

Trauma Prevention Initiative

Training and Technical Assistance Pilot Project

Findings and Recommendations



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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

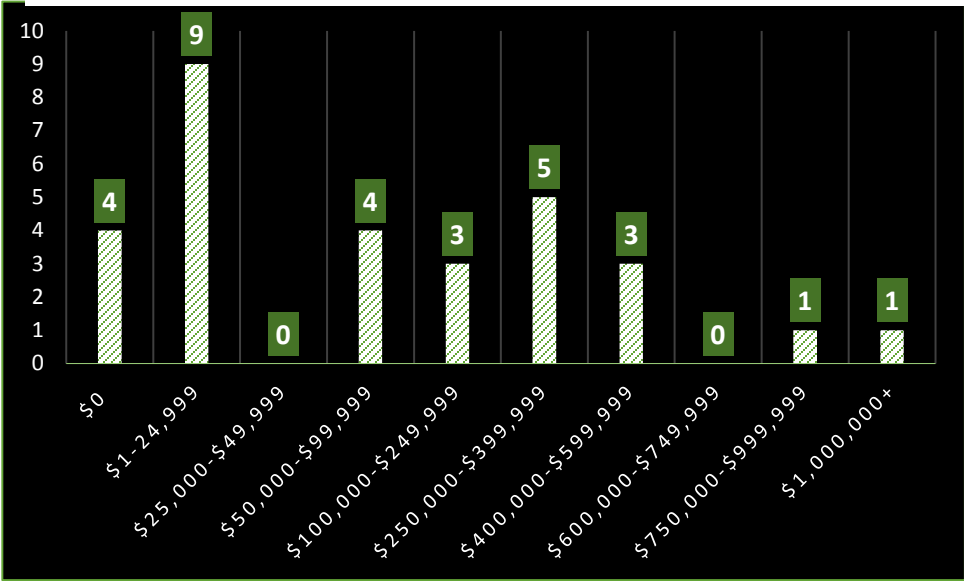
The TTA team utilized eligibility criteria to select organizations requesting one-on-one training and technical assistance. Criteria included serving at least one TPI community, an agency focus on addressing violence and trauma, and having 501c3 nonprofit status. Agencies completed a TTA Request Form. 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

