a lot regarding grants.
- Great, insightful presentation. Thank you!
- Thank you Robert & Daniel & TPI
- I think it might have been more helpful to learn about what the people in the audience needed and to speak into that, rather than just sharing what others are doing. Clarifying that not-for-profit means mission based, rather than profit based.
- Amazing!
- Thank you!
- Thank you!!
- Great job!
- Thank you!
- Thank you!
- Thank you!! very informative. Useful tips and tools.
- Wish to be more present as a growing firm would like to dive deeper to manage our growing steps and be inclusive to our regional needs.
- Fantastic job!
- Daniel did a great job as usual.
- Thank you very much
- Thank you!
- Great workshop!
- Add more workshops in grant proposal writing
- Will be back
- Needed more in the community
- Would love copies of materials which I can read. The room was really cold.
- I'm glad I was able to attend and participate in the class.
- More workshops.
- Thank you!
- Thanks for offering this panel. It really gave me a wealth of new ideas and avenues.
- I wish the funding company wanted to invest in us
- Excellent training
- Love the way he teaches
- thanks for a great training!
- Great workshop.
- Great job!
- Great workshop, was very informative and kept us engaged.
- *Thank you for the presentation and letting me share my department resources and published article on East Compton. (Note: Comment from a community activist who is also employed by the County Department of Regional Planning.)
- Great job. Looking forward to the next one.
- Thank you very much Mr. Daniel!
- Thank you Bill!!! This was a great workshop!
- Bill is great. Lot of heart and wisdom and patience with newbies. Can tell he wants us to achieve to help our communities
- I enjoyed the presentation
- Thank you greatly for an excellent workshop!
- Thank you for welcoming all, especially for those who aren't operating yet...and breaking things down for us who are looking to start up! Thank you
- I know a lot about statistics so this was not too helpful for me
- Excellent workshop!
- Facilitator was great on suggesting other ways to ask questions
- The resource is significant to the field, but more session classes are needed and more time for each segment! Exceptional instructor!
- I enjoyed the presentation but when it comes to data and stats towards the end, it would be nice to focus on that more because we will put that knowledge to use. Maybe a part 2!!
- Would like if the paperwork could be emailed
- Thank you!
- Thanks!
- More time needed ---> deeper dive!
- Looking forward to more workshops. really edifying. Thank you!
- Great workshop
- Excellent
- I really enjoyed and would attend other presentations led by presenter
- Great session, good people, just need more hands-on work
- The meeting could have more interaction between members in the meeting
- Looking forward to the next session
- Thank you!
- I need a more in-depth higher-level training
- Reserved for future trainings!
- Workshop was wonderful
- Keep up the good work
- Perfect timeframe
- Looking forward to next session
- Thank you for your knowledge and interest!
- Continued training
- Continued workshops - ongoing
- Great information
- Extremely informative

ATTACHMENT H – Workshop Participant Feedback

- Difficulty understanding some talking points due to low level of knowledge of the area
- Great job!
- Thanks for the workshop!
- Great work.
- I found this workshop way above the average quality workshops :)
- Great job. I can use this. First workshop that was good. OMG. Love it.
- Budget time for people to share (pair share). Provide a parking lot for later discussion.
- Excellent - I love the small group. Much easier to learn subject matter.

ATTACHMENT I - Workshop Testimonials

<p>"If you want to know what it takes to maintain or obtain a grant, the workshop gives you an overall view of how the grant system works. It gives you the tools to write grants, how to evaluate and improve the grant writing process. The workshop provides valuable information on how to obtain more than one grant, it provides a wonderful networking opportunity bringing alike groups together. If you want to do something to help improve your community attend the workshop."</p>
<p>"Wow, what a wonderful workshop! Thank you for sharing your time and incredible expertise with all of us. The way you explain everything helps us make sense of the (sometimes daunting) fundraising world. I just wish that more folks knew about this opportunity, so they could benefit from your wisdom. Special thanks to the Department of Public Health for offering these supportive workshops to the community!"</p>
<p>"This training was awesome! The handouts and shared knowledge were great. Thank you for sharing with us what you knew and not just what you think works regarding funding. I really learned a lot about the different types of funding, institutions that provide funding and some strategies to help my organization have a competitive edge."</p>
<p>"This workshop was very informative and reinforcing. When you are trying to make a great impact on a particular population or community, it is necessary that you have "numbers" to support that. This workshop puts all of this into perspective. Although the workshop was held outside of my area of expertise, I am glad I attended after all"</p>
<p>"The seminar was very informative as well as enlightening, and very well presented! Thanks for your time."</p>
<p>"I found the training was helpful and the trainer was engaging and accessible. For those who are new to the field or who are new to grant writing and research, this is an invaluable class and I highly recommend it. I am grateful that DPH is offering these informative trainings for free to community organizations who are just learning the ropes."</p>
<p>"I truly felt that I walked away with knowledge that I will use. The information was explained so well that EVERYONE in the room understood it. I would recommend this workshop to everyone who is interested in learning how to research grants."</p>
<p>"I found the class to be very enlightening and it opened my understanding about proposals. It provided me with a different outlook." -Pamela Bryant, Restoration Diversion Services</p>
<p>"I recommend this workshop to anyone seeking the most productive, intense and interactive workshop that teaches various ways of identifying grantmakers that fit your organization's mission and priorities."</p>
<p>"This workshop provides a wealth of critical and practical steps for small non-profits who are looking for funding that supports the specific goals of their organizations."</p>
<p>"I enjoyed the workshop. I love that it was thorough, and the information was concise and to the point. The presentation was friendly to the someone who has not been involved in grant proposal work for a while as it provided me with updated information, terminology, and protocols to get back in the game. In addition, the interactive nature of the workshop kept it from being boring and tedious! I appreciate the lighthearted and easygoing style of Mr. Robert Lewis, our workshop facilitator."</p>
<p>"Thank you for the seminar. I'm looking forward to skill building in the area of data analysis. You had some very interesting talking points. Really helped me fine tune my own business. Also, the survey portion helped me really narrow my focus in on key questions that I need to ask myself."</p>
<p>"Daniel clearly presents and explains material that is otherwise complex and difficult."</p>
<p>"Contributing to a growing nonprofit organization is challenging and the TPI workshops are important tools to facilitate both passionate and effective community leadership. A series of workshops elsewhere cost hundreds, if not thousands, of dollars. Thank you TPI for helping us develop new strategies to better serve our community."</p>
<p>"The <i>Perfect Pitch</i> workshop provided me with the practical information, tools and free resources our nonprofit needs to take our online presence to the next level. We walked away with a vision and plan on how to better communicate what we do to different audiences, along with tactics that we can begin to implement right away!"</p>

**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #1: What was helpful?	
Answered	18
Skipped	2
Respondents	Responses
1	The plan outline on how to structure your organization.
2	Everything was helpful for me and I would like to go through the process again.
3	All of the services was helpful but the added bonus was Robert and Daniel
4	The expertise of the mentors. The fact that mentors were involved with similar organizations and could thereby take in my situations and relate them to how others were handling them, resources others were using, etc. The simple fact of having an outside support structure.
5	Had a session today with Lisa re social media and web development. Was very helpful introducing me to current and advanced features on Facebook and Instagram. She also gave good feedback on our website and how we can improve. We plan to meet again with more feedback on website improvement. Robin has been great helping me think through what we need to improve our operations. After several considerations, we decided on an operations manual to outline our day-to-day procedures and policies. We will also update our org chart to reflect our future planned growth. Previous feedback on our staff handbook has also been helpful. Our admin staff have been working with Robert on budgeting. Our budget had already been approved by the board but it was a good exercise for staff to learn how budgeting is done and the importance of staying within it. Discussions re HR and how to handle difficult staff. Was like a therapy session with Robbin helping guide my thinking about two particular staff members.
6	Our agency is working with the TTA Consultant Team to create an Agency Action Plan with goals and deliverables.
7	Having consultants in the important areas of organizational growth. (Finances, Data, Outreach and Project/Program Development)
8	Yes
9	Everything
10	All the consultants were professional and very competent. Their advice was practical and supportive
11	All aspect of the training especially the one on one direct application hands on training.
12	Everything! The depth of expertise in every sector of consultation/training was amazing. Same for your abundant patience.
13	Individualize meetings to understand my needs and specific targeted sessions to expand my knowledge. I loved that the sessions were never rushed and were not a general hodge podge of things thrown at me, but really designed to build my capacity and knowledge. Each team members was professional, knowledgeable, engaged, and expressed a sincere desire to work with me, share resources, understand my needs, learn from me, offer relevant suggestion, and make introductions to other community partners when appropriate. What a true blessing this program has been! I wish I could take it again!
14	Everything and Every one.
15	Knowing how DPH operates
16	The way in which the instructors presented information in a manner that is understandable and applicable to the real non-profit world.
17	Having a dialogue about the work and getting perspectives from the outside.
18	Budget building, how to keep data, keeping up with your 501c3 paperwork

**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #2: What were the challenges?	
Answered	18
Skipped	2
Respondents	Responses
1	My Teams Availability
2	Not really everyone was very helpful
3	Not enough staff to allocate duties expectations were a little hard to meet being a small grassroots organization
4	With my busy schedule, arranging the meetings. Perhaps Skype meetings or some such could also be done on occasion (not at all times).
5	The greatest challenge was time. Is great having so many consultants available for different needs but with part-time staff it was very difficult scheduling time and staying in our budgeted hours. I feel that we could have gotten more out of the project had we had more time to engage. We greatly appreciate the extension of hours and hope to complete the projects identified. Time spent on some things we didn't need or that weren't the priority. Would've liked more help with our current database. We finally got there at the end but some time had passed and was lost.
6	The timeframe of the project with a heavy work load creating time to attend workshops and trainings were very challenging.
7	Not having continues relationships with our resources (consultants) due to turnover. Very difficult to build momentum after a switch of the service provider.
8	No challenges just opportunities to grow
9	Being able to complete the assignments given
10	The limited time they were able to spend with us.
11	lacking skill for organization structure
12	Being able to carve time out of the work day to accommodate the meetings. Our group needed intensive assistance and it was often a little overwhelming trying to manage all of the needs, all of the solutions that arose out of the trainings, while operating without a group quorum most of the time. But we're beginning to make progress!
13	Time! As a CEO/ E.D., time is not plentiful. Running the business, working with my team, training staff, writing grants, conducting workshops, community outreach, putting out fires, eating lunch and breathing takes precious time. We have a small staff so we are doing multiple jobs and handling multiple responsibilities. As important as these sessions were, sometimes it was difficult to meet, although essential for our growth and development to make sure appropriate time was allocated to each TA member. Another challenge was having a change of staff for two your two team members. Because of that, the new members (Lisa and Robbin) who were much more knowledgeable than their predecessors, were playing catch up, and we did not have as much time with them. Looking back I did not realize the great value of these sessions until the 2nd or 3rd month. I could have done a better job making sure I allocated time to our TA team.
14	Trying to remember it all
15	I can't think of any
16	The budgeting content was very complex but I thought Robert Lewis delivered the training in a manner that kept me engaged and alert
17	The cookie cutter format, the lack of time spent working together, and the in-completion.
18	Understanding building a budget where the numbers come from

**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #3: What suggestions do you have for improvement?	
Answered	19
Skipped	1
Respondents	Responses
1	Make the program longer.
2	No because the one on one was helpful as well as the classes.
3	To have a better understanding of each organization status.
4	Occasion online meetings as an option. Setting up interaction/meetings between similar organizations. Longer-term mentoring.
5	Limit agencies to working with two consultants at a time for a given period. New consultants would not be assigned until the first projects are completed. Base the project timeline on the number of hours completed, not the months scheduled. More hands-on from consultants in preparing documents. Received some good stuff but need time to implement. Hadn't done much of it before because of time constraints and limited staff and expertise. This is still a problem. Cannot hire new staff to accomplish. Need hands-on help. Making sure that the priorities are clear and addressed. Making sure that the priorities are approved by the right person. I found out late that staff had been working on some things that weren't necessarily needed. Would have liked to have spent that time on some other activities. I wasn't at the meetings so wasn't aware. I advised staff to keep me abreast after this but was too late to recover the lost time. Consultant should make sure things are approved by the right person before moving forward.
6	Maybe announcing the program earlier to the community so we can get the dates in calendars.
7	Have consultants prepare the final product for organizations to use (tangible, ready to use, plug and play)
8	Moving forward targeted goals would be good so we can both have homework o help TPI be great
9	That they would give the facilitators more lead way in telling the real like brother Robert would do at times.
10	None
11	They actually exceeded our expectations. But there is so much we need in order to grow in capacity and sustainability.
12	Extend the length of time for training!
13	Again, I think it's absolutely amazing that TPI had so many areas of training from which our group could benefit, I think that we ultimately should not have taken on so many projects at one time--especially given the fact that we didn't have enough people that could commit to participating in each consultation. It was just too much for us at one time. This made it darn near impossible to participate in a substantive way. Currently, we are focusing on the most critical aspect of our training--creating the infrastructure that will keep us afloat financially and administratively.
14	I would like to have a kick off meeting. Just because I like kick off meetings. When I was informed I would be part of this cohort, it was a busy time (when isn't it busy lol) but it took me almost a month & a half for our first meeting because I did not immediate respond, and it was November. I would have waited until after the holiday to kick it off. What is the process to follow up with us to measure our success? I would love to have follow up training's, and it could be group training with those who successfully completed the Technical Assistance program.
15	They were great
16	I like full room participation I'm not fun of breakout groups
17	To provide regular Capacity Building maintenance
18	More time with the consultants. More accountability. Doesn't seem like we accomplished the scope set-forth.
19	More info all aspect it seemed like we were cramming

**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

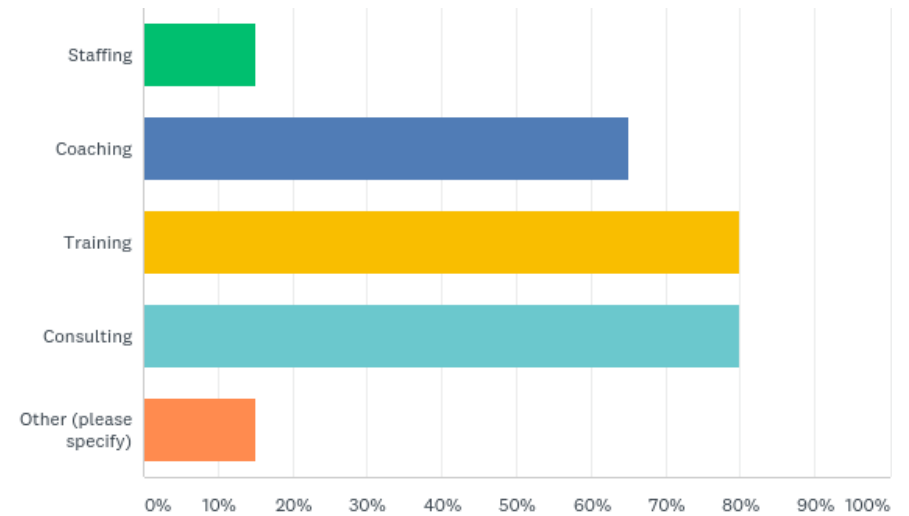
Question #4: What will you do differently or implement as a result of your participation in this project?	
Answered	19
Skipped	1
Respondents	Responses
1	Complete the business plan. Obtain more commitments from the team.
2	I would like for my whole team to be able to get this training.
3	Changes feel more equipped as a result of this project
4	I have a greater understanding of potential resources that I will use. I will more intelligently budget. I will do a better job of putting together submissions for funding. I will track and monitor results better. I will budget better.
5	Create a calendar and auto posts and other advanced features for our social media for better efficiency. Provide a more concise budget summary for funders. Maintaining our proposal template better to reduce time spent searching for information for each proposal. Spend more time documenting policies and procedures and conducting staff orientations to improve efficiency and understanding. Spending more time interviewing prospective staff, checking referencing, pretesting, etc. to get the right persons.
6	1. Take closer look at dedicating funds for capacity building/technical assistance such as succession planning/executive transition, business/ strategic planning, marketing and communication.
7	Planning for upcoming projects, programs or activities will be more effective with the tools learned through TTA.
8	Specific outputs desired
9	Stay more focused.
10	I'll manage the org a lot more professionally
11	So much! We now have new bylaws, a new HR policy, new financial policies, a new theory of change, a grant writing template (partial), a suggested plan for implementation of a social media strategy. We've been connected with new funders through a workshop we attended and have improved our management of volunteers due to a workshop.
12	operate this organization more efficiently as a non-profit with many of the learned skills.
13	Appointing a fiscal agent for the group (with the appointment of an Executive Director/Project Leader), restructure of our executive board (elections), and revamping our vision and mission statement.
14	I would invite all the grantee to an overview meeting. This meeting would serve several purposes. 1. We would know from the very beginning what this process was, what is expected of us, and what we can expect from this process and the team. It allows us to meet all the grantees. As we learn and grow, we can reach out to our partner grantee to support one another, discuss what we have learned in real time with those in the community in between meetings with our consultants. Not sure what more if anything I would do differently or implement as a results! Other than personally make sure I get as much as possible out of it.
15	Try not to get to close I miss them
16	Give everyone of voice and be open to try something new
17	Present our story in new ways in proposal format
18	Probably get more clear about the objectives and how we were to effectively work together.
19	Prepare more better understanding and having all paper work also adding data collecting to show our work

**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #5: What other kinds of training and technical assistance would be helpful?	
Answered	17
Skipped	3
Respondents	Responses
1	Someone to actually write the plan for us based on our specific parameters
2	Grant writing.
3	Change is still need of accounting, grant writing support as well as funding
4	Perhaps more "networking" opportunities.
5	Human relations management -- staff reviews and orientations, job descriptions, drug tests and other onboarding. Grant management Time management Self care
6	Fund Development
7	Earned Income Development
8	Networking, Base Building, Organizational Leverage, Developing Community Driven Initiatives
9	Cross training so that the TA personal understand how we collect data on the filed and our staff understand the importance of data collecting
10	Interviewing for grants
11	More training in social media. I know Lisa came late. She has an amazing amount to offer
12	Non-profit accounting, how to lobby for funding, how to have planning meetings, how to engage board members without making them staff
13	Unknown at this particular time.
14	I'd like to revisit the social media component--I'm so sorry I wasn't able to reconnect with Lisa. If there is another opportunity to do so, count us in!
15	I would like more grant writing and social media training. Because there are so many types grants and technology is constantly changing, I would love more.
16	What to do when approaching a crime scene
17	The do's and don't

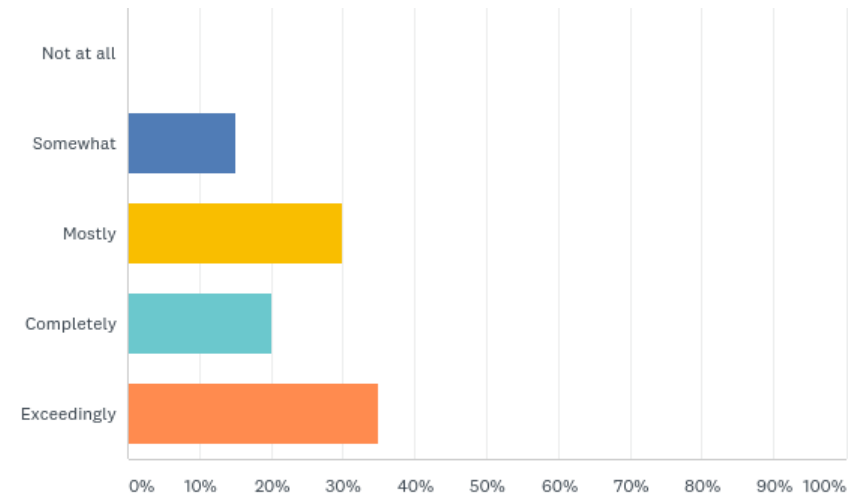
**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #6: What were your expectations from the training and technical assistance team before the project? (check all that apply)	
Answered	20
Skipped	0
Answer Choices	Responses
	% Raw Number
Staffing	15.00% 3
Coaching	65.00% 13
Training	80.00% 15
Consulting	80.00% 15
Other (please specify)	15.00% 3
Other (please specify) Comments	
Funding	
Thought consultants would be more hands-on preparing documents	
A comprehensive review of our operation and assistance where needed	



**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

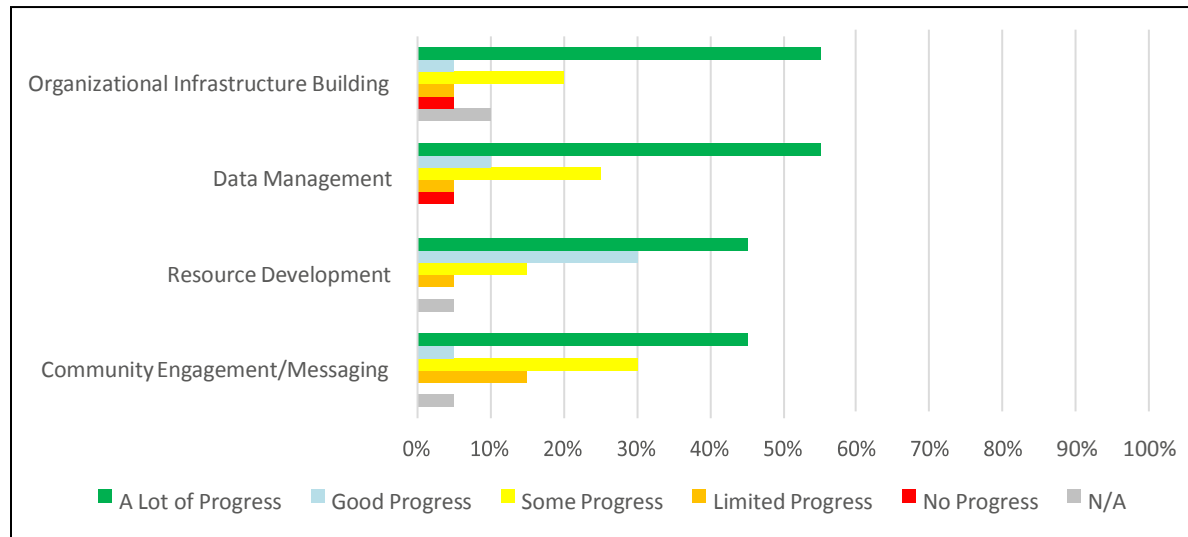
Question #7: Were your expectations met?		
Answered	20	
Skipped	0	
Answer Choices	Responses	
	%	Raw Number
Not at all	0.00%	0
Somewhat	15.00%	3
Mostly	30.00%	6
Completely	20.00%	4
Exceedingly	35.00%	7



**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #8: Please rate the level of progress made in each of the following areas as a result of your organization's participation in the project:

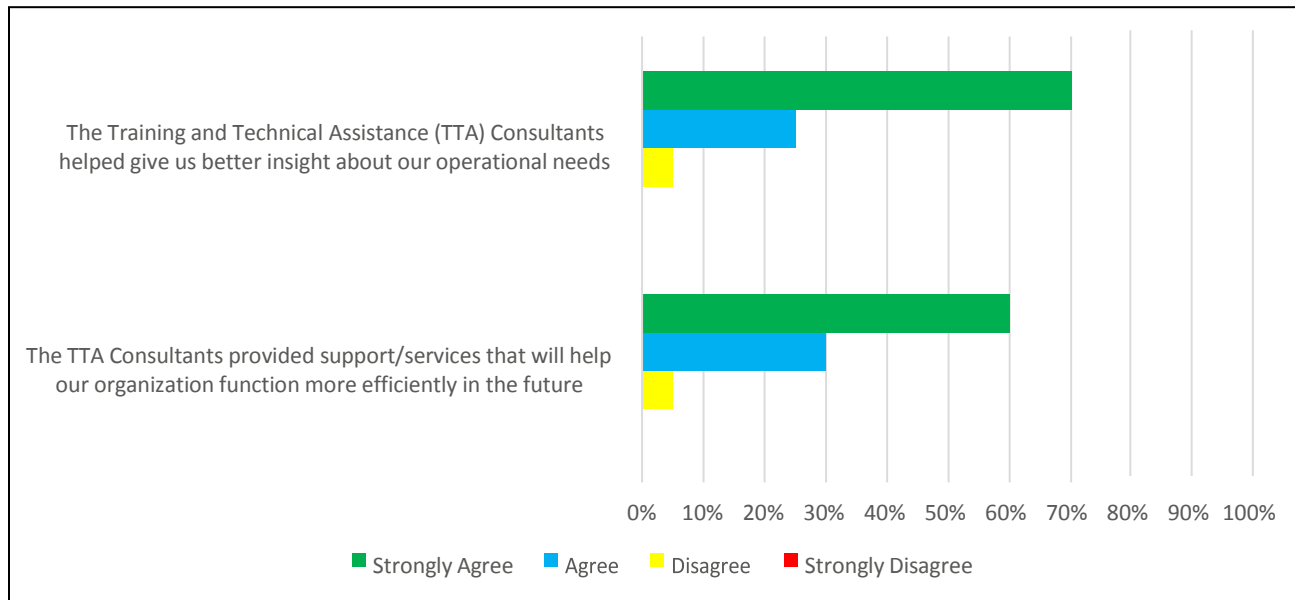
Answered	20												
Skipped	0												
Answer Choices													
Content Areas	No Progress (1)		Limited Progress (2)		Some Progress (3)		Good Progress (4)		A Lot of Progress (5)		N/A		Total
Organizational Infrastructure Building (e.g., bylaws, board development, government filings, etc.)	5.00%	1	5.00%	1	20.00%	4	5.00%	1	55.00%	11	10.00%	2	20
Data Management (theory of change, developing outcomes, etc.)	5.00%	1	5.00%	1	25.00%	5	10.00%	2	55.00%	11	0.00%	0	20
Resource Development (e.g., grant proposal development, budget preparation, etc.)	0.00%	0	5.00%	1	15.00%	3	30.00%	6	45.00%	9	5.00%	1	20
Community Engagement (e.g., website development, social media, printed marketing materials, etc.)	0.00%	0	15.00%	3	30.00%	6	5.00%	1	45.00%	9	5.00%	1	20
TOTAL	2.50%	2	7.50%	6	22.50%	18	12.50%	10	50.00%	40	5.00%	4	80



**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

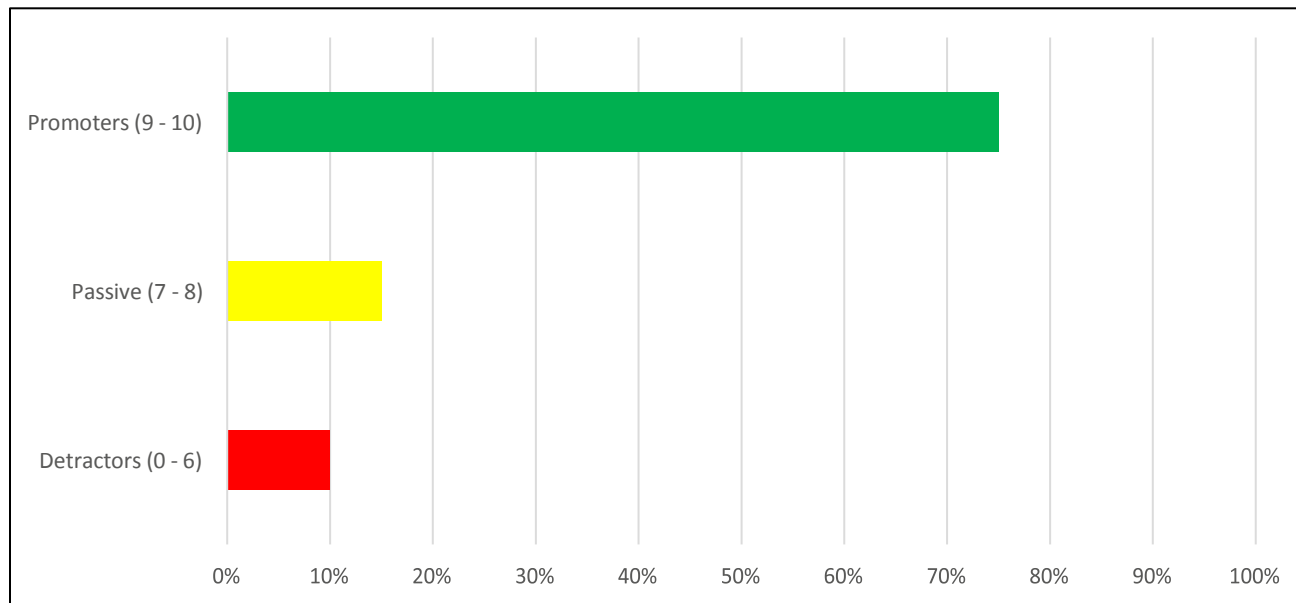
Question #9: Please rate your level of agreement with the following statements:

Answered	20								
Skipped	0								
Answer Choices									
Content Areas	Strongly Disagree		Disagree		Agree		Strongly Agree		Total
The Training and Technical Assistance (TTA) Consultants helped give us better insight about our operational needs.	0.00%	0	5.00%	1	25.00%	5	70.00%	14	20
The TTA Consultants provided support/services that will help our organization function more efficiently in the future.	0.00%	0	5.00%	1	30.00%	6	60.00%	12	19
TOTAL	0.00%	0	5.00%	1	25.00%	5	70.00%	14	20



**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #10: How likely is it that you would recommend this project to a friend or colleague?					
Answered	20				
Skipped	0				
Answer Choices					
Detractors (0-6)		Passive (7-8)		Promoters (9-10)	
10.00%	2	15.00%	3	75.00%	15



**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

Question #11: Do you have any additional comments or suggestions?	
Answered	17
Skipped	3
Respondents	Responses
1	I think it was a brilliant idea to implement a plan like this. Make it a little longer would be ideal and perhaps ongoing.
2	None
3	How can we keep this going?
4	How can we make sure this information is available as a community toolkit for new organizations and current organizations who are not involved
5	I greatly appreciated the support, and it had TANGIBLE results.
6	Hope it will continue for us and others. Thank you for choosing us and providing great service from some wonderful people who clearly care about their work and our youth and community.
7	Excellent Training and Technical Assistance (TTA) that provided tools and indispensable resources. The collective wisdom of the Consultants offered even seasoned organizations a wealth of strategies to achieve goals and objectives. In the era of more demands, scrutiny, accountability, this provides some clear advice to achieve business performance.
8	Thank You and please continue to provide these resources / services to our communities. These opportunities few and hard to come by in our local area.
9	We are starting on this partnerships it will take time to get to know each other to be able to hit all our desire goals.
10	Keep doing what your doing
11	Only my gratitude.
12	We received excellent support from every member of the team. But their time was too limited and we are still in great need of this type of support.
13	<p>The value of this program/grant has been most definitely a valuable investment form me, my team and company. I am a stronger Executive today. Much more knowledgeable and aware of what is needed to effectively lead in the role of Executive Director and plan for my growth as CEO. I now know what I didn't know , I learned so much and I hungry to learn more! We are in the process of doing a 10 year evaluation of our company, so the Theory of Change has been most instrumental, a game changer for sure! Looking at our by-laws is also important, making this experience quite timely. The grant writing is a Must, and essential to our growth. Lisa and I had far fewer meetings than I would have liked (because she was brought in later in this process), but her knowledge and support is critical for this market and time, given the importance of technology, youth, our focus on violence awareness and prevention, and the growth we would like to achieve.</p> <p>I personally, and my company received so much out of these sessions. I will make sure to take the community workshops as follow up's to cement what I learned.</p> <p>Thank you for investing in South Los Angeles and our small Non-Profits. Thank you for investing in the Community Partners who are the fabric of this community. Thank you for investing in me and my company, The Positive Results Corporation. I count this time as one of the most important and valuable investment of my time since I have been in the non-profit field. Thank you for selecting members of the community who look like me, understand both my needs and those of the community. Their level of professionalism, and subject matter expertise has been an added bonus and blessings. The care and consideration of the team has truly been a blessing!</p>
14	I Love them
15	A training for employees and executive directors together
16	The support is appreciated, but it seemed to lack a great deal. Although it was organized/formatted, it seems it would have been of better use had the consultants been more personable and less technical. They just did not seem like people who relate well with people. More like engineers or specialists, as opposed to "peoplelists." They just didn't seem to have an idea of what it is like to be on this side of the table. That said, I got some things accomplished that I would not have without their input.
17	No

NON PROFIT IMPACT TEAM SHORT-TERM TECHNICAL ASSISTANCE PROGRAM EVALUATION REPORT

- Formerly, Capacity Technical Assistance & Training Workshops
- Funded by the Los Angeles County Department of Probation

April - December

20
20



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I. INTRODUCTION

This report provides the results of evaluation conducted by the Center for Nonprofit Management (CNM) on behalf of the Los Angeles County Department of Public Health, Office of Violence Prevention (OVP) for its Short-Term Training and Technical Assistance Program (“TTA Program”), formerly known as Capacity Building Technical Assistance & Training Workshops (“CBTAT”). The TTA Program was designed and implemented by the Nonprofit Impact Team (NIT) as part of OVP’s Trauma Prevention Initiative. This final report provides an overview of the program and evaluation, a discussion of the findings, and recommendations for future implementation.

II. PROGRAM OVERVIEW

A. Background

The Los Angeles County Department of Public Health (DPH) partners with community residents and stakeholders to reduce violence related injuries and deaths. The Trauma Prevention Initiative (TPI) serves to align Los Angeles County services and initiatives. TPI applies a comprehensive, place-based approach through innovative programs, policies, and partnerships. TPI’s approach is both place-based and public health focused and builds on the core values of community empowerment and systems change to implement a model that targets three strategies and their corresponding programs:

- **Intervention**
 - Hospital Based Violence Intervention
 - Street Outreach Community Violence Intervention Services
- **Capacity Building**
 - Capacity Building Training and Technical Assistance
 - Peer to Peer Violence Prevention Learning Academy
- **Prevention**
 - Community Identified Strategies
 - Community Engagement and Empowerment

From 2017 to 2018, TPI implemented a Training and Technical Assistance Pilot Project (“the pilot project”) in four South Los Angeles communities – Westmont West Athens, Willowbrook, Florence-Firestone, and unincorporated Compton – to provide training and technical assistance to small community-based organizations working to prevent violence and trauma within their communities. Four consultants – with expertise in the areas of organizational planning and operations, resource development and philanthropy, data management and evaluation, and rebranding and marketing – offered one-on-one meetings and consultations to a select group of thirty agencies. In addition, several capacity building workshops welcomed a larger group of nonprofits and the general public. The pilot project’s success and impact are highlighted in the report *Trauma Prevention Initiative Training and*

Technical Assistance Pilot Project: Findings and Recommendations which is available through the Office of Violence Prevention.¹

B. Responding to the COVID Crisis

Based on the pilot project’s success, the Office of Violence Prevention, Trauma Prevention Initiative tasked its Training and Technical Assistance Team (TTA Team) to design a training and technical assistance program to launch in Spring 2020. The TTA Team designed a series of capacity-building workshops to build the operational capacity of grassroots nonprofit organizations involved in community violence prevention. The TTA Team called this original program Capacity Building Technical Assistance & Training Workshops (CBTAT). Due to the COVID-19 pandemic, however, the TTA rapidly evolved the program design to address the newfound challenges nonprofit organizations were facing. Within two weeks of the onset of the “Safer-at-Home” orders, all types of businesses were shuttering in compliance, including nonprofit organizations who encountered severe interruptions to revenue streams, service models, and management systems and structures.

The TTA Team rebranded itself as the Nonprofit Impact Team (“NIT”) and reconceptualized the capacity building program as *COVID-19 Short-Term Technical Assistance Program*, to provide immediate, targeted one-on-one consultations to nonprofit organizations around their most elevated needs, especially the needs that directly stemmed from the financial and programmatic challenges induced by the COVID-19 public health crisis.

“When COVID hit, we realized that everyone was doing workshops online. We thought we could do something more responsive. We thought it would be great to provide 1:1 services to nonprofits. In online workshops, you really don’t get a lot of individualized consultation; you don’t get any tailored support.” – NIT Member

One-on-one consultations provided by NIT addressed these areas of organizational capacity:



¹ Daniel Healy, MPH, Robert Lewis, MSW, Lisa Odigie, MPH, Robbin Randolph, MA, *Trauma Prevention Initiative Training and Technical Assistance Pilot Project: Findings and Recommendations*, Los Angeles County Department of Public Health – Injury and Violence Prevention Program, Trauma Prevention Initiative, Training and Technical Assistance Team, September 2018, <http://ph.lacounty.gov/ovp/docs/TPI%20Documents/Capacity%20Building/TPI%20TTA%20Final%20Report%20with%20attachments%2012-11-18.pdf>

This COVID-19 Short-Term Technical Assistance program (“TTA program”) launched in April 2020 while the “Stay-at-Home” orders were enforced in Los Angeles City, Los Angeles County, and the entire state of California. Notwithstanding similar curfews and “Stay at Home” orders being reissued in November 2020, the NIT continued to deliver short-term technical assistance via one-on-one consultations through December 2020.

Ten consultants, working as the Nonprofit Impact Team (NIT), offered free, short-term technical assistance to community-based organizations experiencing organizational challenges resulting from the impact of COVID-19. NIT provided 108 one-on-one consulting projects to 100 organizations that requested assistance.

Intended Audience

The TTA Program was designed to provide support to at least 100 organizations in need of immediate assistance across all Los Angeles County Service Planning Areas (“SPAs”) over the period of April 2020 to December 2020. Funded by the Los Angeles County Department of Probation, the TTA program’s intended audience was Los Angeles County community-based organizations that serve juvenile justice-involved or violence- and trauma-impacted youth and families.

Data Tracking Methods

The NIT developed a number of client data and case management tracking tools to aid in program delivery and evaluation. Tracking and monitoring tools included Requests for Assistance, Plans of Actions, Case Notes, and Satisfaction Surveys. These tools captured demographic data, organizational needs, and descriptions of each organization’s plan. Moreover, the NIT designed tracking system documents clients’ progression through the TTA Program. NIT recorded participants’ agency type and tracked consultation schedules, client interactions, and referral sources throughout the program implementation.

III. EVALUATION OVERVIEW

A. The Intent of the Evaluation

This final report summarizes evaluation findings in the design, process, and implementation of the Nonprofit Impact Team’s TTA Program. Specifically, it provides an analysis of the qualitative and quantitative data collected by NIT and CNM as well as an assessment of the TTA Program’s reach, successes, and overall value to participating organizations. This report contextualizes the challenges the NIT faced when implementing the TTA Program and acknowledges the unprecedented and urgent needs faced by the NIT’s clients. Finally, this report offers recommendations for future implementation of the TTA Program as it continues under the Los Angeles County Probation Department.

B. Evaluation Methodology

The evaluation process was designed to capture and describe the evolution of program implementation as well as the successes and challenges in program delivery. The evaluation process sought to delineate the needs presented by the nonprofit participants, the extent to which the TTA Program met those needs, and the strategies the NIT employed to overcome challenges identified in the interim report.

This report synthesizes data from key informant interviews, focus groups with NIT staff and program participants who worked with NIT consultants, and the NIT project tracking tools.

Data collection carried out by CNM staff includes:

- Key informant interviews conducted with all program personnel
- A series of five focus groups conducted from July 2020 to April 2021 with a total of twenty-five individuals representing twenty-four organizations that completed the TTA Program. Each of the Los Angeles County Supervisorial Districts and Service Planning Areas was represented in these sessions. (See table in Appendix 4)

The data collected through these methods were used to inform Monthly Progress Reports published throughout the duration of the TTA Program as well as this final report.