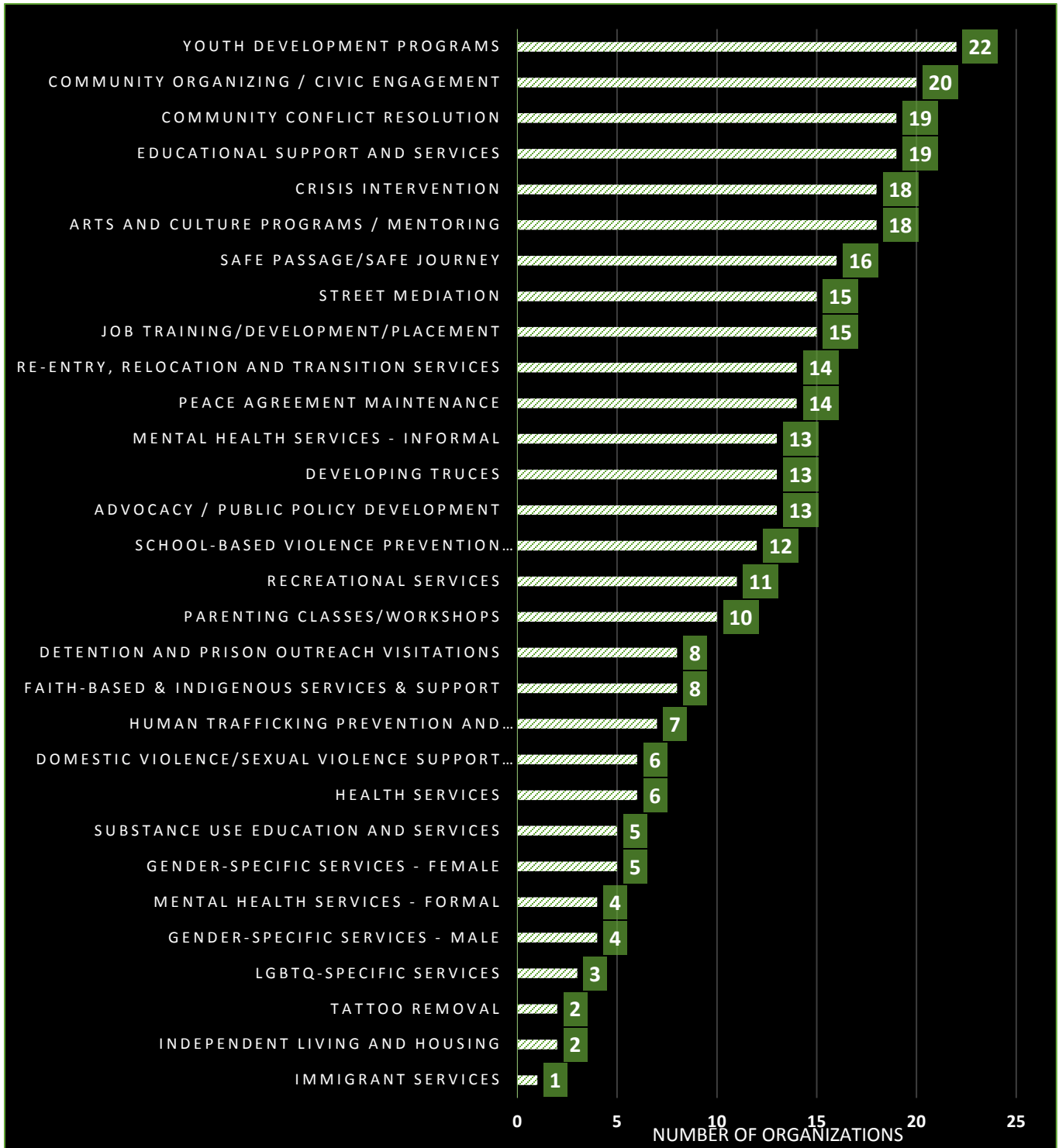
The entire TTA team met with each agency on-site from November 2017 - January 2018 to learn about their missions, programming, strengths, and need for capacity building. Information about the DPH Trauma Prevention Initiative, including the purpose of the TTA component, was also shared at these meetings 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

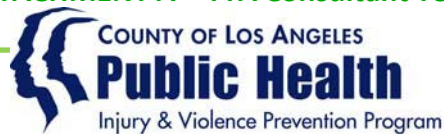
Based on lessons learned, as well as challenges and opportunities identified, the TTA Team developed the following recommendations:

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.

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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?

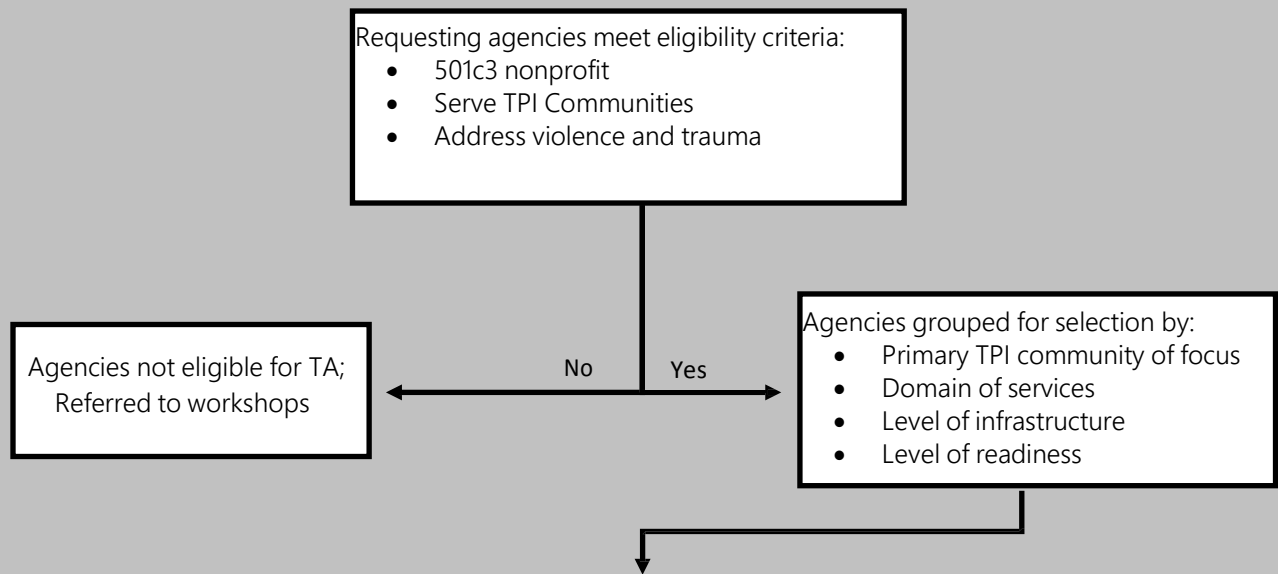
Identify and commit two individuals with decision making authority to participate in meetings with the TTA team (1-2 per month) from November 2017 - June 2018.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Dedicate staff at a minimum of 10 hours per month to complete tasks agreed upon by your 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

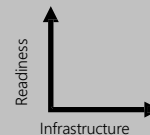


Westmont/ West Athens	Willowbrook	East Compton	Florence- Firestone
--------------------------	-------------	--------------	------------------------

Prevention	Prevention/ Intervention	Intervention
------------	-----------------------------	--------------

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												
1 2 3 4 5 6 7 8 9 10												
b. Your agency's ability and history of acquiring necessary hardware and software												
1 2 3 4 5 6 7 8 9 10												
c. Your agency staff's or contracted employees' ability in using and training others to use the latest hardware and software												
1 2 3 4 5 6 7 8 9 10												

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="text-align:left;">Poorly</td> <td colspan="8"></td> <td style="text-align:right;">Extremely Well</td> </tr> <tr> <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:center;">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 Consultant:			
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		

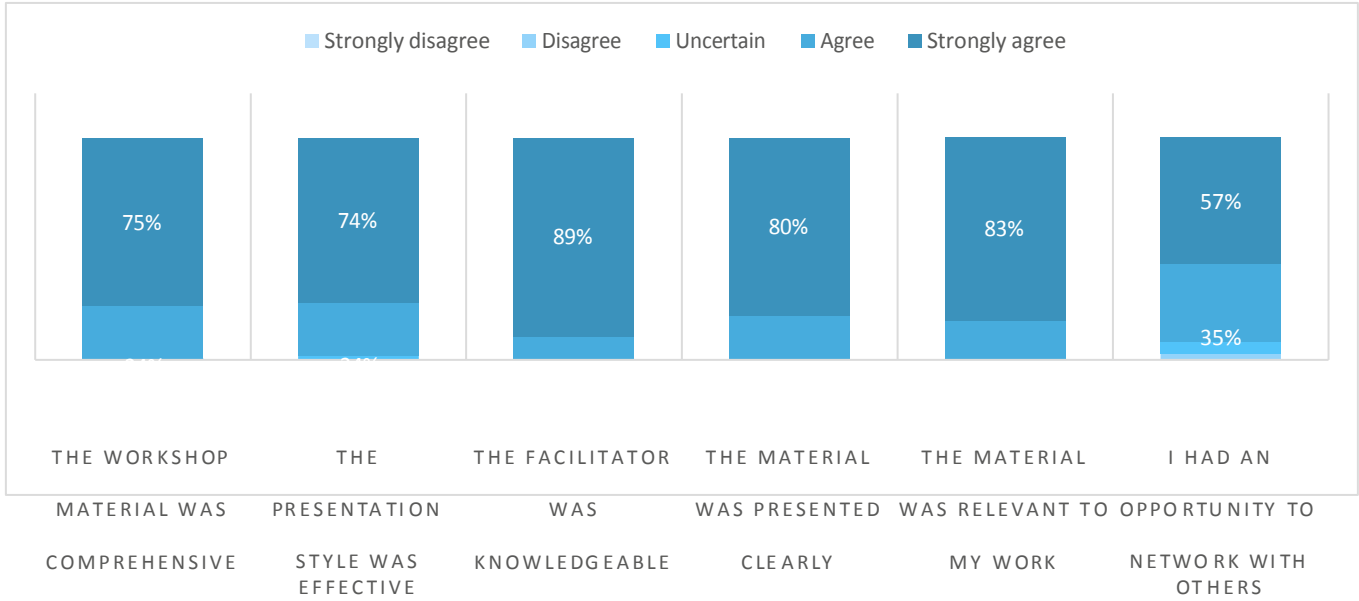
ATTACHMENT G - Workshop Topics and Locations