IV. KEY FINDINGS

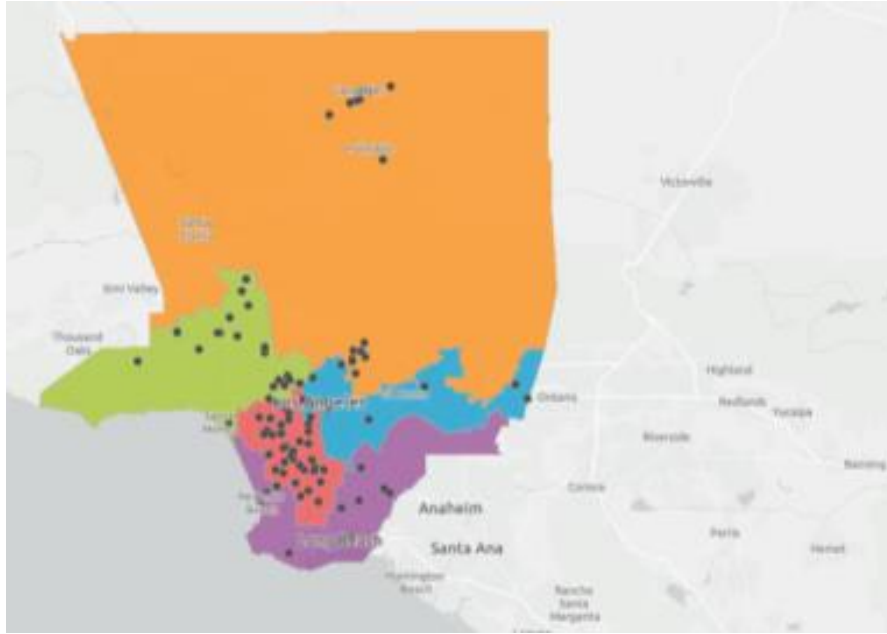
A. The TTA Program Provided Technical Assistance to 100 Community-Based Organizations Serving Justice-Involved or Trauma- and Violence-Impacted Youth and Families.

The NIT Outreach and Recruitment Process Yielded Requests for Assistance from 104 organizations.

The outreach and recruitment process evolved over the first half of the program's implementation as some strategies that did not yield the intended results were discontinued and other approaches tested. CBOs received notification of the program via email, direct communication, or in some cases, via partner websites. Email messages with an informational flyer with links to a promotional video describing the program served as the primary mode of direct outreach. Other methods of reaching eligible organizations were posting NIT information on partner program websites and newsletters whenever possible. Partners included the Probation Department, the Center for Nonprofit Management, First5 LA, The Nonprofit Partnership, Liberty Hill Foundation, former DPH grantees, previous TTA contacts, small business associations, and other Los Angeles County offices and political entities including the Los Angeles County Department of Consumer and Business Affairs.

Institutional stakeholders were asked to promote the project among their unique mailing lists of nonprofit organization contacts through marketing materials, bilingual flyers, and web links to the DPH landing pages with a link to the Request for Assistance. Stakeholders included the Los Angeles County Office of Violence Prevention as well as local community partners and their respective distribution lists. Project staff also researched, especially at the launch of the project, organizations within different SPAs (particularly SPA 1 & 2) who could potentially participate in the TTA Program.

Interested organizations were invited to submit applications for the short-term consultations by completing a RFA form stating the immediate organizational challenge(s) for which they needed assistance. This was later modified to include a ranking of the organizational challenges resulting from COVID-19. Nonprofit organizations across Los Angeles County submitted RFAs. The following map illustrates the geographic reach of this Training and Technical Assistance program.



Some staff commented that they felt that the outreach plan heavily relied on connections with county departments and partner agencies, and thus were not targeted enough to engage historically marginalized CBOs and their leaders. Focus group participants also highlighted that they became aware of the program primarily through email and/or a professional contact who shared the TTA program’s promotional materials. Though other methods of outreach were suggested – such as on-the-ground advertising in community spaces and making telephone calls – these ideas were not ultimately fully implemented. Moreover, staff raised that diversity in the leadership team could help in recognizing the need for more responsive outreach and tailored approaches within SPAs and various communities.

In terms of outreach and clarity of materials, the materials, notably, were only available in English and Spanish. The outreach and recruitment materials, however, were useful in making clear to English- and Spanish-speaking CBO leaders how to apply for free technical assistance. Focus group participants found that the promotional materials were helpful and effectively communicated the steps that interested organizations needed to take to qualify. Those who accessed the NIT website and viewed the informational video found the video to be very helpful in explaining the assistance offered through the TTA program.

Contact made by a NIT member following the RFA was sufficient to get CBOs to commit to participating and engaging in the TTA Program. Once connected, however, CBOs expressed a general lack of clarity around what the TTA program and process entailed. Focus group participants revealed that they understood the type of technical assistance offered by the TTA program but were unsure about what to expect in terms of TA delivery. Some participants shared that they did not understand what the process entailed until mid-way through their participation.

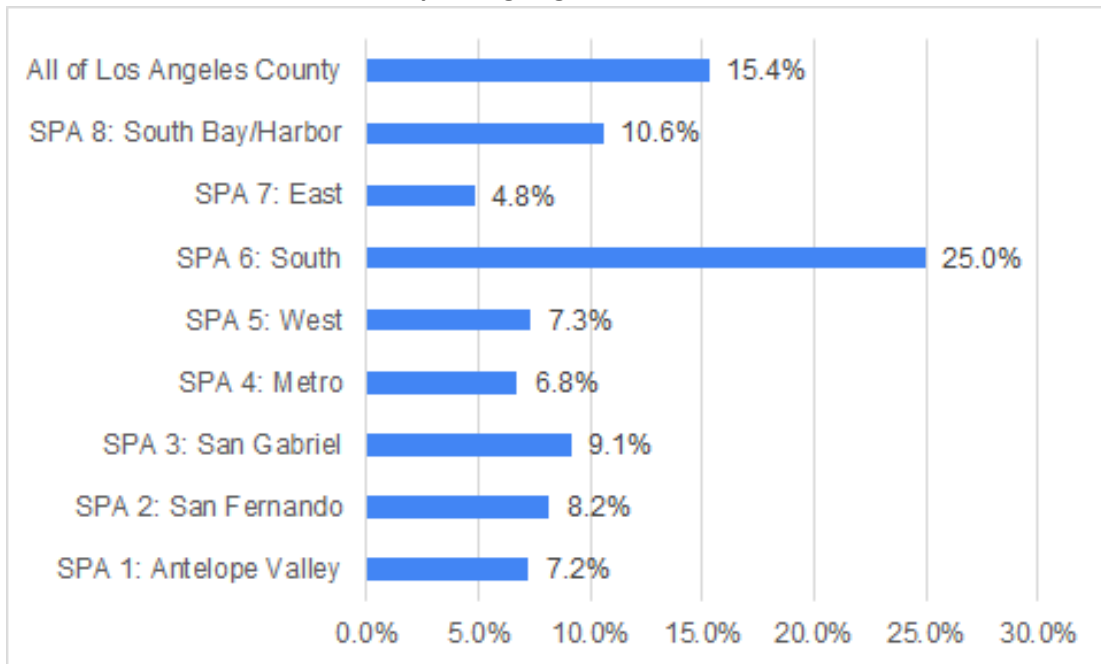
The NIT delivered tailored technical assistance to 100 small, grassroots CBOs across all Supervisorial Districts and SPAs

The ten consultants working as the Nonprofit Impact Team created Action Plans for 100 organizations) that provide services across all Supervisorial Districts and Service Planning Areas. (Four organizations

that submitted RFAs determined that the services offered through the program were not appropriate for their needs). A total of 96 organizations completed the plans of action created by the NIT, with 12 organizations receiving multiple technical assistance projects. In all, 108 short-term technical assistance projects were delivered through the project.

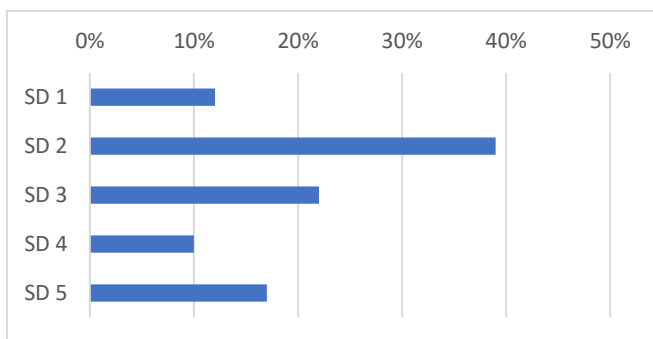
The TTA Program served client organizations providing services across all Supervisorial Districts and SPAs in Los Angeles County. Organizations that sought assistance were primarily serving Metro Los Angeles, South Los Angeles, and the South Bay/Harbor areas with a particular concentration from South and Central Los Angeles.

SPAs in which Requesting Organizations Provided Services



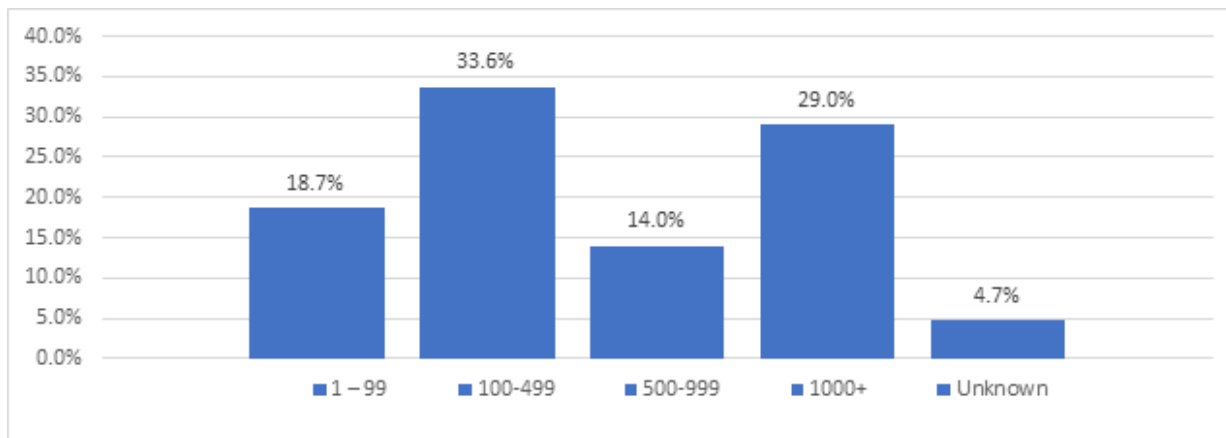
Organizations requesting and receiving services represented all of the five Supervisorial Districts with the largest number from SD 2 and SD 3.

SDs in which Requesting Organizations Provided Services



More than half of requesting organizations served fewer than 500 clients per year, illustrating that the project provided capacity building services to small, grassroots organizations (compared to nonprofit organizations who serve thousands of clients a year).

Constituents/Community Members Served Yearly by Requesting Organizations



B. Technical Assistance provided to 100 CBOs That Serve Justice-Involved and/or Trauma- and Violence-Impacted

Funded by the Los Angeles County Probation Department, the TTA Program sought to provide technical assistance to CBOs in Los Angeles County that serve youth and/or families who have been involved in the juvenile justice system, at-risk of being involved in the juvenile justice system, or impacted by violence and trauma. Of the 100 CBOs served through the TTA Program, 99 CBOs worked with and provided services to justice-impacted and/or violence- or trauma-impacted youth and families.

All client organizations provide programming or other services that support juvenile justice-involved- or violence and trauma-impacted youth and families in Los Angeles County. The most common services provided by CBOs requesting to participate in the TTA Program included youth tutoring/mentoring services, counseling, food assistance and arts programs. Over 55% of client organizations provide youth mentoring and/or counseling services. Over 75% of the client organizations serve youth 6 to 18 years old, and/or individuals impacted by trauma.

The TTA program provided consultation services and support that may have been inaccessible without the program.

The TTA Program model of rapid delivery of technical assistance allowed CBOs to access a subject matter specialist that they otherwise would not have the resources to engage on their own. Even without the pressures of a global pandemic, organizations at all stages of development are often stretched by the organizational commitment of staff and financial resources that accompanies a capacity building process that can stretch over several months. The NIT developed a process to quickly

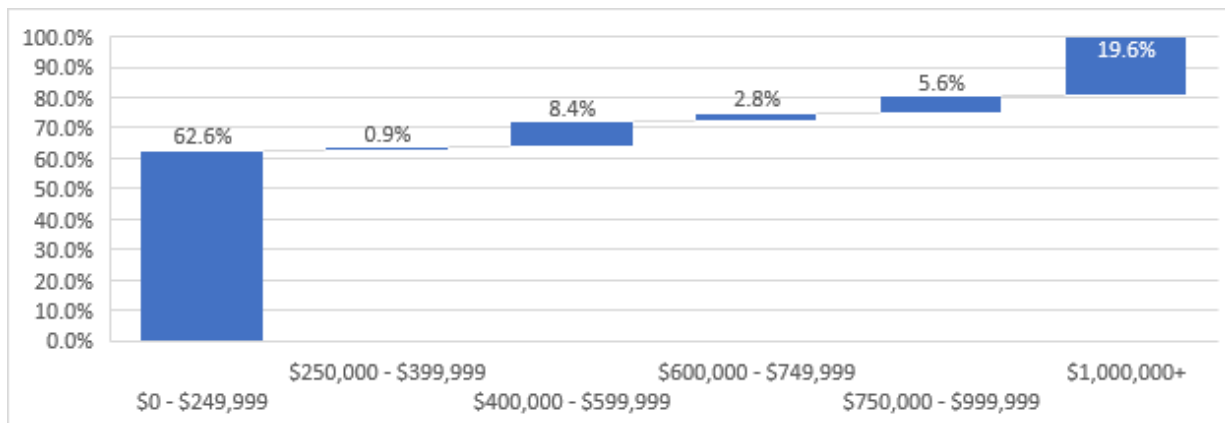
and efficiently meet the dire needs of nonprofits that lacked the organizational capacity and safety net necessary to withstand the challenges posed by COVID.

“If we don’t have funds to bring somebody on to do fund development, thought partnership – whether it’s to increase capacity or advocate in the community – is valuable. We need somebody to do this work with us.” – TTA Program Participant

The TTA program served community-based organizations throughout all Supervisorial Districts and SPAs in Los Angeles County. Those CBOs who accessed technical assistance through the TTA Program were primarily 3-5 years old or newer; about 31% were established between 2016 and 2020. These organizations reported a small staff – 80% reporting less than 10 people – typically comprised of an Executive Director (as a part time opportunity with full-time employment elsewhere) and volunteers. NIT staff noted that some organizations were staffed by the Executive Director acting as a “one man or one-woman army” especially in terms of engaging and completing the technical assistance program. Notably, many Executive Directors had personal experience in trauma and violence.

The annual operational budgets among client organizations varied, with a majority (62%) operating with a budget of less than \$250,000. Another 19.6% had budgets over \$1 million.

Annual Budget of Requesting Organizations



All Participating Organizations Received Technical Assistance in Their Top Three Requested Content Area.

The NIT delivered a total of 108 one-on-one consultations in the following topics: Fund Development & Grant Resources, Organizational & Operational Development, Marketing & Communications, and Data & Evaluation.

Technical Assistance Provided by Content Area	Total # of TA Consultations	% of Total
Data and Evaluation	18	17 %
Fund Development and Grant Writing	44	41 %
Marketing and Communication	24	22 %
Operations and Organizational Development	22	20 %

During the RFA stage, CBOs were asked to rank their top three choices of content area in which they wished to receive technical assistance; 66% of CBOs received technical assistance in their number one ranked choice of content area and 100% of CBOs received technical assistance in a content area within their top three choices. While most CBOs received technical assistance in only one content area, 12 CBOs were able to receive consultation and guidance in two content areas.

“A lot of comments were about how thorough the services were. Organizations felt like they had a connection with the content specialists. They took time to sit down with each organization and develop an individual plan for them and provide them steps. It was more like a hands-on approach.” – NIT Member

Rather than delivering a general form of technical assistance to the CBOs, Content Area Specialists dedicated the necessary time to form relationships with the clients, uncover the unique situation and needs the client organizations faced, and develop a tailored Plan of Action. This approach ensured that the client would have an opportunity to meet with a CAS and develop a personalized action plan and deliverables. Notably, due to the diversity of clients and the integrated, individualized approach of the consultations, no two clients were the same. Out of the 100 CBOs that received technical assistance through the TTA Program, 100 % received an action plan specifically tailored to their situation and needs.

The organizations were typically (1) small, some funding themselves out of pocket; (2) inexperienced in nonprofit management (e.g., the Executive Director was also acting as a board member); and (3) operating with a start-up infrastructure. For instance, some CBOs had outdated websites and the TTA Program provided them with an opportunity to reassess and evaluate their online presence.

Many CBOs lacked knowledge around IRS rules, funder guidelines and the significance surrounding being a public charity. Some (5.6%) CBOs requesting assistance were nonprofit organizations without 501(c)(3) status.

“Out of the 45 nonprofits that my content area serviced, probably 40 of them didn’t have an annual budget. In addition, probably the majority didn’t have what the IRS considered a seasoned board.” – NIT Member

Because organizations without basic elements such as an organizational website or banking system face difficulty in raising funds through traditional channels of nonprofit funding, technical assistance offered in the fund development category in many cases aimed to get CBOs “funder ready”. This customized approach centered on providing organizations with a strong foundation rather focusing prematurely on the mechanics and strategy of fund development.

C. High Levels of Program Satisfaction and Desire for Additional Technical Assistance

Participants reported a very high level of satisfaction with the technical assistance they received through the TTA Program. The following figure presents client satisfaction data from a survey of clients who completed their technical assistance consultation by November 2020.



“I think as a whole, they were satisfied. They were appreciative. 90% of case reviews brought back showed that the client was appreciative. There was a benefit. They secured funding; they secured new funding; they took away something.” – NIT Member

The rapid nature of the TTA program meant that there was not always adequate time to fully implement all recommendations offered by the CAS. In some cases, ambitious goals were set for clients in early phases of the project that prevented them from implementing later steps in the action plan. For instance, some clients were given data goals and questions, but needed much more time to collect the data or think through the type of data that could and should be collected. In addition, the Executive Directors with whom the NIT worked faced competing priorities and compounding challenges which meant that their technical assistance activities were not always carried out as planned.

NIT staff also observed that the program structure did not allow CAS to address all the needs that participating organizations had.

“For every one solution that I may have been able to create or present, they probably had 15 more that needed to be resolved.” – NIT Member

Despite challenges, participants report that the technical assistance helped to strengthen their organization.

“[My organization] is much more stable today only because of the coaching I received.” – TTA Program Participant

“The work done was absolutely amazing. The consultant really helped me understand the power of visuals in grant writing. The coach was able to translate our conversations into a visual model that help me execute my projects and programs.” – TTA Program Participant

During the focus groups, participating organizations expressed a desire to receive more technical assistance.

“For the future, there should be a follow-up. Technical assistance is just the initial step. A follow-up can be what steps have you taken and suggest next steps. The initial technical assistance just scratches the surface.” – TTA Program Participant

“I recommend that we pair with our consultant within a year, analyze trends to expand capacity building and technical assistance.” – TTA Program Participant

“Quarterly check-ins would motivate accountability on our end.” – TTA Program Participant

D. NIT’s responsiveness to emerging needs was key to program success

Changes in the program delivery model altered staff roles and responsibilities.

The TTA Program was originally designed as a series of in-person capacity building workshops. At the launch of the TTA Program in April 2020, CBOs were grappling with the rapid shifts in demand and operational challenges resulting from a worldwide pandemic. In response to the challenges faced by CBOs, the program model evolved into providing rapid delivery of one-on-one consultations to CBOs instead.

The NIT consisted of six part-time staff (contracted for 24 hours per week), two CAS per content area, one part-time Administrative Analyst, and one Workshop Coordinator, managed by a co-lead from the Trauma Prevention Initiative. The staff hired to provide training and technical assistance consisted of one member of the pilot program staff plus additional CAS who came on board gradually as the training and technical assistance program was evolving to the rapid response model.