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)

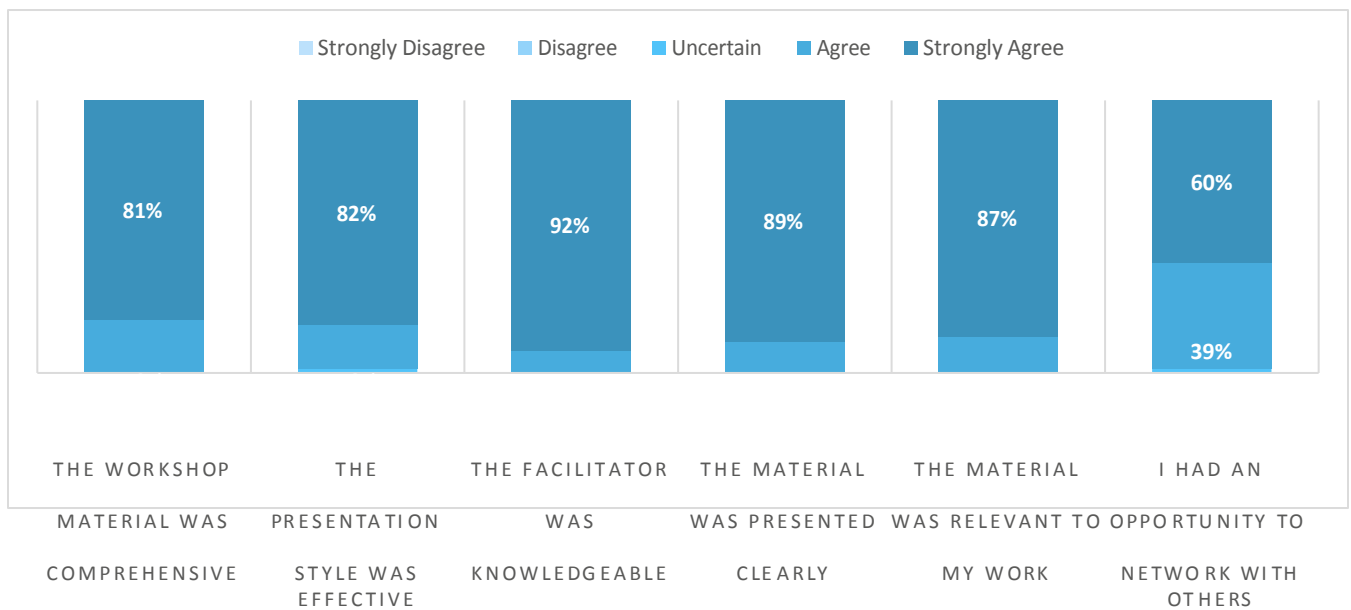
ATTACHMENT H – Workshop Participant Feedback

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

All Workshops and Panels (n=265)