With the new model of rapid delivery of one-on-one consultations, roles and responsibilities of NIT staff shifted to include marketing, facilitating the entry and intake process for organizations requesting to participate in the TTA Program, providing training and technical assistance through 1:1 consultation, and/or making referrals when appropriate. Additional tasks related to creating a tracking system, case management and case review meetings were added later as the project evolved.

The development of the program model in response to the emerging demands of the pandemic required staff flexibility and ability to adapt to changing circumstances on an almost daily basis. The rapid shift did pose some challenges related to staff roles and responsibilities. Staff had to navigate being placed in content areas that were not their area of expertise or specialization and learn on the job. Tight timelines and resource constraints meant that staff were not able to access more formal, structured opportunities for learning.

“It was like setting off on an adventure without a map.” – NIT Member

Part time staff also had to navigate time restraints. Some NIT members felt rushed in assisting clients, providing services with limited information, and adjusting plans of action as they were learning about the client organizations and their needs.

NIT staff interviewed shared that, at times, each staff person's role and the overall staff structure lacked transparency and clarity. Team members experienced differing levels of clarity and investment in program and process decisions, influenced by their experiences working within the constraints of limited staff capacity, a limited budget, and a rapid timeline to develop a cohesive program model. Moreover, the NIT were not immune to the stressors of the job intensified by the pandemic, as illustrated in a staff reflection below.

“Just really realizing that my role wasn't really to fix the nonprofit. I had to shift, and I was getting worn out. Working 16-hour days...I had to figure out what I could do that made a difference to my nonprofits and not have me crawl into a ball on the floor.” – NIT Member

Throughout the planning and service delivery process, effective and uniform implementation of the program required staff to engage in ongoing learning, reflection, collaboration, and joint decision-making. In order for the one-on-one consultations to work effectively, CAS teams needed to communicate and work together.

NIT staff dedicated significant amount of time to data tracking.

Because the NIT lacked a designated client management system, NIT members were asked to develop tracking tools and processes to collect client and programmatic data as well as manage each individual case, which diverted staff time away from direct delivery of services.

“The goals of streamlining our personnel process and our client tracking were to ensure a uniform client experience supported by diligent documentation while also maximizing client engagement; however, that also added a new challenge around added administration.” – NIT Member

The tracking and case management system was seen as arduous and time consuming. Each NIT member spent approximately 3 hours per week on case review, a laborious effort that diverted staff bandwidth away from providing more access and services to clients. The tracking system caused staff to spend a significant number of hours inputting data into Excel spreadsheets which inadvertently led to silos in information and non-relational documentation.

The challenge was finding a structure that balanced the need to manage the team, track clients and document program activities and ensure a uniform client experience, while also maximizing client engagement hours.

By early August 2020, after a series of iterative modifications to the intake process and a more comprehensive plan of action related to client management protocols, the team arrived at a smoother programmatic process given the limitations and tools they had to work with. Moreover, CAS and other NIT members learned to maneuver and adjust their approach to case reviews completing some case management tasks with the clients and streamlining the review process.

The administrative processes and standardization of program delivery ensured that information was no longer siloed and remained accessible for both clients and content area specialists. The triage tracking system and case management tools created by the NIT fulfilled a necessary function and ensured the overall success of the TTA Program. The tracking system provided data on key questions about the project: Who are we serving? What did we provide? And How satisfied were clients with services provided?

“I think the tracking was a really good tool. The plans of action were also a strong point for the project because it laid out all of the information for the content specialists but also for their clients as well.” – NIT Member

“The tracking system was a centralized place to keep those things and update status for the client.” – NIT Member

Case review process was instituted to ensure consistent quality service.

A Case Review Process was introduced as part of the NIT’s management processes to provide more structure for the opening and closing of all cases and uniform documentation of case information, and to ensure a consistent level of service, including a multi-disciplinary case review, for all clients. The case review was also intended to provide a mechanism to support peer learning among staff and to allow for sharing creative and innovative ideas to strengthen plans for client while balancing creativity and standardization.

Some NIT staff shared concerns about the efficacy of Case Review meetings for sharing learning and collaborating to generate effective approaches to client needs. At times, the case review meetings entailed staff merely reporting out and moving to the next case without devoting time to collaborative decision-making or other support for staff in need of guidance.

In an effort to keep things uniform, CAS had to limit their creativity and some argued that the evolution of the process carried them away from the original intent of the program.

“It would have been great to have more chances to experiment and work with clients in our own way, but because things had to be tracked and measured, it limited us in respect to organic relationships. It was good because it did help get clients through the process. But I think that as a consultant myself, it’s more fun and rewarding to be in a more organic, creative space.” – NIT Member

V. LEARNINGS AND RECOMMENDATIONS

A. Lessons Learned

The TTA program demonstrates TPI’s commitment to community empowerment as part of a public health approach to advancing violence prevention in Los Angeles County. While the original program design integrated the insights from the pilot project, COVID-19 restrictions required a swift pivot to a revised program model, while at the same time, key staff were also assigned to the COVID-19 Response Team. This transition to delivering services through a one-on-consultation meant that the NIT team had

to, at times, “learn by doing” in their role of capacity builders to organizations trying to adjust to new realities on the ground.

Lessons learned emerged within the following domains:

- **Learning and adjusting TA approach to address increased urgency of needs and vulnerability of grassroots CBOs:**

The TTA model of rapid delivery of customized support was intended to prevent closures and maintain essential services. To accomplish this, staff had to address crisis situations while also ensuring that the tasks involved could be implemented by organizational staff stretched by competing priorities.

- **Creating strategies and processes to respond to needs of organizations at different stages of development:**

Even before the pandemic, participating organizations had varying levels of existing capacity and knowledge which influence how much time and resources they can commit to capacity building activities. The level of existing capacity of organizations requesting assistance, in some instances, meant that the CAS had to re-orient their assumptions about the true needs of organizations. To be responsive to varying levels of organizational development, consultants had to use an empathetic approach to work side by side with these organizations, in keeping with the community empowerment approach.

- **Developing management tools and processes that balanced responsiveness to community needs with data collection and other administrative requirements:**

The shift in the program model resulted in the need for a client tracking system that would allow staff to collect and share information about participating organizations. As a result, NIT members took on the added responsibility of creating and refining a client tracking system in real-time at the same time that they were providing consulting services. The case review process, intended to share learning across team members was also instituted. These tools and processes required an unanticipated share of team resources.

B. Recommendations

Based on the perspectives of staff and participants and data documented through the evaluation process, CNM presents the following recommendations for consideration for future implementation of the technical assistance model outlined in this report. These recommendations are offered with the assumption that future iterations of this program model will operate without the heightened pressures and urgency created by the COVID-19 pandemic.

Refine outreach and recruitment strategies to reach historically marginalized CBOs and their leaders

- Consider outreach strategies that can be customized to reach specific historically and institutionally marginalized communities and to account for local conditions within SPAs.
- Employ outreach methods that are more relational and localized including phone calls, on the ground outreach, advertising in community spaces, etc.

- Create outreach materials in languages other than English and Spanish.
- Make strategic use of partner organizations and Los Angeles County departments to expand outreach.
- Ensure that contact list is updated regularly, and includes language preference information.

Clarify program eligibility and process, and language accessibility, and include information in outreach and recruitment efforts

- Provide appropriate level of detailed information on the steps involved in the technical assistance process, the anticipated time and resources required to engage in the program, and the roles of CAS/consultants and organizational staff.
- Ensure clarity and transparency of criteria for acceptance and exclusion from the TTA program.
- Make technical assistance available in more languages to reach marginalized CBO leaders that are typically not targeted for capacity building services.
- Analyze how program eligibility impacts marginalized groups, and take appropriate measures to redress exclusion of marginalized CBOs and their leaders.

Adjust program model to align with needs and resources of organizations

- Consider offering various levels of service tailored to organizations at differing stages of development (including those operating under a fiscal sponsor) to allow for varying lengths of engagement, the option to address multiple priority areas, and ensure realistic and appropriate recommendations and deliverables.
- Allow for a longer engagement with more time for technical assistance sessions and follow-up when Technical Assistance plan includes implementation of longer-term recommendations.
- Provide technical assistance in a format which allows multiple members of the organization to be involved in the Technical Assistance process, including meetings with the CAS.

Improve project management and data collections systems

- Investigate and identify project management solution that supports project management needs, allows for efficient client tracking and provides data needed for case review and evaluation.
- Adjust data collection requirements for smaller or shorter-term Technical Assistance engagements, to minimize administrative burden on staff and participants.
- Create a process for a smooth handoff of clients and cases between and among CAS.
- Adjust case management and review process to allow staff to leverage findings between work done in the priority area and other content areas yet to be addressed as part of the TA plan.
- Increase opportunities for reflection and learning as part of the case review, for example include key debrief questions related to balance of effort to outcomes with participating organizations.

Strengthen supports for staff development and team capacity building

- Establish transparency and clarity about team roles and structures as early as possible within the program timeline.
- Increase staff capacity in order to provide participants with technical assistance and one-on-one consultation within their self-identified organizational priority areas.
- Allow for training and formalized learning opportunities to maintain and increase NIT members' skills and knowledge.

- Designate time for peer-to-peer learning and mentorship opportunities for staff, especially spaces in which less experienced staff may learn from their more experienced peers.
- Share knowledge across NIT team members through easily accessible and searchable repository of commonly used information and documents to achieve efficiencies.

VI. SUMMARY

In Los Angeles County, as elsewhere in the US, the COVID-19 pandemic revealed the true level of vulnerabilities that individuals and organizations in marginalized communities experience.

*“The nonprofit sector, the third largest employer in the United States is in a state of uncertainty and flux in the wake of the pandemic and economic instability. Not surprisingly, POC-led nonprofits, which tend to be smaller, less resourced, and community-based, face an even more challenging set of circumstances. Their very survival—and that of the communities who rely on them—is at stake”.*²

The TTA program mobilized the resources of the Trauma Prevention Initiative to help strengthen Los Angeles County community-based organizations and respond to the needs of small CBOs serving juvenile justice-involved- or violence and trauma-impacted youth and families throughout all the Service Planning Areas. During a time of upheaval and heightened need that was challenging for even well-established large nonprofit organizations, the rapid delivery of one-on-one consultations provided crucial support for many small CBOS to increase their capacity and avoid crises and closures that would impact the provision of essential services to marginalized communities.

High levels of satisfaction reported on the client survey reveal that organizations did value the support they received through the program. While many factors influenced the ultimate outcome of each organization’s technical assistance engagement, participants clearly stated that their participation strengthened their organizations. While a full accounting of the long-term outcomes of this project is beyond the scope of this report, a look at the number and size of organizations served reveals that the

² [On the Frontlines: Nonprofits Led by People of Color Confront COVID-19 and Structural Racism](#)

project reached and addressed the needs of vulnerable organizations, who. In turn provided critical services to its community.

This is an important accomplishment in keeping with TPI's community empowerment approach and support for community identified solutions to prevent violence. DPH's investment in the capacity of community-based organizations that serve impacted youth and families is a key contribution to the vitality of smaller and younger organizations, an important but under-resourced segment of the social service ecosystem. The lessons learned from this project can inform future LA County efforts to work with community-based organizations in a way that enhances their ability to serve marginalized groups.

As described by the Center for Nonprofit Management's 2021 Sector Snapshot³, Southern California nonprofit organizations that weathered the crises of 2020 continue to face challenging conditions, with 56% of responding organizations indicating that they are experiencing increased demands for services, while 75% expected to undergo budget reductions. In light of these circumstances, programs such as the Short-term Technical Assistance Program and other on-going efforts to improve County structures and processes to more efficiently and equitably support organizations serving those most in need are vital to sustain the civic infrastructure that safeguards the safety and well-being of all Los Angeles County residents.

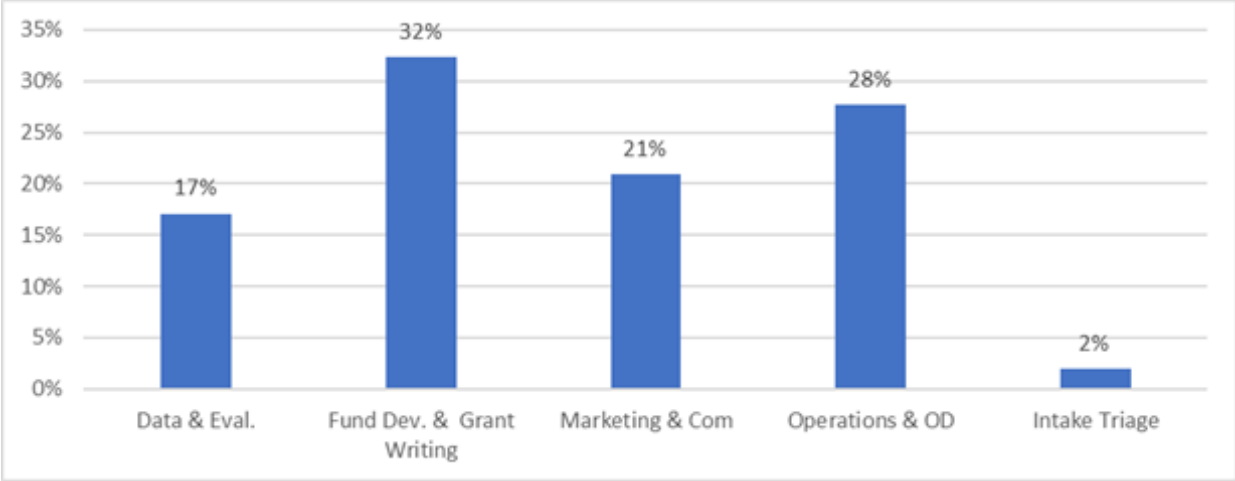
³ [Center for Nonprofit Management 2021 Sector Snapshot](#)

APPENDICES

- 1. Technical Assistance Provided by Content Area**
- 2. List of Participating Agencies**
- 3. Case Management Process**
- 4. Evaluation Methodology**

APPENDIX 1

Technical Assistance Hours Allocated by Specialty



APPENDIX 2

List of Organizations that Received Technical Assistance

Supervisorial District 1

- Amanecer Community Counseling Services
- Asian Pacific American Dispute Resolution Center
- Breaking Through Barriers to Success
- California Mental Health Connection
- Center for Health Justice
- Changes
- Heritage Group Homes Inc.
- iDREAM for Racial Health Equity (a project of Community Partners)
- Latino and Latina Roundtable of San Gabriel and Pomona Valley
- Optimist Youth Homes & Family Services
- RISE Reaching and Improving Society with Education
- Rogue Artists Ensemble

Supervisorial District 2

- Al Wooten Jr. Youth Center
- Allies for Every Child NR
- Anchor of Hope International Ministries, Inc.
- Back to the Basics Community Empowerment
- Black Women Rally for Action Los Angeles County
- California Black Women's Health Project
- Collective REMAKE
- COLORS LGBTQ Youth Counseling Service
- D.B. Foundation
- Educational Student Tours
- Ezrach Brain Trust Association
- Friends and Neighbors Community Association
- Girls Club of Los Angeles
- Giving Youth Opportunities
- Helping Hands Community Resource Center
- Homeless Services Foundation
- Jamaica Cultural Alliance
- Journey to a Start, Inc.
- Lasting Impressions
- Lifting the Veil
- Ms. Bibby's Table – Janga
- Neighborhood Knowledge Academy, Inc.

- New Star Family Center
- Our Little Helpers
- People for Community Improvement
- RACE Reclaiming Americas Communities Through Empowerment
- Resilient Agency
- Rizilient, Inc.
- Sol Adventurers Foundation
- Soldiers of the Lord Productions, Inc.
- Southern California Area National Council of Negro Women
- Swim Up Hill Foundation
- Tamani & Associates
- Transitions 2 Success
- Turning Point Alcohol and Drug Education Program, Inc.
- Urban Saddles
- Veteran Social Services, Inc.
- Willowbrook Inclusion Network

Supervisorial District 3

- ACE Alliance for Community Empowerment
- Alitash Kebede Arts
- Arts Bridging the Gap
- AWOKE
- Center for Living and Learning
- Film2Future
- Fostering Dreams Project
- Haven Hills, Inc.
- Hollywood Police Activities League
- Housing Works
- InsideOUT Writers
- Keeperz Corporation
- Living Advantage, Inc.
- My Friend's Place
- North Valley Caring Services
- Pukuu Cultural Community Services
- Sisters on the Streets
- Students Run America (dba Students Run LA)
- Teen Line
- Viver Brasil Dance Company
- Westmont Counseling Center
- Women Crowned in Glory, Inc. (Safe Passage)

Supervisory District 4

- CRUSH Community Resources United Sharing Hope
- Caribbean American and Heritage Foundation, Inc.
- Community Partners: Building Forever Families Initiative
- Justice for Murdered Children
- Miracles Counseling Center
- SAAHAS for Cause
- South Asian Helpline and Referral Agency
- Women Shelter of Long Beach
- You Run This Town Foundation Los Angeles

Supervisory District 5

- Awesomely Autistic United (FAME)
- Camp Laurel Foundation
- Change Lanes Youth Support Services, Inc.
- CherishedLA
- City of Lancaster Community Center
- Door of Hope
- Fire Service Psychology Association
- Grace Mercy and Hope
- Green Thumb AV Youth Program
- Live Above the Hype
- Lost Angeles Children's Project
- Shepard's Door Domestic Violence Resource and Education
- Sinness Education Foundation (dba Innovation Education)
- St. Elizabeth Parish School
- Stopping Pressure on Teens
- Tia Chucha's Centro Cultura
- Western Justice Center

APPENDIX 3

Case Management Process

Requests for Assistance

Nonprofit organizations were invited to submit applications for the short-term consultations via email, direct communication, and in some cases, partner websites. Using Survey Monkey, the NIT created a survey that functioned as a Request for Assistance Form (RFA) in which community-based nonprofit organizations (CBOs) could apply for free, short-term technical assistance provided by the TTA Program. The RFA stated that the NIT offered “FREE, SHORT-TERM, technical assistance to community-based nonprofits who need help addressing organizational challenges, including those resulting from COVID-19.” It also set forth the eligibility criteria for participating CBOs: “To be eligible to receive this free assistance, your organization must be located in Los Angeles County and serve youth and/or families who have been either: Involved in the juvenile justice system; At-risk of being involved in the juvenile justice system; or Impacted by violence and trauma.”

CBOs were required to input their contact information and demographic information (e.g., 501(c)(3) status, staff size, operating budget, populations served, number of clients served, services provided, SPAs served), as well as how the CBOs learned of the opportunity. CBOs were prompted to rank their top three organizational challenges from the list of the four content areas: Fund Development and Grant Resources (formerly Grant Writing), Organizational & Operational Development, Marketing & Communications, and Data & Evaluation. Requests were reviewed by members of the NIT staff, who then referred the request to an appropriate content area.

Assessments, Plans of Actions, and Case Notes

Upon receipt of the RFAs, the NIT assigned CBOs tracking numbers and tracked them according to the content areas for which each organization would receive technical assistance. Within 48 hours of receipt of request, a Content Area Specialist (“CAS”) contacted the requesting organization to conduct a targeted assessment via a “deeper dive” conversation. Content Area Specialists populated Plan of Action and Case Notes templates in Microsoft Word to memorialize the content area for which the CAS provided technical assistance, outlined the challenges identified by the CBO, and unearthed any additional challenges. The assigned CAS used the templates to notate the action steps taken by the CAS and CBO throughout the provision of technical assistance as well as the deliverables and resources the CBO would receive by the end of the process. With the co-signing of the Plan of Action, the team worked with the organization via one-on-one consultation to complete the targeted technical assistance activity within a short time frame.

Tracking Systems

To facilitate the process of delivering responsive yet rapid technical assistance, the NIT created a master triage tracking system on Microsoft Excel in which the NIT logged all data from the RFA and related client case notes and plans of actions. In a separate Excel document, the NIT tracked client progress including (1) initial Requests for Assistance, (2) completion of RFAs (e.g., a Plan of Action was created and shared with the client), and (2) completion of the client’s Satisfaction Survey at the close of the technical assistance provision. A third Excel document tracked the closure of client cases. In addition, the NIT tracked the time spent with each CBO client including which tasks were performed and when.