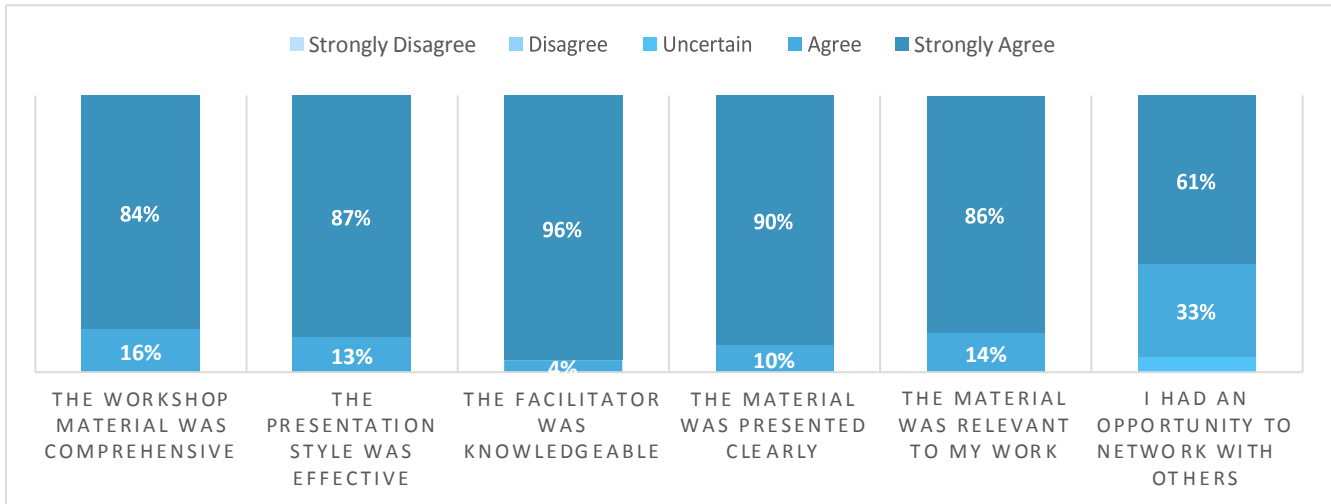


Organizational Infrastructure Building Workshops (n=62)

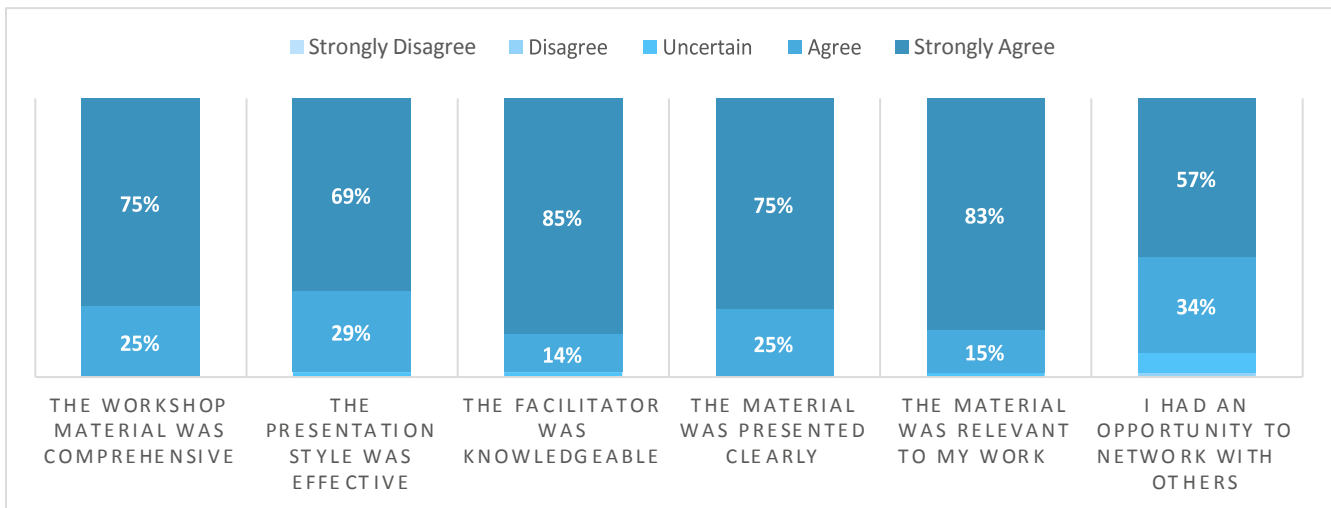


ATTACHMENT H – Workshop Participant Feedback

Resource Development Workshops (n=70)