APPENDIX 4

Evaluation Methodology

The COVID-19 Rapid Response outcomes evaluation focused on the degree to which the technical assistance consultations resolved immediate, short-term needs of organizations impacted by the COVID-19 crisis.

Guiding Questions

The outcomes evaluation was designed to capture the outcomes of marketing and implementation including attendance and yield, number of participants by SPA, number of consultations completed vs. unresolved, number of workshops completed according to curriculum topic, prevalent organizational needs, fit of program design to needs, challenges encountered and response, participant learning and growth and participant satisfaction.

Recruitment

- What was the yield of successfully initiated projects?

Provision of Service

- What were the prevalent needs?
- To what extent were the needs that presented addressed by the program design and resources?
- Type and duration of services provided by organization type and/or need.
- What challenges were encountered and how were they addressed?
- What needs were not addressed?
- To what extent were participants satisfied with consultations and the process as a whole?

Lessons Learned

- How relevant were the services offered to the needs at hand?
 - What are the remaining needs after the consultation/workshop?
 - How did /do the needs vary across the organizations served (consider type of populations served, geography, size of organization, length of operation) and what was the impact on organization's ability to take advantage of the TA?
 - What can be learned about the impact of the COVID-19 situation in terms of short-and long-term effect on the sustainability of the organization and ability to effectively serve its communities?
-
- KI Interviews
 - Focus Groups
 - Satisfaction Survey
 - Tracking System (Intake and Plan of Action Tracking Systems) Review

Methods

Document Review

CNM reviewed Outreach materials, Intake Forms, Case Notes and the NIT Tracking system documents.

Satisfaction Surveys

At the close of the technical assistance provision, CBOs were asked to complete a satisfaction survey on SurveyMonkey. The survey included questions on (1) the usefulness and helpfulness of the NIT and of the technical assistance provided, (2) the clarity of the process, (3) likelihood of future participation in Office of Violence Prevention programs, and (4) action steps taken as a result of the technical assistance received.

Key Informant Interview Methods

CNM conducted Key Informant interviews in two rounds by phone. The first round was conducted from June 29, 2020 through July 7, 2020 with all program personnel (n=11). The second round we conducted from December 14, 2020 to December 18, 2020 with eight program personnel (n=8).

Interviews took between 45 minutes to 1.5 hours to complete and were not recorded. Instead, the interviewers documented clients' responses using Google or Microsoft Word document.

Focus Group Data Collection Methods

CNM conducted five focus groups. The first focus group was comprised of six individuals who completed the TTA Program by July 1, 2020. The second, third and fourth focus groups, conducted in November 2020, February 2021 and April 2021 respectively, included a total of 17 individuals who completed the TTA Program by December 18, 2020. All focus group participants represented distinct organizations with the exception of one organization that was represented by two individuals. One NIT client offered feedback during a one-on-one interview in February 2020 due to a scheduling conflict with the February focus group.

<i>Supervisory District (SD)*</i>	# of Focus Group or Interview Participants by SD	# of Organizations Participating in a Focus Group or Interview by SD
1	9	8
2	9	9
3	6	6
4	3	3
5	5	4

*Note: Some zip codes are assigned to multiple supervisory districts, therefore one participant or organization could be represented within multiple supervisory district.

The focus groups were conducted using the online video conferencing platform Zoom, and notes were "charted" in a separate Google or Word document during the meeting. One interview was conducted by phone using the same data collection procedure as the focus group sessions.



CAPACITY BUILDING TECHNICAL ASSISTANCE & TRAINING WORKSHOPS FY22-23 EVALUATION REPORT

MASTER AGREEMENT NUMBER: PH-003911

INTRODUCTION

The Center for Nonprofit Management (CNM) was contracted by the County of Los Angeles Department of Public Health to conduct a Process and Outcome Evaluation of the Capacity Building Technical Assistance & Training (CBTAT) Cohort Project, which is a capacity-building strategy of Public Health's Trauma Prevention Initiative (TPI). The goal of TPI is to reduce the number of violence-related trauma visits among Los Angeles County residents in communities experiencing the highest levels of violence, with the aim to build a model through partnerships that support community empowerment and systems change that include intervention, capacity building, and prevention strategies. This report provides an overview of the CBTAT Cohort Project, Evaluation Methodology, Project Trainings, Findings, and concludes with recommendations for future consideration.

For the period July 1, 2022, through December 31, 2023, the CBTAT Cohort Project is working with fourteen selected agencies from Antelope Valley, East Los Angeles, Puente Valley, Pomona, and Hawaiian Gardens/Norwalk, providing one-on-one technical assistance to participating agencies, and convening Peer learning exchanges among the cohort and facilitated by the Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA), the CBTAT Lead Agency. L.A. CADA manages organizational assessments, funds distribution to CBO participants via mini-grants, provides technical assistance, and provides overall management of the project. Specific to the CBTAT services offered to the CBO participants, L.A. CADA provides bi-monthly one-on-one consultations specific to operation and organizational development.

The CBTAT Cohort Project focuses its organizational capacity-building efforts on a cohort-based approach that was implemented among a select group of violence prevention and intervention agencies within communities most impacted by violence and trauma and the juvenile justice system. This current year's effort focuses on building the capacity of fourteen CBOs in alignment with this community-driven public safety approach. Specific components of the CBTAT include the following:

- CBTAT focuses on strengthening the capacity of the fourteen CBOs to deliver effective services while building on their ability to manage their organization's operations.
- Bi-monthly one-on-one consultation that focuses on program monitoring and management, use of office technology (i.e., software and computer systems), managing staff and volunteers, and financial management, including budgeting.
- Monthly peer-to-peer networking opportunities among the fourteen CBOs to address topics of common interest to clients, share learned experiences, and provide opportunities for information transfer. It is anticipated that within the peer-to-peer workshops, the integration of trauma-informed approaches and opportunities for staff self-care will occur.
- Mini-grants of \$50,000 each were provided to the fourteen CBOs across the identified communities.

CBTAT COHORT EVALUATION METHODOLOGY

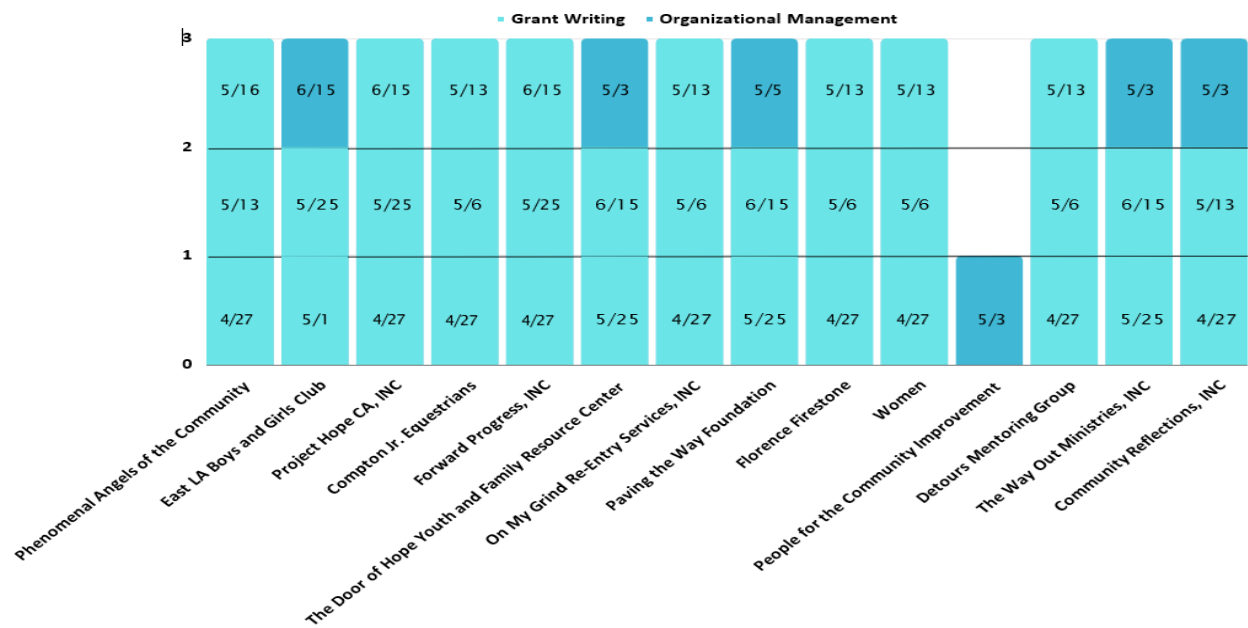
L.A. CADA conducted organizational assessments and administered self-assessment surveys to the CBO participants to measure program outcomes for the CBTAT Cohort Project. The CBOs were given pre and post-surveys to assess their knowledge and skills related to the CBTAT activities including capacity-building and in-service trainings. The pre and post-program participant data related to both Process and Outcome measures informed an evaluation analysis to determine outcomes for the project. CNM conducted a Process Evaluation by collecting additional qualitative data through CBO interviews and a feedback survey to determine successes and challenges of implementation for the CBTAT Cohort Project, regarding the application process and training experience considering their needs, insights, challenges, and successes with the project. CNM developed a plan and data collection instruments to gather this information and create these recommendations to develop a more effective implementation process for future projects.

TRAINING WORKSHOPS & TECHNICAL ASSISTANCE

All fourteen participating CBOs in the CBTAT Cohort Project had representatives attend capacity building trainings from April – June 2023 including seven dates for the Grant Writing sessions and three dates for Organizational Management. The Grant Writing and Organizational Management workshops took place on multiple dates. See below for **TABLE 1** for the training schedule and the CBO attendance at the Grant Writing and Organizational Management workshops.

TABLE 1

CBO Trainings Attended



Organizational Management subtopics included Board Development, Staff Recruitment and Retention, and Volunteerism. It is unclear if the same content was repeated for the Grant Writing Workshops and/or if different modules were presented during multiple sessions. In addition to the Grant Writing and Organizational Management sessions, there were Motivational Interviewing and Project Reporting Tools workshops. There was no training schedule nor were there any attendance records available for these trainings. There was an informative PowerPoint presentation document and evaluation data for the Reporting Tools provided, with the latter being referenced under the Project Findings section.

PROJECT FINDINGS

The findings for the CBTAT Cohort Project focus on the CBO's experience with the application process, capacity building trainings, and their overall experience with the project. The data included information from feedback surveys, assessments, and interviews and was collected from L.A. CADA and CNM. The findings will be presented in a format based on the implementation sequence of the Project starting with the application process and ending with CBO Participants' overall experience with the Project.

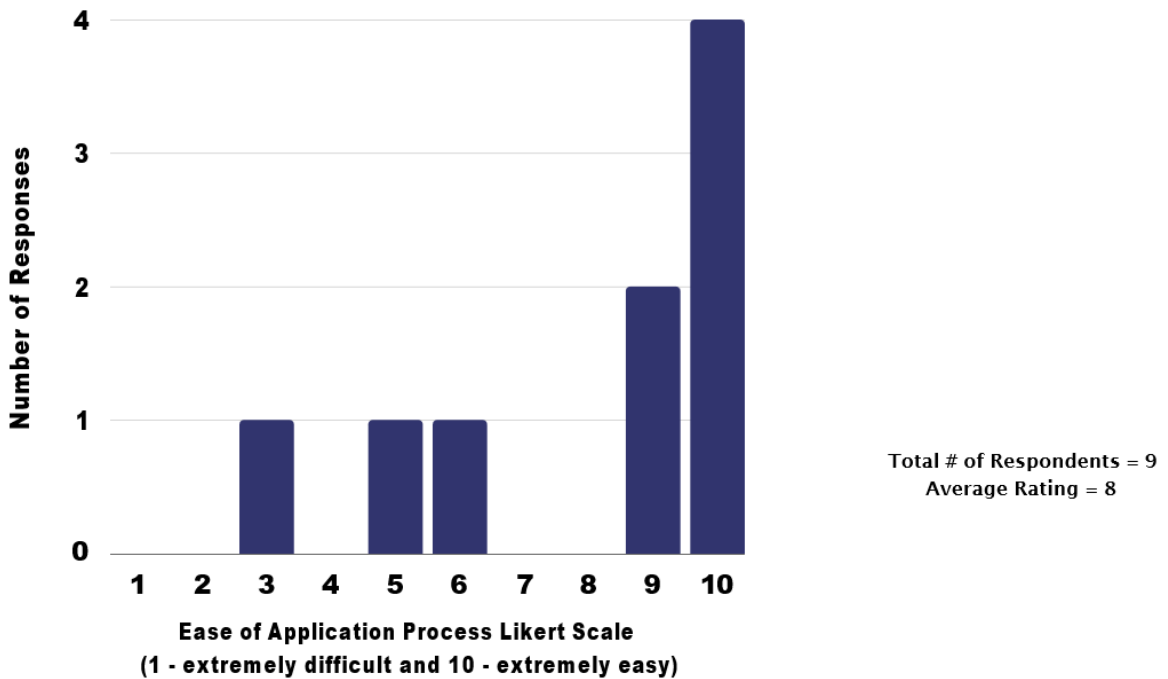
CNM invited all fourteen CBOs in the CBTAT Cohort Project to participate in evaluation interviews and ten out of the fourteen participated. Out of the ten CBOs, CNM conducted interviews with the Executive Directors from nine of the ten CBOs and surveyed one CBO Executive Director who was unable to participate in an interview. The survey administered was consistent with the evaluation interview protocol. All ten out of the fourteen Participants provided feedback to CNM regarding their experience with the application process and overall experience with the Project. While eight out of the nine Participants provided numeric ratings regarding their application experience and overall experience with the project, all nine Participants provided substantive qualitative feedback. The one Executive Director who completed the survey provided numeric ratings regarding their application experience and their overall experience and qualitative feedback regarding the Project.

Application Process

To evaluate CBTAT Cohort Project Participants' experience with the application process and their overall experience with the Project, CNM used a Likert scale from 1 to 10 for respondents to rate their experience with the application, with 1 being "extremely difficult" and 10 being "extremely easy." **The average rating regarding the ease of the application process was an 8.** The lowest rating was a 3 (one respondent) and the highest rating was a 10 (4 respondents). **See TABLE 2.**

TABLE 2

How Easy Was the Application Process?



The feedback regarding the application was mixed ranging from the application being very “straightforward” and “easy to navigate” to “cumbersome” and “confusing.” Regarding the issues with the application, one Participant was confused that they were required to submit an application since they were given the impression that they already had been accepted to the Project based upon previous discussions with Los Angeles County offices. Reported issues with the application included technical glitches with the application platform and the time-consuming nature of having to collect “so much information” for the application. Most respondents who shared their issues with the application did note the support they received to trouble shoot with two respondents who expressed their appreciation for the attentive support that they received from Project staff, one stating that “(the Program staff) went far beyond the call of duty” to assist.

Capacity Building Training Workshops

L.A. CADA offered a series of trainings in Grant Writing, Organizational Management, and Project Reporting and collected pre and post assessment data regarding Participants’ competencies within the training domains. During the interviews, CNM asked the Project Participants to describe their experiences with the trainings and how they were able to apply their learning to their work within their CBOs.

The Grant Writing training had a significant impact related to Participants' growth in their competencies with there being a **43% increase in participants' knowledge in the grant writing process and a 64% increase in Participants confidence in their grant writing abilities.** In response to the question regarding what participants learned about the grant writing process, a sample of the responses includes the following:

- ***How to be informative, but concise***
- ***How to write a proper narrative***
- ***Details and use of statistics***
- ***How to address our services more effectively***

During the CNM interviews, all Participants referenced the grant writing training with one Participant sharing that the training was "extremely helpful" and that they felt "very confident" to pursue grant opportunities. At the same time, they expressed concerns that they might not have the time to pursue such opportunities and would not have the funds to hire a grant writing consultant. One Participant shared that although they have extensive experience with grant writing, they appreciated receiving a "refresher" and that it still was "very helpful."

The Organizational Management training series including workshops in Board Development, Volunteerism, and Staff Recruitment and Retention overall was well received with it being **rated a 5 on average on a Likert Scale of 1 to 5, with 1 being "very poor" and 5 being "very good."** When asked what Participants liked most about the training series, their responses were the following:

- ***What I liked the most about the training were the great PowerPoints.***
- ***Facilitator was amazing!***
- ***Input from Everyone***
- ***The ability to share and learn (with) other participants***
- ***Being able to share our knowledge and challenges with each other***

A common theme throughout the interviews was Participants' appreciation for the peer learning opportunities. The value of "**learning from each other**" and the sentiment of "**giving back**" to other CBOs were shared. One Participant noted that they "appreciated the circle of influence of the other CBOs."

While it appears that a segment of the attendees did not complete a post survey, for those who did, all indicated that their knowledge was at least "moderately improved." During the interview with CNM, one Participant said that they "learned a lot" regarding how to develop and manage a board and one Participant shared that that the information from the Volunteerism session was especially useful since their organization relies so heavily on volunteers. One idea that resonated that the Participant indicated was the development of Mission Statement for Volunteers, which they would incorporate for their CBO.

Regarding the training on the Project Reporting Tools, **the average rating was a 4.75 out of 5 regarding the effectiveness of the trainer of the Monthly Report and the Budget Description and Justification workshops.** During a CNM interview, one participant shared that they especially appreciated the budgeting session and cited multiple concepts that they learned such as direct and indirect costs, budgeting ratios and percentages. Two Participants indicated that they now use ADP for managing the payroll for staff as a result of the training.

The CNM interviews also revealed concerns regarding the reporting guidelines and requirements for the CBTAT Cohort Project . A common theme related to the documentation structure overall was the inconsistencies regarding the deadlines and the information required to be included on the monthly reports. The reporting requirements were deemed to be “too time consuming,” “frustrating,” and “overwhelming.” **Participants did indicate their appreciation for the Project Staff’s responsiveness to their concerns citing staff to be “helpful,” “attentive,” and “professional.”**

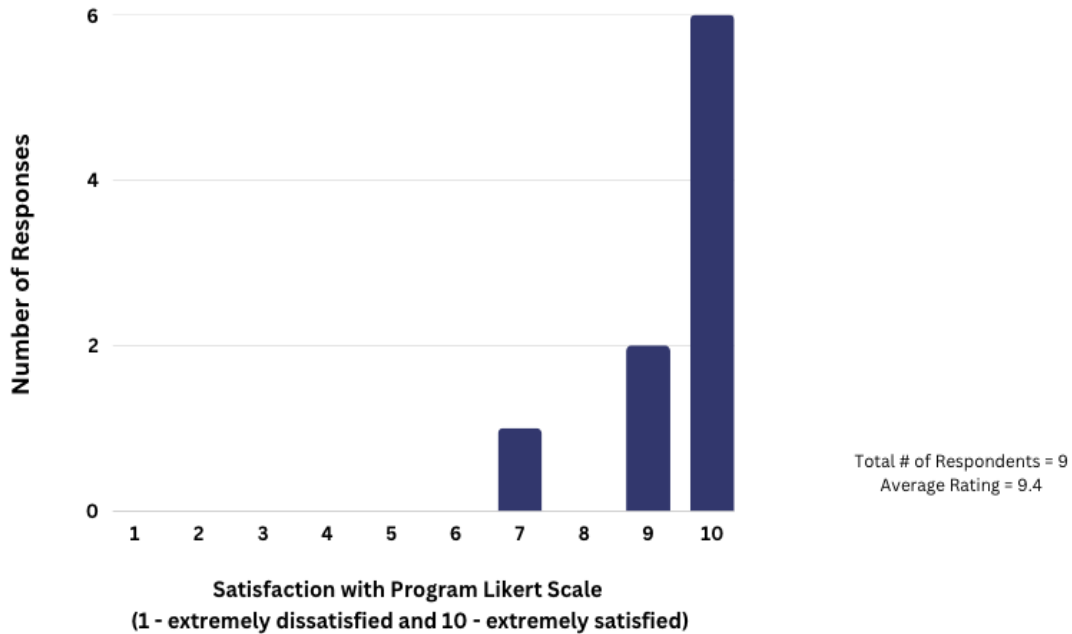
Several Participants during the interviews indicated that while the trainings were helpful, there were gaps in the training offerings. Recommended topics included Human Resources (all aspects), Financial Management, and Board Development. It is unclear for the Participant who cited Board Development if the Participant did not attend the session that was offered, or if the Participant did attend the session but desired more information. Finally, Participants appreciated the Quickbooks module but desired more training and better access. One participant expressed their concern that training dates were “often changed at the last minute,” which made it difficult to plan. Another concern noted were the meeting sign-in sheets being “tedious” and suggested that the Project require “only what is necessary.” One participant offered that “in the end, all worked out.”