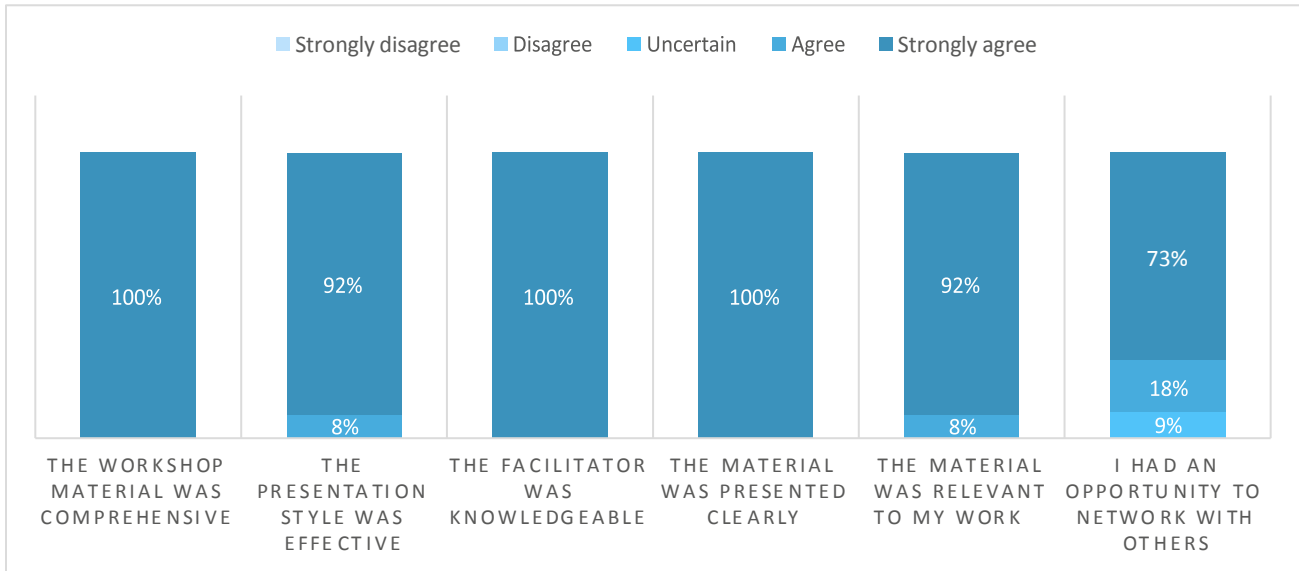


Data Management Workshops (n=59)



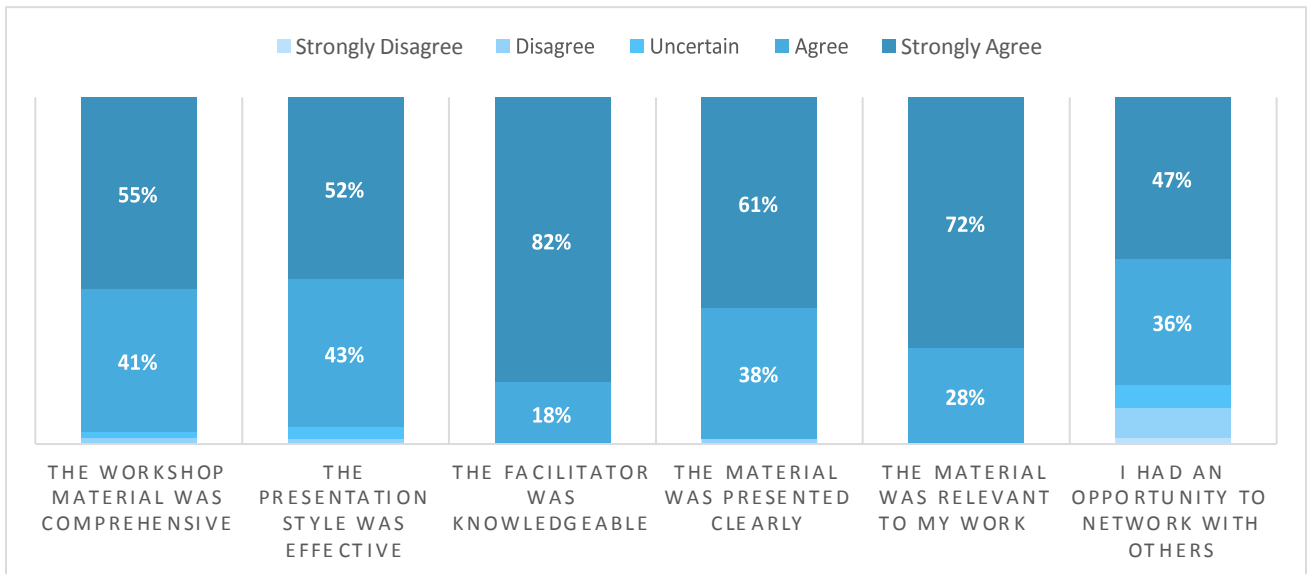
ATTACHMENT H – Workshop Participant Feedback