Overall Experience

Participants overall reported being extremely satisfied with the CBTAT Cohort Project. **The average rating was a 9.4 out of 10 regarding their overall satisfaction with the Project,** with 1 being extremely dissatisfied and 10 being extremely satisfied. It is worth noting that out of the 9 respondents, 6 rated their experience a 10. **See TABLE 3.** Participants overwhelmingly shared their appreciation for the financial assistance that the grant provided citing that the support increased their capacity to serve their communities. Examples included the hiring of critical staff (such as Program Coordinator, Job Developer, and Administrative Assistant) and the expansion of program offerings including transportation and increased counseling services. While they all appreciated the financial support, a few Participants acknowledged that an increase in the grant amount would have been helpful. Some of the same Participants expressed their concern with the delay in the grant disbursement, with two indicating that the hold-up created a financial hardship for their CBO as did the lack of communication regarding the situation. Both Participants acknowledged that they understood that delay in receiving the funds was beyond the Lead Agency’s control, but thought the situation was significant enough to share.

TABLE 3

How Satisfied Were You with the Program Overall?



Overall, Participants especially valued the relationships that they developed during their Project experience. One Participant referred to the **Project Staff as “a breath of fresh air.”** Another Participant expressed their **deep gratitude for the staff check in visit to their organization.** As with many of their Cohort colleagues, this particular Participant works a fulltime job outside their CBO role, so the added support and attention were not only appreciated but, according to the Participant, **“a vital lifeline.”** Another common theme that emerged during the CNM interviews was participants’ appreciation for the collaboration within the Cohort and their peer connections that they made with each other outside of the Project experience. Connecting with CBOs within their immediate community was an added benefit. Participants cited their desire for more collaboration and opportunities to engage with their Cohort during the Project experience.

CONCLUSION AND RECOMMENDATIONS

The CBTAT Cohort Project provided valuable capacity-building activities while fostering strong relationships between Participants and Project Staff and among the Cohort of Participants at large. According to Participant feedback, while there were issues with communication and consistency throughout the Project experience, Participants appreciated the responsiveness of Project Staff and noted that issues were typically rectified. While the trainings overall increased

Participants' competencies in multiple domains, the Grant Writing sessions were cited the most as being helpful to building capacity with the CBOs.

Based upon the data collected from the documents that L.A. CADA provided and CNM interviews, CNM offers the following recommendations:

- **Communication of Project Requirements and Expectations in Advance**
- **Simplified Reporting Tools and Documents including Sign-in Sheets**
- **Consistent Record Keeping & Evaluation Tools**
- **Increase in and Enhance Cohort Exchange and Activities**

CNM commits to supporting future CBTAT Cohort Project efforts by providing training, coaching, and resources towards addressing these growth opportunities.



Capacity Building Services – Capacity Building, Training, and Technical Services

Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA)

Project Period: November 9, 2022-June 30, 2023

L.A. CADA TTA Team

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Executive Summary

Crime, violence and trauma continue to have an adverse and disproportionate effect on communities of color throughout Los Angeles County. The persistence of these problems have a direct, measurable impact on these residents' physical and mental health, as well as their economic security, and their ability to provide safe and stable living environments for their families.

To mitigate against their factors, the county's Department of Public Health, Office of Violence Prevention (OVP) last year launched an innovative partnership with the Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA). The program involves providing Capacity Building,

Training, and Technical Assistance (TTA) to 14 community-based organizations (CBOs) who are owned and operated by women, or Black and Indigenous People of Color (BIPOC). The foundational premise of the program is that “it takes a village to heal a village.” Meaning that the people who are best suited to bring community change are the people who live, work and play in that community, and who reflect the lived-experience of those residents.

This report is intended to provide an overview of the pilot project that was implemented to address these community needs. What follows is a brief history of L.A. CADA, and a snapshot of crime data rates in the communities that were selected to participate in the TTA program, and a summary of the project model. Next, this report looks at project outcomes, and provides a sampling of project participants’ satisfaction with the training provided and the project as a whole.

L.A. CADA Mission – Vision – Values

Our Mission is to save lives, united families, and protect the community through addiction counseling and healthy living education.

Our Vision is to enhance the education and economic well-being of the people we serve by means of direct human services, advocacy, and referrals.

Our Values embrace the empowerment of people through compassion, perseverance and respect. We are able to provide a wide range of services thanks to a collaborative approach compatible with healthy communities, dedicated partners and unique foundations.

Founded in 1971 as the Rio Hondo Area Drug Coalition by Dr. Ethan Allen and his wife Alice, L.A. CADA early patient consisted of a large number of Vietnam War veterans, many of whom returned to the U.S. with severe drug addictions. Over the past fifty-plus years, the agency has expanded its program coverage to include residential treatment, outpatient, intensive outpatient, recovery bridge housing and recovery supportive services.



Dr. Ethan Allen, along with wife Lois, founded L.A. CADA in 1971.



In recent years, L.A. CADA has joined with local governmental agencies to address social determinants that often result from substance use disorders. These include trauma and violence. Studies have shown a clear correlation between these behavioral health indicators. L.A. CADA and OVP have a

shared belief that building capacity for violence prevention and intervention should be a fundamental objective of small community based organizations.

Crime and Punishment

An initial task for the county’s Office of Violence Prevention was to determine which communities would be eligible to receive TTA mini grants. It was decided that qualifying communities would have to have crime rates that were either substantially higher than those throughout the county as a whole, or rates that had grown significantly within recent years. The table below lists the geographic areas that OVP selected. Data provided in this table was collected by crimegrade.org. This analysis looks at the number of crimes committed in various categories for every 1,000 residents.

Crime Rates of Mini Grant Recipients’ Communities

Community	Violent Crime	Property Crime	Other	Overall Rate
South L.A.	D+	F	D-	D-
Hawaiian Gardens	A	C	B-	B-
East L.A.	D+	F	D-	D-
Pomona	D+	D	D+	D
Antelope Valley	C-	C	D+	C-

A review of media reports and other data sources suggest that residents in these 5 communities higher rates of arrests, longer terms of incarceration, and greater chances of recidivism compared to the county as a whole.

A Model Project

The TTA project utilizes a streamlined mini-grant award process developed with input from L.A. County’s OVP. To some extent the model is based on the Trauma Prevention Initiative, an evidence-based, community-driven public safety strategy that last year was implemented in South Los Angeles, Antelope Valley, East Los Angeles, Puente Valley, Pomona, and Hawaiian Gardens. L.A. CADA was selected to serve as the Community Engagement Contractor for this program.

A solicitation was sent to local organizations in the aforementioned communities. The solicitation noted that, to be eligible for funding, a CBO would have to have a 501 (c)(3) tax status or be affiliated with a fiscal sponsor that had that status. They would also be required to be Eligible organizations would receive a \$50,000 mini grant (divided into two \$25,000 installments). They would have to submit a scope of work and budget, attend monthly meetings, participate in weekly and monthly check-ins, attend in-person monthly peer-to-peer meetings, and submit monthly and quarterly progress reports.

L.A. CADA's task was to ensure that selected CBOs receive training and technical assistance (TTA) that strengthened those organizations' capacity to deliver effective trauma and violence prevention services. TTA included one-on-one training on program monitoring and management, use of office technology (i.e., software and computer systems), board development, accounting practices, budgeting, fundraising and grant proposal writing, and managing of staff and volunteers.

Originally, the model called for the training topics to be determined by the contractor (L.A. CADA) based on an assessment developed by Survey Monkey. But it was decided that the CBOs would be more engaged in the process if they had some input into the determination of training subjects. With this in mind, L.A. CADA revamped the 100-plus question assessment that was originally intended to provide guidance on training subjects. The revised assessment was trimmed to 42 questions. After completing this survey, the CBOs then ranked their topic preferences. Wherever possible, training topics were selected based on both on what Survey Monkey indicated the CBO *needed* to be trained on, and what the CBO *wanted* to be trained on.

The project model entailed a meet-and-greet gathering, as well as face-to-face meetings on a monthly basis between and contractor team and each CBO. In addition, two peer-to-peer gatherings were held during the course of the 3-month pilot.

Launch Delays

A number of factors resulted in the delay of the TTA project launch. While most of the 14 mini grant recipients were found to be eligible to participate in the project, a few CBOs had unresolved issues with various governmental agencies (e.g., the California Secretary of State). These organizational barriers had to be resolved before the CBO could be deemed project eligible; and since the project managers had determined that the launch would not take place until all 14 CBOs were ready to participate, a hold-up involving a handful of agencies meant that none of the other CBOs could begin work on their projects.

The most significant cause of delay, however, involved the disbursement of mini grant checks. There were nearly a dozen different documents that had to be completed and/or signed by the CBOs, L.A. CADA or both. An error on even one document – no matter how minor – would require that the document be returned. This sometimes take several rounds of returning papers to a CBO, revisions being made by the CBO, docs returned to L.A. CADA, another set of revisions, etc.). And since the disbursement of all of the mini grant checks was contingent upon the completion of all of the paperwork by all of the CBOs, it took a significant amount time before the project could commence.

Another cause for project delay was a structural one. In order to get mini grant checks out to CBOs, the contractor had to submit invoices first to the finance departments at L.A. CADA and then to the Department of Public Health. Collectively, these departments would take up to four weeks to process the invoices and generate a check.

Finally, in early April 2023, the first installment of mini grant checks were given out in early April.

The plethora of launch delays meant that, instead of a Fall 2022 start-up, CBOs weren't able to begin their projects until Spring 2023. By then there were only 3 months left in what was intended to be a 12-month contract year.

List of Participating Community Based Organizations

	Name of CBO	Community Served
1	Community Reflections, Inc.	South Los Angeles
2	Compton Junior Equestrians*	South Los Angeles
3	Detours Mentoring Group, Inc.	South Los Angeles
4	Door of Hope Youth and Family Resources Center	Hawaiian Gardens
5	East Los Angeles Boys and Girls Club	East Los Angeles
6	Florence Firestone Community Organization	South L.A.
7	Forward Progress, Inc.	Pomona
8	On My Grind, Re-Entry Services, Inc.	South Los Angeles
9	Paving the Way Foundation	Antelope Valley
10	People for Community Improvement	South Los Angeles
11	Phenomenal Angels of the Community	South Los Angeles
12	Project Hope CA, Inc.	Pomona
13	The Way Out Ministries, Inc.	Hawaiian Gardens
14	Women of Morals and Empowering the Neighborhood	Antelope Valley
*Asterisk indicates CBO withdrew participation during the course of the project.		

Challenges

One mini grant recipient withdrew from the project and did not receive a second grant installment. This organization was unwilling to submit the monthly and mid-term progress reports that all project CBOs were required to submit. Despite numerous deadline extensions and repeated offers to assist the CBO, L.A. CADA was unable to obtain the mandatory documents. As a consequence, the CBO withdrew from the project, and the funder and contractor accepted that withdrawal.

Another challenge faced by a number of CBOs was also related to the monthly and mid-term reports. On balance, these problems did not mitigate against the overwhelming success of the TTA program. According to some of the CBOs, the contractors repeated revisions of these documents resulted in a certain degree of confusion and frustration among some of the CBOs, and delayed their ability to submit completed reports on deadline. To address these concerns, the contractor simplified the reporting process, and created a three-ring binder that for each CBO which contained all of the required project in one place. The contractor also created a TTA Tracking and Assessment Tools chart that outlined the process (see table below).

TTA Tracking and Assessment Tools

L.A. CADA STAFF			
Monthly		As Needed	
Tool	Purpose	Tool	Purpose
Weekly Check in Log	To provide technical assistance and monitoring progress to all CBOs	Funding Distribution Tracker (FDT)	To obtain legal acceptance of funding installments from CBOs
Monthly in Person Check in Visit (logged in the weekly check in)	To provide technical assistance and monitoring progress to all CBOs	Installment Invoices	To be collected twice every year the grant is extended. This is to request fund to the L.A. County and then be distributed to all CBOs
Monthly Report and Invoices	To track activities and expenses for CBOs	Scope of Work (SOW)	To outline funded project activities, objectives, outputs, and outcomes
		Budgets/descriptions	This is to have a clear description and understanding of how the funds will be spent by each CBO

CBOs			
Monthly		As Needed	
Tool	Purpose	Tool	Purpose
Monthly Report (MR)	To provide progress and outcomes of all project funded activities performed during the reporting month	Budget Justification/ Budget Description	To provide description on how funding will be allocated
	To provide expenditure tracking list for all expenses covered by the project funding	Scope of Work (SOW)	To provide an outline of funded project activities, objectives, and outcomes

Successes

Despite the challenges encountered by CBO, the project contractor, and the funder, the TTA was an undeniable success. An informal audit of each CBO’s progress by the end of the contract period indicated that most of the agencies met and exceeded performance expectations. The chart below shows that, of the 13 CBOs that finished the program, 9 had a completion score of 100 percent, meaning that they met or nearly met all of their SOW objectives. The average score for the 13 completing CBOs was 95.4%.

Overview of CBOs’ Scopes of Work

CBO	Scope of Work	SOW Completion Score
Community Reflections, Inc.	Provide supportive services for families and injustice-involved individuals. Provide wrap-around services including re-entry case management. Monthly food distribution.	100% A
Compton Junior Equestrians*	Engage 6-10 students in 3-month skills-building workshops that focus on resume writing, interview practice, and workforce training. A hands-on internship based on the evidence-based practice of equine therapy will teach students to ride and care for horses.	INCOMPLETE
Detours Mentoring Group, Inc.	Hire 32 youth works to implement the community beautification project. Hold a 2-day training for the 8 Ambassadors. Conduct a pre and post survey of youth workers and ambassadors. Host webinars, online courses, and virtual learning sessions. Conduct monthly community food distribution.	94% A
Door of Hope Youth and Family Resources Center	Enroll ten 8 th graders and families into gang intervention and substance use disorder prevent program. Conduct 7 informational and leadership training sessions. Conduct 18 live scans. Recruit 12 mentors and 20 tutors to assist students on personal and academic enrichment subjects.	70% C
East Los Angeles Boys and Girls Club	Enroll 100 teens in U.S. Dept. of Health’s <i>Healthy Relationships</i> curriculum. Provide MENTOR case management. Complete Life Prep Academy. Complete substance use, vaping, and gang prevention programs. Provide staff development, and fund development trainings.	100% A
Florence Firestone Community Organization	Enroll 15 into 6-week substance use prevention workshops. Distribute \$20 gift cards each month to each participant. Conduct pre and post evaluations. Link participants to substance use treatment services.	100% A
Forward Progress, Inc.	Enroll 10 participants to attend weekly 2-hour workshop course for 12 weeks. Conduct tattoo removal sessions for 12 participants.	100% A
On My Grind, Re-Entry Services, Inc.	Provide trauma prevention service to 30 justice impacted individuals who will attend job readiness training (resume	

	development, interview preparation, personal skills assessment, etc.). Ultimate goal is for a minimum of 15 participants to obtain and maintain a job after completing the program.	100% A
Paving the Way Foundation	Use mini grant to build agency capacity to enhance sustainability. Continue serving community members who are justice impacted, have mental health disorders, are homeless or having low incomes. Provide traditional and innovative wellness classes, including meditation, fitness, and healthy cooking.	100% A
People for Community Improvement	Provide food bank, job-readiness, literacy workshops, and technology skills. Also provides drop-in showers, clothing, and safe haven for an intervention.	100% A
Phenomenal Angels of the Community	Provide youth with exposure to educational experiences, seminars, workshops, and conferences that they would not otherwise have access to.	100% A
Project Hope CA, Inc.	Recruit 20 participants to receive work hours, skills-building and educational trainings. Participants complete Live Above the Hype Curriculum. Reduce recidivism by 10 percent.	100% A
The Way Out Ministries, Inc.	Host weekly workshops for 12 families. Host 4 family outing activities for 12 families. Conduct financial planning workshop and personal budget coaching. Distribute 20 \$50 gift cards to participants who complete the money management session. Conduct one on one private counseling sessions for 10 families in need of co-payment assistance.	94% A
Women of Morals and Empowering the Neighborhood	Help victims of domestic violence, and gang-affiliated women. Offer anger management, communications skills, and substance use prevention workshops.	83% B

Another indicator of the success of the program was found in the CBO's assessment of the benefit they accrued from the training and technical assistance provided by L.A. CADA. The table below overviews the feedback received from participants after one such training – the grant proposal writing workshop series:

GRANT PROPOSAL WRITING EVALUATION SURVEY RESPONSES	Before attending the training series, how knowledgeable were you of the grant proposal writing process?	After attending the training series, how knowledgeable were you of the grant proposal writing process?
	Likert scale ranging from 1 to 5: 1 = not at all knowledgeable to 5 very knowledgeable	Likert scale ranging from 1 to 5: 1 = not at all knowledgeable to 5 very knowledgeable
	SCORES	SCORES
	2	4
	3	5
	2	4
	4	5
AVERAGES	3.2	4.6
DIFFERENCES	43.75% increase	

GRANT PROPOSAL WRITING EVALUATION SURVEY RESPONSES	Before attending the training series, how confident were you in your grant proposal writing abilities?	After attending the training series, how confident are you in your grant proposal writing abilities?
	Likert scale ranging from 1 to 5: 1 = not at all confident to 5 very confident	Likert scale ranging from 1 to 5: 1 = not at all confident to 5 very confident
	SCORES	SC4ORES
	1	
	3	5
	2	4
	4	5
AVERAGES	2.8	4.6
DIFFERENCES	64.2% increase	

GRANT PROPOSAL WRITING EVALUATION SURVEY RESPONSES	What did you learn about the grant proposal writing process that you did not know before the training series?	How would you rate the quality of the training series?
	Short Answer	Likert scale ranging from 1 to 5: 1 = not at all confident to 5 very confident
	How to be informative, but concise	SCORES 5
	How to write a proper narrative	5
	Details & use of statistics	5
	How to address our services more effectively	5
	How items needed to simplify the opening paragraph	5
AVERAGE		5

GRANT PROPOSAL WRITING EVALUATION SURVEY RESPONSES	What did you like most about this training series?
	Short Answer
	What I like most about the training series was the great PowerPoints.
	Facilitator was amazing!
	Input from everyone

	The ability to share and learn from other participants
	Being able to share our knowledge and challenges with each other
	The ability to share and learn from other participants

There is another measure of the project’s success: all of but of the TTA participants in Round 1 were selected to join the second round of the project which began July 1, 2023 and will run until June 30, 2024.

Participants highlighted a number of unexpected benefits that resulted from their project affiliation. The peer-to-peer and meet and greet activities provided opportunities for participants to network with each other. One example was the conversation two CBOs had during a virtual peer-to-peer meeting during which one CBO mentioned that their organization needed two tablets for outreach workers to use in the field. A second CBO offered to give the first participant two surplus tablets that she had. Other examples of the spirit of collaboration included CBOs that volunteered to host peer-to-peer meetings, and the initiation of client cross-referrals.

Another network event occurred at a community-level intervention that was hosted by OVP’s Trauma Prevention Initiative. Although not an official TTA project, several TTA CBOs attended the June 27, 2023 event, which featured the screening of a film (Velvet Jesus), and a panel discussion that focused on trauma, violence and other themes in the film. Held at the Earvin “Magic” John Park in Willowbrook, the event was attended by over 150 residents from area substance use treatment facilities. Fifty-five attendees took a Rapid HIV Test at the event, courtesy of AIDS Healthcare Foundation.

Perhaps the best measure of TTA’s success was provided by a sampling of the CBOs reflections (see the table below).

CBO Reflections

“The beginning of the program was a little bit of a rough start for us. But things smoothed out quickly. After a little while, we saw what a blessing this program was for our community. The support we got from the program helped up pick up three new projects, including one at Locke High School. None of that would have been possible without TTA”

Kenneth Jones

Executive Director
People for Community Improvement

“The TTA project was a wonderful experience for us at Project Hope. Before I attended the trainings that you provided, I thought I knew everything about grant writing. But I learned a lot from the trainers who put on the grant writing workshop. I also appreciate the networking opportunities we had with the project. Some of the people we met in the project are probably going to be collaboration partners with us in the future. The communication (between the L.A. CADA staff and the CBOs) was great. I feel like I’ve known you guys forever.”

Roberta Espinoza
Co-Founder
Project Hope

“I’m very grateful for the opportunity to collaborate with the people who participated in this program. You could see that the support we received is having a positive impact of the lives of people in our community.”

Ben Owens
Executive Director
Detours Mentoring Group

“This grant has been a blessing to so many families and to our organization as a whole. Our program took a “wrap around” approach to address the root causes for drug use, gang involvement and violence. We hosted 4 months of weekly seminars and graduated 12 families. They have been dedicated to the betterment of their families and have attended meetings every week. We have addressed many topics such as budget planning and financial stability, communication skills and trauma counseling, the realities of gang involvement and drug use, and the importance of prioritizing family time and bonding. Many of the families have also begun attending our weekly programs at The Way Out Ministries. We look forward to a continued relationship with those we have been able to reach through this program.”

Rachel Perez
Co-Director
The Way Out Ministries

“The Mini Grant was so vey helpful. As a result of this grant, we were able to offer the youth exceptional workshops on Financial Literacy, Self-Esteem, Body Image, and Violence Prevention,

Intervention and Trauma. We could not have done it without the funds from the Mini Grant. Additionally, PAC staff & volunteers were able to obtain much needed training in Leadership, Recruitment, and Mentorship. Thank you so so much!"

Barbara Jett
Co-Director
Phenomenal Angels of the Community

TTA FINAL REPORT

Project Period: July 2023 – June 2024

Capacity Building Services
Training and Technical Assistance

Los Angeles Centers for Alcohol and Drug Abuse



Funded by Los Angeles County
Department of Public Health,
Office of Violence Prevention



Capacity Building Services – Capacity Building, Training, and Technical Services

Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA)

Project Period: July 1, 2023 – June 30, 2024

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Executive Summary

By nearly any measure, crime in marginalized neighborhoods throughout Los Angeles County is more pervasive and has a more deleterious impact on residents, businesses, real property, and infrastructure, compared to neighborhoods with lower crime rates. In its effort to improve the quality of life for Angelenos in their communities, government agencies and community leaders have joined together to create programs that address trauma and crime.

One of these programs is the Training and Technical Assistance (TTA) Program that is operated by the county's Department of Public Health, Office of Violence Prevention (OVP). The county, in turn, two years ago selected the Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) to serve as the contractor tasked with managing TTA. During the past year, L.A. CADA has worked with 20 community-based organizations (CBOs) that were awarded \$50,000 mini-grants that focused on violence prevention. A special emphasis was placed on creating initiatives that addressed violence that impacted at-promise youth and young people. In addition, OVP and L.A. CADA were intentional in identifying CBOs that were owned and operated by women, or Black and Indigenous People of Color. The philosophical underpinning of the program was that "it takes a village to heal a village." In other words, the people who are best suited to bring societal change in marginalized communities are the people who live, work, and play in those communities, and who reflect the lived-experience of those residents.

Another guiding principle in the selection of communities to participate was that crime rates in those neighborhoods would be higher than in other neighborhoods throughout Los Angeles County. The 14 CBOs that participated in TTA during Year 2 were geo-located across 8 geographic areas. The table below indicates that, with only a few exceptions, rates of violent crime, property crime and other forms of criminal activity are higher in the 8 selected geographic areas than in most other parts of the county.

Data provided in this table were collected by crimegrade.org. This analysis looks at the number of crimes committed in various categories for every 1,000 residents. A review of a broad range of data from this and other sources, including media reports, suggests that these 8 communities experience higher rates of arrests, longer terms of incarceration, and greater chances of recidivism compared to the county as a whole.

Crime Grades in Eight L.A. County Communities That Participated in TTA, 2023-2024

Community	Violent Crime	Property Crime	Other	Overall Rating
Antelope Valley	B-	B-	C	B-
Compton	D-	D	B-	C-
East L.A.	D+	F	D-	D-
Hawaiian Gardens	B-	C-	A	B+
Lancaster	C-	C	D+	C-
Palmdale	B-	B-	C	C+
Pomona	C+	C-	C+	C+
South L.A.	D+	F	D-	D-

Ratings developed by crimegrade.org.

Project Model

The TTA program is an extension of the Trauma Prevention Initiative (TPI). Launched in December 2015, TPI is a collaborative effort of the Los Angeles County Department of Public Health, the Department of Health Services, and a number of community-based partner agencies. The programmatic intent of TPI was to identify neighborhood entities that, with training and technical assistance, could enhance their capacity to provide services and referrals aimed at reducing acts of violence in the community. To this end, the initiative realized that its mission could more effectively be reached if this was a mechanism through which the County could invest in local grassroots organizations that had, over the years, developed strong bonds to their adjoining communities. This realization gave rise to the creation of TTA, which was birthed in the fall of 2017. The TTA team provides customized, one-on-one technical support to a group of local CBOs. Thirty agencies participated in the program in the pilot year. In Year 1, that number was reduced to 14 CBOs; in Year 2, the group consisted of 20 CBOs.



Year 2 of the program ran from July 1, 2023 through June 30, 2024. During that 12 month period, the program contractor (L.A. CADA) conducted weekly one-on-one mentoring sessions with the CBOs, as well as monthly technical assistance group workshops. Some of the monthly workshops were hosted by the CBOs. Workshops covered a wide range of topics, and were determined by the results of an organizational assessment that was taken by each of the CBOs. Subject matter on which CBOs wanted to develop more expertise were prioritized for workshop coverage. These topics included grant writing, budget management and board of director development.

CBOs submitted Monthly Progress Reports that detailed activities during the previous month that corresponded to the organization's Scope of Work goals and objectives.

Grantee Selection and On-Boarding Process

Criteria for selecting 20 CBOs that would be eligible to participate in the TTA program was rigorous. Eligible CBOs would ...

- Be in good standing with the California Secretary of State;
- Have 501(c)(3) federal tax status;
- Provide trauma and/or violence prevention services to residents of at least one of the TPI communities, and that these services should include resources for at-risk youth.
- Be headquartered in a TPI community;
- Measurably benefit from capacity-building assistance.

Potentially eligible CBOs would be invited to submit a funding application, a scope of work, a budget proposal, and a grantee agreement form. Those agencies that successfully cleared the vetting process were invited to participate in the program.

Initially, 18 CBOs were selected to participate in Year 2. In March 2024, two additional CBOs were on-boarded. Each CBO was assigned to a Project Coordinator. The Project Coordinator’s job was to provide CBOs with technical assistance on how to utilize project management tools (e.g., participant attendance forms, spreadsheets, budget tracking forms, and Quickbooks business software). Project Coordinators also coached CBOs on how to develop Monthly Progress Reports. In some cases, the Project Coordinator helped CBOs actualize their SOW goals. One example of this was when a Project Coordinator created opportunities for a CBO to recruit participants for the CBO’s employment prep workshops. The workshops took place at L.A. CADA’s site on Main Street in South Los Angeles, and participants included youth and young men who attended substance use recovery meetings hosted by L.A. CADA.

By the end of the second year, 12 agencies were invited to continue in the program for Year 3. Of the 8 agencies that were not selected to continue, some measurably under-performed during Year 2, while a number were determined to have “outgrown” the program.

The table below lists the 20 Year 2 TTA CBOs, and the communities where they are headquartered.



List of Participating Community Based Organizations: 2023-2024

	Name of CBO	Community Served
1	Building Forever Families Initiative	Pomona
2	Collective REMAKE	South Los Angeles
3	Community Reflections	South Los Angeles
4	Community Warriors 4 Peace	East Los Angeles
5	Detours Mentoring Group	South Los Angeles
6	The Door of Hope	Hawaiian Grdens
7	East Los Angeles Boys and Girls Club	East Los Angeles
8	Entre Nous	Compton
9	Florence Firestone Community Organization	South Los Angeles
10	Forward Progress	Pomona
11	Inner City Child and Youth Foundation	Compton
12	On My Grind	South Los Angeles
13	Pause 4 Peace	Compton
14	Paving the Way Foundation	Antelope Valley
15	People for Community Improvement	South Los Angeles
16	Phenomenal Angels of the Community	South Los Angeles
17	Project Hope	Pomona
18	The Way Out Ministries	Hawaiian Gardens
19	West Athens Westmont Task Force	South Los Angeles
20	Women of Morals and Empowering Neighborhood	Antelope Valley

Organizational Self-Assessments

As part of the onboarding process, each TTA CBO was required to complete an Organizational Assessment survey. The surveys were accessed through surveymonkey.com. Originally consisting of 100 multiple choice questions, the survey was reduced to 42 questions. The question topics were designed to provide insight into each CBOs organizational strengths and weaknesses. Topic areas covered seven fundamental areas: Board Governance, Planning and Evaluation, Financial Management, Personnel Management, Public and Community Relations, Financial Condition, and Funding Strategies.

A sample of the Organizational Assessment survey questions is presented below:

(Planning and Evaluation)

Goals are broken down into measurable objectives.

- Strongly agree
- Agree
- Disagree
- Strongly disagree.

Objectives include work plans, timelines, and human and financial resources, and indicate who is responsible for achieving them.

- Strongly agree
- Agree
- Disagree
- Strongly disagree.

(Financial Management)

The organization follows accounting practices which conform to accepted standards.

- Strongly agree
- Agree
- Disagree
- Strongly disagree

An independent audit or review of the organization's financial condition is conducted annually by a Certified Public Accountant.

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Based on the CBOs' survey responses, the TTA team developed strategic plans to address individual CBO's organizational weaknesses. In their weekly check-ins and monthly face-to-face

meetings, the L.A. CADA Project Coordinator and the CBO contact person would focus their discussion on activities the CBO recently worked on that corresponded with the CBO's organizational challenges. The team also intended to structure monthly group capacity building workshops on topics that matched the group's capacity gaps. For example, almost all the organizations expressed a need for funding strategy coaching; therefore, grant proposal writing and fund development strategies became workshop topics. In addition, CBOs' Monthly Progress Reports were scrutinized by the Project Coordinators to track other indications of activities designed to address organizational weaknesses.

Programmatic Review Process

Community Based Organizations' Scope of Work (SOW): Each CBO developed an SOW at the beginning of the contract year. SOW's were initially presented in the CBO's mini grant application. The SOW was supposed to serve as a programmatic blueprint for the expenditure of TTA funds. Following the SMART model, the SOW was required to be:

- **Specific:** Clearly define what organization wanted to accomplish;
- **Measurable:** Use metrics to track progress (e.g., percentage increase in tattoo removals);
- **Achievable:** Have realistic goals that were accomplishable within the project time frame;
- **Relevant:** Have goals that aligned with CBO's values and long-term goals, and;
- **Time-bound:** Were affixed to a defined schedule.



Phenomenal Angels Implicit Bias Workshop: Spring 2024

One of the principal responsibilities of the L.A. CADA Project Coordinators was to ensure that the CBOs have a SOW that corresponds to OVP's objectives (e.g., the design of TTA projects will address trauma and violence that impacts youth and families of youth that have been system-impacted). Some of the CBO SOWs that were initially submitted during the application phase did not have enough of an emphasis on violence and youth. In those cases, the Project Coordinator worked with the CBO to revise the SOW so that it was in alignment with OVP's objectives.

Peer-to-Peer Meetings: During August and September 2023, the L.A. CADA team launched a workshop series that was dubbed the Peer-to-Peer Meeting Series. These two-hour monthly gatherings were intended to do more than provide take a didactic approach to technical assistance training; they were also intended to incorporate a collaborative element into the project. Accordingly, a different CBO each month would offer their agency site to host the gathering. The workshops would begin with a family-style luncheon, followed by a fun team-building exercise. Afterward, the interactive training session was conducted. An evaluation survey was conducted in order for the team to be able to measure the effectiveness of the workshop, and to be able to make changes in the series in subsequent months.

The evaluation data from the Peer-to-Peer sessions affirmed that CBO participants benefited from the structure and content these gatherings. It is also notable that, as a result of these sessions, collaborative relationships developed. CBOs were eager to offer their site for the next meeting. One CBO gave a peer CBO three computerized tablets after hearing during a meeting that the other CBO needed those items. CBOs helped promote participation in and attend each other's community activities.

After the September meeting, the project subcontractors made a decision to replace the Peer-to-Peer meetings with something they called TACT – Technical Assistance and Coaching Training.

Challenges with Subcontractors: From the beginning of the 2023-2024 TTA contract year, there was a lack of a collaborative relationship between L.A. CADA and the subcontracts. It was never clear why this breakdown developed. A listing of some of the more notable challenges that L.A. CADA encountered with the subcontractors include the following:

- The subcontractors rebuffed L.A. CADA's requests for evaluation data that they collected in the course of providing TACT training to the CBOs. These data were needed for inclusion in this final report, and for the process of improving L.A. CADA's capacity building abilities.
- Without consulting L.A. CADA, the subcontractors ended the Peer-to-Peer workshop series that we had been conducting for the CBOs and replaced it with the TACT trainings.
- For the TACT trainings, the subcontractors made mandatory included use of two analytical platforms – Heartbeat and Fusion. Most of the CBOs found these systems complicated and cumbersome. So, while all the CBOs registered for the platforms, almost none of them used the systems with any degree of regularity.
- The subcontractors unilaterally opted to conduct one-on-one meetings with the CBOs to review and, in some cases, revise their scopes of work. This led to confusion among the CBOs, especially since the organizations were being told to make these changes during the last weeks of the project.
- The subcontractors refused to present a training module that was to have been a featured event at the project end of year celebration.

While on the subject of subcontractors, one suggestion that has been incorporated into TTA's Year 3 is that L.A. CADA will have a role in the subcontractor selection process.

Other Program Challenges: CBOs' deliverables included a requirement that they submit Monthly Progress Reports to L.A. CADA no later than the seventh day of the following month. Most CBOs occasionally missed that deadline. But there were several organizations that were chronically late in submitting their reports; and two CBOs went for 6 or more months without submitting a report.

Another challenge is related to the widely divergent managerial skill sets of CBOs that are selected for this project. While some organizations struggle to comprehend rudimentary management concepts, others may have outgrown the scope of this project years ago. This divergence

is particularly noticeable during TACT group trainings, and when using the Heartbeat and Fusion platforms: some CBOs seemed lost while others seemed bored.

One suggestion is to consider revamping TTA into a two-tiered project, where CBOs who are less experienced “Level 1” managers would receive more basic instruction, while more experienced “Level 2” managers would receive more advanced training.

Briefly, two additional challenges are worth noting. First, as was the case in Year 2, the lengthy invoicing process once again resulted in delays in project start up for several CBOs, and consequently, an inability for some CBOs to meet their project objectives because of inadequate time. Secondly, the high rate of turnover within the Project Coordinator ranks made it necessary for the remaining Project Coordinators to have a larger than intended number of CBOs on their roster, and for one of the Project Managers to take on a CBO caseload



Project Hope Community Holiday Event: December 2024

Program Successes: A sampling of CBO Reflections can be found on page 11 of this report.

Trainings for Contractor: Realizing that they would be more effective as technical assistance coaches if they were better versed in the technologies that CBOs were being asked to use, the TTA Project Coordinators made a concerted effort to obtain a working knowledge of the technological elements of the projects. During the course of the project year, Project Coordinators

received training on the QuickBooks organizational management produce, the Heartbeat and Fusion platforms, and the Motivational Interviewing counseling technique.

Plans for Year 3 include identifying and adopting other platforms and technologies that can the efficiency and effectiveness of the contractor’s coaching skills.

Revised Section 3 of Monthly Progress Report: For Year 3, changes were made in Section 3 of the Monthly Progress Report. These changes were designed to provide the contractor with more information about how CBOs were meeting project objectives and providing project deliverables. The revised Section 3 provided a standardized format for multiple activities, focusses on capturing essential details in a structured manner, aimed for a more concise and organized presentation of information, and allowed for easier comparison and tracking of multiple activities.

CBO Site Visits: In Year 1, Project Coordinators were required to meet with their CBO caseload twice each month. For Year 2, face-to-face meetings were reduced to once each month. A second meeting was conducted remotely or by phone.

End of Year Survey: A survey was created to gauge CBO satisfaction with the services provided by the L.A. CADA TTA team and the subcontractors, respectively. At this writing, results of that survey have not been received. An overview of the survey results will be provided in the July monthly report that will be provided to OVP in early August. The survey template is contained in Appendix A.

Extracurricular Activities

Film Screening for Forward Progress: On April 25, 2024, the University of Southern California’s School of Cinematic Arts premiered a film that featured one of the TTA CBOs. Forward Progress was one of a dozen community organizations that were spotlighted in a documentary film about local youth violence prevention programs. The evening began with a buffet dinner at one of the campus pubs. Then more than 60 attendees walked to a lecture hall and watched the film. The segment that featured Forward Progress highlighted the CBO’s tattoo removal project that was funded in part by the TTA mini grant.

USC has given Forward Progress permission to screen the film at other venues. The CBO is in the process of seeking opportunities to do that in the near future.

Phenomenal Angels Awards Dinner: On the Evening of June 15, 2024, TTA CBO Phenomenal Angels held a gala celebration at the Embassy Suites Hotel in El Segundo. L.A. Deputy Mayor of Community Safety Karen Lane was the Keynote Speaker. The evening’s “Pink Diamond” ceremony was an opportunity to honor the adolescent girls who participated in the Angel’s mentoring curriculum. The organization’s workshop series included safety promotion, trauma informed care, and intervention and prevention skills, among other topics.



Narcan Training with Florence Firestone: Researchers know that there is often a correlation between substance use and violence. So, when the Florence Firestone Community Foundation asked L.A. CADA to support the CBO’s Narcan community training, the contractor was only too happy to assist. The event was well attended. The training session was presented with support from L.A. CADA’s staff, and free Narcan testing kits were distributed to attendees.

New Year’s Celebration: Held at L.A. CADA’s Norwalk location on January 5, 2024, the TTA CBOs, the project contractor, and the subcontractors joined together for a New Year’s celebration. It was the first time that some of the CBOs had a chance to meet the directors of Inner City Child and Youth Foundation, and Pause 4 Peace – the two CBOs that joined the project in October 2024.



West Athens Westmont Task Force at Southwest College Unity Resource Summit: April 27, 2024

Southwest College Summit: TTA CBO West Athens Westmont Task Force was one of nearly a dozen local service providers that organized the Southwest College Peace and Unity Summit on April 27, 2024. The event featured presentations from community members and student leaders, a networking resource fair, a health and wellness session, games, activities and live entertainment.

End of Contract Event: The California Endowment was the site of a culmination event for the Year 2 TTA project. Held on June 13, 2024, the event was an opportunity to celebrate the successes of the project, and to network with other CBOs.

A buffet lunch was served, an “opportunity draw” was conducted, and a stand-up comedian brought down the house with a hilarious routine. The high point of the afternoon was the moment when each CBO received a certificate of completion and took a moment to express appreciation for the opportunity to participate in the TTA project.

Attached below is a link to a short film that captured the event, and a slide presentation that captured some of the highlights of the contract year.

[TTA Luncheon Video](#)

Grantee Reflections

The following reflections were submitted by Year 2 CBO participants in the TTA program.