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

- o Thank you so much for hosting this event in South LA and bringing the funders directly into the community.
- o Very enlightening
- o I especially appreciated discussion regarding partnerships and being aware of what other orgs are doing.
- o Workshop and panel was very good. Truly appreciate the panel and facilitator
- o 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
- o Good over all
- o Have more emphasis on networking so we can meet people we can partner with
- o Having coffee would be great!
- o Thank you so much!
- o Would have liked to have it be more interactive
- o Thanks
- o 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.
- o thank you!
- o The workshop was very helpful to me. I learned a lot regarding grants.
- o Great, insightful presentation. Thank you!
- o Thank you Robert & Daniel & TPI
- o 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.
- o Amazing!
- o Thank you!
- o Thank you!!
- o Great job!
- o Thank you!
- o Thank you!
- o Thank you!! very informative. Useful tips and tools.
- o 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.
- o Fantastic job!
- o Daniel did a great job as usual.
- o Thank you very much
- o Thank you!
- o Great workshop!
- o Add more workshops in grant proposal writing
- o Will be back
- o Needed more in the community
- o Would love copies of materials which I can read. The room was really cold.
- o I'm glad I was able to attend and participate in the class.
- o More workshops.
- o Thank you!
- o Thanks for offering this panel. It really gave me a wealth of new ideas and avenues.
- o I wish the funding company wanted to invest in us
- o Excellent training
- o Love the way he teaches
- o thanks for a great training!
- o Great workshop.
- o Great job!
- o Great workshop, was very informative and kept us engaged.
- o *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.)
- o Great job. Looking forward to the next one.
- o Thank you very much Mr. Daniel!
- o Thank you Bill!!! This was a great workshop!
- o Bill is great. Lot of heart and wisdom and patience with newbies. Can tell he wants us to achieve to help our communities
- o I enjoyed the presentation
- o Thank you greatly for an excellent workshop!
- o 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
- o I know a lot about statistics so this was not too helpful for me
- o Excellent workshop!
- o Facilitator was great on suggesting other ways to ask questions
- o The resource is significant to the field, but more session classes are needed and more time for each segment! Exceptional instructor!
- o 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!!
- o Would like if the paperwork could be emailed
- o Thank you!
- o Thanks!
- o More time needed ---> deeper dive!
- o Looking forward to more workshops. really edifying. Thank you!
- o Great workshop
- o Excellent
- o I really enjoyed and would attend other presentations led by presenter
- o Great session, good people, just need more hands-on work
- o The meeting could have more interaction between members in the meeting
- o Looking forward to the next session
- o Thank you!
- o I need a more in-depth higher-level training
- o Reserved for future trainings!
- o Workshop was wonderful
- o Keep up the good work
- o Perfect timeframe
- o Looking forward to next session
- o Thank you for your knowledge and interest!
- o Continued training
- o Continued workshops - ongoing
- o Great information
- o 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**

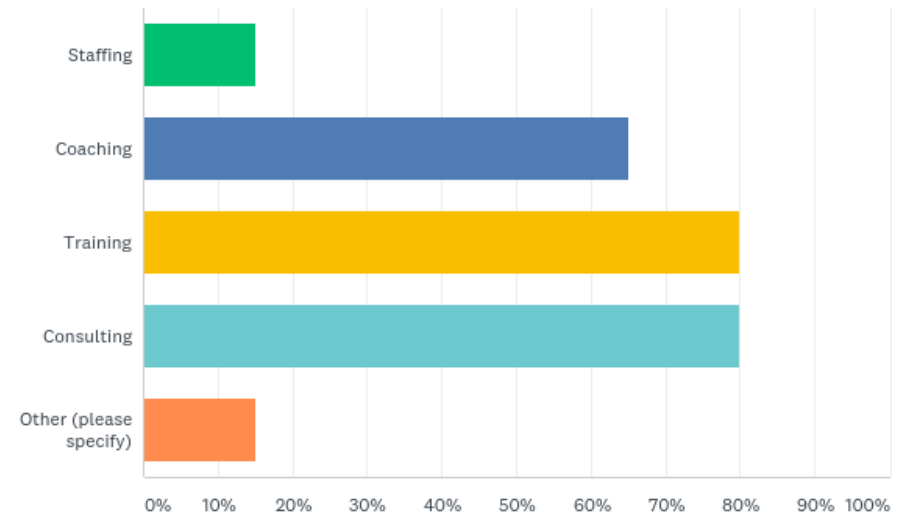
Question #4: What will you do differently or implement as a result of your participation in this project?	
Answered	19
Skipped	1
Respondents	Responses
1	Complete the business plan. Obtain more commitments from the team.
2	I would like for my whole team to be able to get this training.
3	Changes feel 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