Collective REMAKE

Through Co-operative Education and Development (CEAD) workshops, a Co-op Development Program, and a Train-the-Trainers Program, Collective REMAKE is committed to building an ecosystem that includes a network of co-operative economic development, inclusive support systems, and sustainable healing communities.



Phenomenal Angels Youth Bowling Field Trip:

Support for capacity building and training through the Trauma Prevention Initiative supported Collective REMAKE to bring our unique participatory CEAD programming directly to communities most impacted by incarceration. TPI funds made it possible for Collective REMAKE to open our first office and classroom space in South L.A. making our programming more accessible to active participants. TPI funds have also made it possible to train and hire a dedicated and passionate community member, Karissa Frolov, as our new CEAD Program Associate.

Building Forever Families Initiative

BFFI, Marci Yanagawa and I are continuing to build a strong relationship with Kennedy, our project coordinator. We work closely with Kennedy to provide technical support as well as ensuring that goals and objectives are being met. Together during our weekly check-in sessions much is accomplished and our monthly site visits are productive in building an effective and efficient organizational structure.

Forward Progress, Inc.

Currently Kennedy is going above and beyond in providing support and guidance. L.A. CADA has created a sense of community in providing guidance to help grow Forward Progress, Inc.

Project Hope CA

The TTA program through L.A. CADA has been instrumental in moving our mission forward. It has enabled us to expand our services, hire dedicated staff, and cover essential overhead expenses. The TTA program has also been instrumental in moving our workforce reentry program forward, enabling us to enhance training programs, expand job placement services, and provide essential resources for individuals reentering the workforce. This support has empowered our participants to gain stable employment, rebuild their lives, and make positive contributions to their communities.

The TTA team has been a huge support in walking side by side with us through the entire time. Providing necessary support in order for us to succeed.

Door of Hope Youth and Family Resource Center

Thanks to the TTA funds funding support, we have been able to establish an office space, facilitate payroll, and bring on board college students through SELACO as well as interns to help run our organization. Additionally, we have successfully been running an academic youth program that specifically targets youth who have faced challenges within the justice system, providing them and their families valuable support.

Another important initiative has been to support public safety in their monthly clean ups and other various events, all made possible by our dedicated students in giving back. This is especially crucial as youth programs in the City of Norwalk are currently limited, and we are glad to be making a difference in this regard.

Moreover, we have also sponsored families in need during the holiday season through a Target grant. Our initiative has brought together our first responders, including the Sheriff's Depart-



Project Hope Community Holiday Event: 12/23

ment, Fire Department, Public Safety, and Military. It has been truly heartwarming to see students being given the opportunity to shop with the first responders for the holidays, creating lasting memories and spreading joy in our community.

As we reflect on our achievements, let's also look forward to continuing this positive impact and growing our efforts to support those in need in the justice system. Together, we can make a real difference in the lives of others and spread **HOPE** to our youth and their families.

Co-operatives are a pathway to sustainable economies, environmental wellness, community empowerment.

On My Grind Re-entry Services, Inc.

Thanks to the transformative TTA funding, On My Grind Reentry Services Inc. has reached new heights in supporting Transitional Age Youth (TAY). With this support, we have enhanced our capacity-building efforts, enabling us to implement comprehensive reentry programs, innovative violence interruption strategies, and trauma-informed care workshops tailored specifically for TAY. Our collaboration with LACADA and their dedicated staff has been crucial in amplifying our efforts and extending our reach. This partnership has not only increased our operational capabilities but also deepened our impact within the community, helping more justice-involved young individuals successfully reintegrate and contribute positively to society. We are immensely grateful for this vital support, which has truly transformed our ability to serve and empower Transitional Age Youth in our community.

Selection of Year 3 Participants

In mid-July 2024, letters were emailed to 28 CBOs. Twenty of the letters were for CBOs who were being invited to apply for the TTA Year 3 program. Of those letters, 12 were to CBOs who had participated in Year 2; the other 8 invitation letters were to new prospective participants. Another 8 letters went to CBOs who were participants in Year 2 but who were not being invited to apply for year 3.

As this report is being prepared, L.A. CADA is simultaneously preparing another letter instructing prospective Year 3 participants of the materials they need to submit in order to complete the vetting process.

L.A. CADA developed a new process to assist in the selection of Year 2 participants who would be invited to move on to Year 3. A rating system was created that enabled project personnel to score CBOs on a number of performance indicators, that included their maturity (e.g., whether they were in the program for 1 or 2 years), compliance with project deadlines, correlation of project activities with SOW, etc. Some indicators were weighted higher than others. Eligible invitees would have to receive a score of 60, not have been in the project for more than one year, and be in good standing with the California Secretary of State's Office.

The table below lists the 28 CBOs, and delineates whether or not they were being invited to apply for Year 3 participation. Appendix B shows the CBO scoring system that was used to determine eligibility to continuation into Year 3 of the project.

CBOs' Project Participation Status

CBO	Invited to Year 3	Not Invited	New to TTA	Not New
Building Forever Families Initiative	x			x
Collective REMAKE	x			x
Community Reflections		x		x
Community Warriors 4 Peace	x			x
Detouours Mentoring Group		x		x
Door of Hope	x			x
East L.A. Boys and Girls Club		x		x
Entre Nous		x		x
Florence Firestone Community Organization		x		x
Forward Progress	x			x
Hand Across Hawaiian Gardens	x		x	
Inner City Child and Youth Development Foundation	x			x
Live Yo Life	x		x	
Local Hearts Foundation	x		x	
Mextli Projects, Inc.	x		x	
On My Grind Re-entry Services, Inc.	x			x
Pause 4 Peace	x			x
Paving the Way		x		x
People for Community Improvement		x		x
Phenomenal Angels of the Community	x			x
Prevailing Family Life Center	x		x	
Project Hope	x			x
Project Resilience	x		x	
The Way Out Ministeries	x			x
Two Lifestyles	x		x	
West Athens Westmont Task Force		x		x
Women of Morals and Empowering the Neighborhood	x			x

Recommendations

Shift to Monthly Distribution of Grant Funds: In both Year 2 and Year 3, a number of grantees were chronically late in submitting Monthly Progress Reports, and delinquent in maintaining communications with the contractor. One way to minimize the occurrence of this might be to change the distribution cycle for mini grant funds. Currently, funds are distributed near the beginning and at the mid-point of the contract year. The frequency of late submissions markedly increased after the second grant installment was made. The contractor would have more leverage in receiving these submissions on time if disbursements were made after the CBOs submitted their report.

Training to Project Coordinators: The project could benefit from requiring Project Coordinators to take trainings designed to improve their management consulting skills. These trainings could include budgeting, time management, fund development (including grant writing), and Motivational Interviewing.

Creation of Tiered Training Model for CBOs: As mentioned earlier in this report, CBOs' skill set spans the spectrum, from novice business managers to well-experienced corporate entrepreneurs. This sometimes makes it challenging for the contractor to facilitate training and technical assistance services that meet the needs of all grantees. One suggestion is to try out a two-tiered capacity building model. Less experienced would receive additional attention from their Project Coordinator, while a higher level of trainings would be provided to CBOs with a higher skill set.

Contractor-Led Capacity Building Workshops (including non-TTA staff): Another suggestion that the L.A. CADA team has considered is providing capacity building sessions that are conducted by L.A. CADA staff who are not part of the TTA team. With over 300 employees, we could tap into the deep pool of professional expertise that the agency has. Financial management, Motivational Interviewing, resource development, substance use disorder counseling, board development, and grant proposal writing are just a few of the workshop topics that could be covered by L.A. CADA staff.

Post-Workshop Surveys: One of the most obvious ways to evaluate the effectiveness of this project is to conduct surveys immediately after the conclusion of each workshop, and to have access to that survey data. This was not done during Year 3 because the subcontractor would not provide survey results to L.A. CADA. Without the information, it was very difficult to evaluate whether the capacity building measures were helping CBOs meet their goals and objectives, and it was more difficult to make adjustments in the project infrastructure.

Appendix A

CBO Profiles

(Highlight indicates CBO is new to TTA)

Building Forever Families Initiative

The Building Forever Families Initiative is dedicated to advancing effective, evidence-based practices and programs that support and strengthen parent-child relationships and community engagement. Focusing on prevention, family preservation, and reunification, the initiative aims to improve children's health, social, and educational outcomes.

In Pomona, the initiative provides community violence intervention and prevention services, addressing trauma as the root cause of violence for at-risk youth and families impacted by the justice system. Key objectives include enhancing the Family Coaching Academy by guiding graduate students, identifying personnel for program implementation, and securing internal capacity support to maintain operations.

Collective Remake

Collective Remake is a unique social enterprise in Los Angeles County focused on creating worker-owned businesses and cooperatives for formerly incarcerated individuals and residents of marginalized communities. The organization addresses high unemployment rates, particularly in the Black community, by fostering sustainable economic growth through Co-operative Education and Development (CEAD) programs. In Pomona, Collective Remake provides community violence intervention and prevention services for at-risk youth and families impacted by the justice system. By establishing a physical presence in the Westmont community, the organization aims to create organizational capacity and sustainability. Collective Remake collaborates with community partners to promote social and economic inclusion through workshops, seminars, and community events.

Community Warriors 4 Peace

Community Warriors 4 Peace is dedicated to breaking the cycles of poverty, violence, low educational attainment, and underemployment in our communities. The organization empowers youth, young adults, and their families through comprehensive case management services, providing resources, support, and tools to overcome barriers. As a member of the Los Angeles Violence Intervention Coalition (LAVIC), Community Warriors 4 Peace works alongside sixteen grassroots agencies to end gun homicide in Los Angeles. Their vision is to create opportunities and resources for individuals to become successful, productive members of the community.

Forward Progress

Forward Progress is a 501(c)(3) nonprofit agency dedicated to helping justice-impacted individuals rebuild their lives. The organization provides a safe and healthy environment where formerly incarcerated people can identify, develop, and implement new life choices, enabling them to achieve positive life experiences. Committed to the belief that everyone deserves a second chance, Forward Progress supports successful reentry into society through a variety of services, including tattoo removal, housing referrals, and employment opportunities.

The EPOCH Project focuses on community violence intervention and prevention for at-risk youth and families impacted by the justice system. Monthly workshops on life skills and addiction, along with free tattoo removal services, are provided to support participants' successful reintegration. Additionally, Forward Progress collaborates with Project Hope CA to host monthly and annual pull-up events, further fostering community engagement and support. Through these initiatives, Forward Progress aims to create a resilient and empowered community.

Inner City Child Development and Youth Foundation

Founded in 2001 by Jacqueline Venters, Inner City Child Development and Youth Foundation is a nonprofit 501(c)(3) organization dedicated to providing essential services to families. Over the past 20 years, the foundation has offered housing assistance, family counseling, child mentoring, childcare, and free food programs. Collaborating with organizations like Compton Empowered, Sylvia Nunn Angels, and Southern California Mentoring Academy, the foundation supports community programs and resources despite not having its own building. Inner City also organizes events, field trips, and scholarships, offering classes in life skills, modeling, etiquette, karate, and art and music. Volunteer leaders from the community are thoroughly screened and trained to ensure the safety and well-being of the youth they serve.

Live Yo' Life

Live Yo' Life, founded in 2019, is a nonprofit organization dedicated to empowering young at-risk girls ages 8-24. The mission is to provide a supportive community where girls can explore their potential, build confidence, and develop essential life skills. The organization offers youth employment programs for ages 14-24, weekly food drives serving over 14,000 families, monthly trips, mentoring, workshops, life skills training, creative arts programs, and counseling services. The goal is to create a nurturing environment for girls to thrive, relying on community support to expand their reach and resources. Together, they empower young girls to live their best lives.

Local Hearts Foundation

Local Hearts Foundation was established with the goal of reaching out to the community to create a culture of love. The Foundation aspires to build bridges of opportunity for everyone and motivate youth to become more involved in civic change.

The Foundation plans, develops, and hosts several annual events, including the Back To School Drive, Thanksgiving Drive, and Christmas Scholars. Local Hearts Foundation believes in empowering individuals to embrace who they are, define their future, and change the world with love. Through its initiatives, the Foundation fosters community engagement and support, aiming to make a positive impact on society.

Meztli Projects

Meztli Projects is an Indigenous-based arts and culture collaborative in East Los Angeles, dedicated to centering Indigeneity in the creative practice of the region. Operating on lands stewarded by the Acjachemen, Chumash, Tataviam, and Tongva Tribal Nations, Meztli Projects uses arts-based strategies to support, advocate for, and organize Native and Indigenous artists and systems-impacted youth. The organization continually reinvestigates its presence as Indigenous Peoples on non-ancestral lands, striving to live in kinship and reciprocity. Meztli Projects encourages support for the Tribal Nations through donations to their land conservancies, promoting their efforts toward self-determination.

On My Grind, Re-entry Services, Inc.

Founded in 2018 by LV Thomas and Dawn Brooks, On My Grind addresses the challenges faced by justice-involved individuals. With LV's three decades of prison experience and Dawn's background as a social worker, the organization tackles the lack of support that often leads to recidivism.

On My Grind equips justice-involved individuals with critical skills and support for professional achievements and personal growth. Committed to fairness and equal access to resources, the organization fosters environments of safety and support, transforming areas affected by crime into thriving communities. The mission is to dismantle barriers to successful reintegration through job training, mental health support, and violence prevention, fostering independence and positive societal contributions. On My Grind envisions a resilient, inclusive community defined by justice and empowerment.

Pause 4 Peace

Pause 4 Peace provides mindful mental health support to youth and families impacted by the digital landscape. The organization's philosophy is to establish digital well-being as a standard for all youth and families, recognizing the profound influence of the digital world. By offering mental health and mindfulness support, Pause 4 Peace aims to foster a compassionate and mindful digital culture.

The foundation focuses on providing education about the impact of social media on mental health through workshops and resources. Their "I AM More Than Social Media" pilot program includes a six-week after-school experience in Compton, CA, promoting a 21-day social media detox for youth and families.

Phenomenal Angels of the Community

Phenomenal Angels of the Community is dedicated to providing youth with cultural, informational, and educational pathways to individual greatness. As an organization located in Los Angeles County, it supports youth through cultural, educational, and personal growth opportunities.

The organization offers workshops, activities, and opportunities that promote cultural enrichment, effective communication, civic engagement, and individual development. Phenomenal Angels focuses on personal development and education, safety, cultural enrichment, civic engagement, and community service. Programs include Baby Angels (ages 7-9), Tweenology (ages 10-13), and Teen Leadership (ages 14-17), each tailored to foster growth and self-sufficiency in age-appropriate ways. Through its empowerment initiatives, the organization equips youth with life skills, financial literacy, self-esteem, and communication abilities, aiming to build confident, capable future leaders.

Prevailing Family Life Center

Founded by Michael J. Ealey, Senior Pastor of Prevailing in Christ Ministries, the Prevailing Family Life Center aims to empower and equip individuals and families to find the path to a prevailing life. The center provides impactful services that strengthen the neighboring community through educational, healthy living, and vocational resources.

Inspired by Isaiah 58:12, the center strives to rebuild and restore families and communities, addressing depressed neighborhoods and distressed communities. Emphasizing the importance of family dynamics and the power of prayer, the center seeks to repair the breach caused by societal challenges, helping youth and adults find healing and health through the power of God.

Project Hope CA

Project Hope CA (PHCA), founded in 2018, is a 501(c)(3) nonprofit in Pomona and the San Gabriel Valley. PHCA bridges the gap between violence-affected communities and local resources, focusing on reentry services and community engagement. They provide job training, mentoring, and supportive services to help individuals rebuild their lives. PHCA organizes local resource events and collaborates on Community Action for Peace (CAP) coalitions to address violence and promote healing. Their vision is a world where every person thrives with peace, equity, and opportunities.

Project Resilience

Project Resilience is a Pomona-based nonprofit organization dedicated to empowering survivors of sex trafficking. Their mission is to help survivors recover, rebuild, and find the support they need through community outreach, advocacy, and trauma-informed services.

The organization focuses on addressing the devastating effects of sex trafficking by creating safe spaces where survivors can heal and regain control over their lives. Project Resilience actively engages with the community, raising awareness about sex trafficking and advocating for systemic change. Their efforts aim to build a resilient network of support for survivors, fostering healing and empowerment.

The Door of Hope Youth and Family Resource Center

The Door of Hope Youth and Family Resource Center's mission is to reclaim, rebuild, and restore hope for the youth and families in our community. The vision is to transform Norwalk and surrounding areas by empowering youth and families to become self-sufficient leaders. Founded by Mercedes Quintanilla, who has 12 years of experience with the Norwalk Sheriff Station's PRIDE Program, the center addresses issues such as domestic violence, substance abuse, and absentee parents. The center provides essential after-school programs and resources to foster long-term family support and community strength.

The Way Out Ministries

The Way Out Ministries serves inner-city communities in America and abroad by providing holistic support. The organization offers after-school programs, summer camps, and counseling services to meet physical and material needs, along with professional referrals. They conduct family activities and study groups to promote community fellowship and growth. Additionally, free educational services such as parent training and tutoring are available. The Way Out Ministries also equips local and international communities with resources and training to support their outreach efforts, striving to address the spiritual, physical, mental, and emotional needs of those they serve.

Think Tank Collective (TTC)

Think Tank Collective (TTC) is a dynamic learning community based in the UK, founded by a group of friends of Nigerian and African descent. The organization pools knowledge, experience, and resources to help members and the community thrive in business, investing, innovation, and careers. TTC empowers Afro-Caribbean experts, professionals, and entrepreneurs by facilitating knowledge sharing and networking in areas like health, wealth, business, blockchain innovation, and legacy planning. Through free offerings and a tiered membership structure, TTC fosters collective growth and success, amplifying individual and community achievements for present and future generations.

Two Lifestyles, Inc.

Founded by La Toyia Conway-Hampton in 2011, Two Lifestyles, Inc. is dedicated to empowering domestic violence and sexual assault survivors. With over 23 years of experience, La Toyia offers transformative coaching, motivational speaking, and community outreach. The organization focuses on helping women heal, align, and cultivate fulfilling futures while actively engaging youth through educational programs and leadership development. Two Lifestyles, Inc. addresses critical issues like substance abuse and mental health, promoting overall well-being and resilience in the community. Through global online coaching and local initiatives, La Toyia inspires positive change and personal growth.

Women of Morals Empowering the Neighborhood (W.O.M.E.N.)

Women of Morals Empowering the Neighborhood (W.O.M.E.N.) is a nonprofit organization founded in 2010, dedicated to crime prevention and community empowerment in California. The organization focuses on uplifting neighborhoods through various initiatives. Community outreach efforts engage local residents to foster a sense of community and mutual support. Educational programs offer workshops and seminars on topics such as self-defense, financial literacy, and leadership skills. Youth mentorship provides guidance and support to young people to help them achieve their full potential. Additionally, W.O.M.E.N. collaborates with law enforcement and community members to create safer neighborhoods. By empowering individuals with the tools and knowledge they need, W.O.M.E.N. aims to build stronger, more resilient communities.

(NOTE: An additional TTA CBO – Hands Across Hawaiian Gardens – did not have a public profile.)

Appendix B

Recommendation for Participation Survey (RFPS)

Organization:

Project Coordinator:

Program:

Fiscal Year:

Date:

Maturity

How many years has the CBO participated in the TTA program?

2 years

1 year

Capacity

Has the CBO built sufficient capacity?

Yes

Early stages of capacity building

Needs significant support

Compliance

Does the CBO submit Monthly Progress Reports complete and on time?

Always

Mostly

Rarely

Never

Does the CBO satisfy objectives in SOW?

Always

Mostly

Rarely

Never

Is the CBO available for Weekly Check-ins and Monthly In-Person visits?

Always

Mostly

Rarely

Never

Does the CBO attend TACT trainings?

Always

Mostly

Rarely

Never

Platform Engagement

Does the CBO engage with the Heartbeat and Fusion platforms?

Always

Mostly

Rarely

Never

Communication

Does the CBO maintain open communication with the Project Coordinator?

Always

Usually

- Rarely
- Never