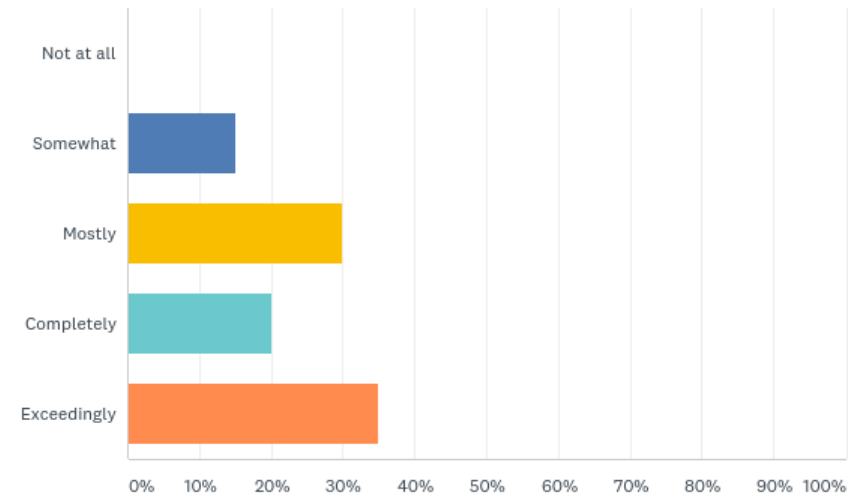
**ATTACHMENT J -
TPI TTA Participating Organizations Feedback**

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**

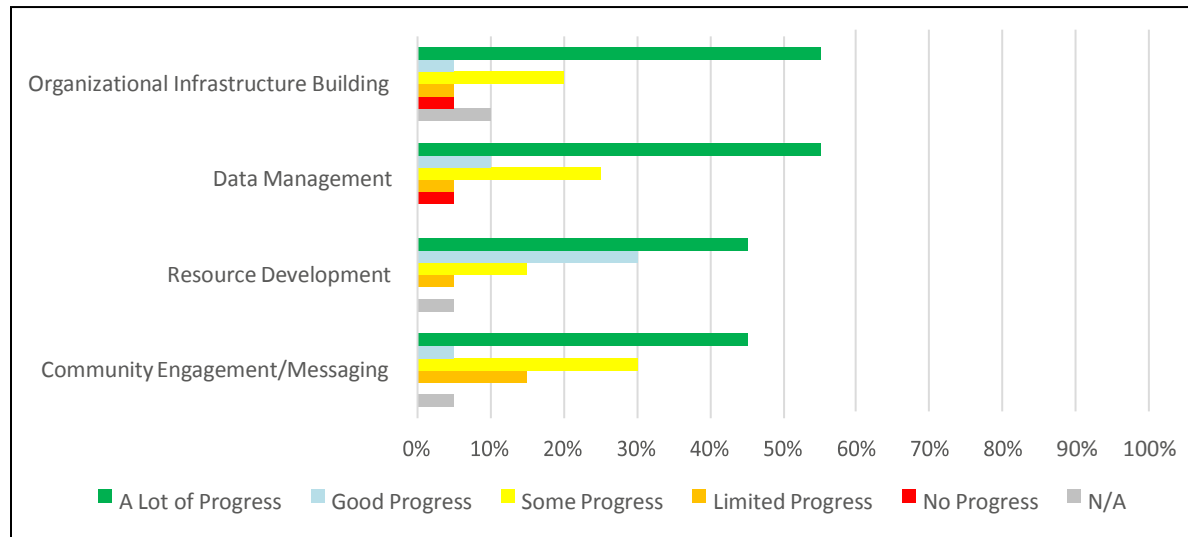
Question #7: Were your expectations met?		
Answered	20	
Skipped	0	
Answer Choices	Responses	
	%	Raw Number
Not at all	0.00%	0
Somewhat	15.00%	3
Mostly	30.00%	6
Completely	20.00%	4
Exceedingly	35.00%	7



**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:

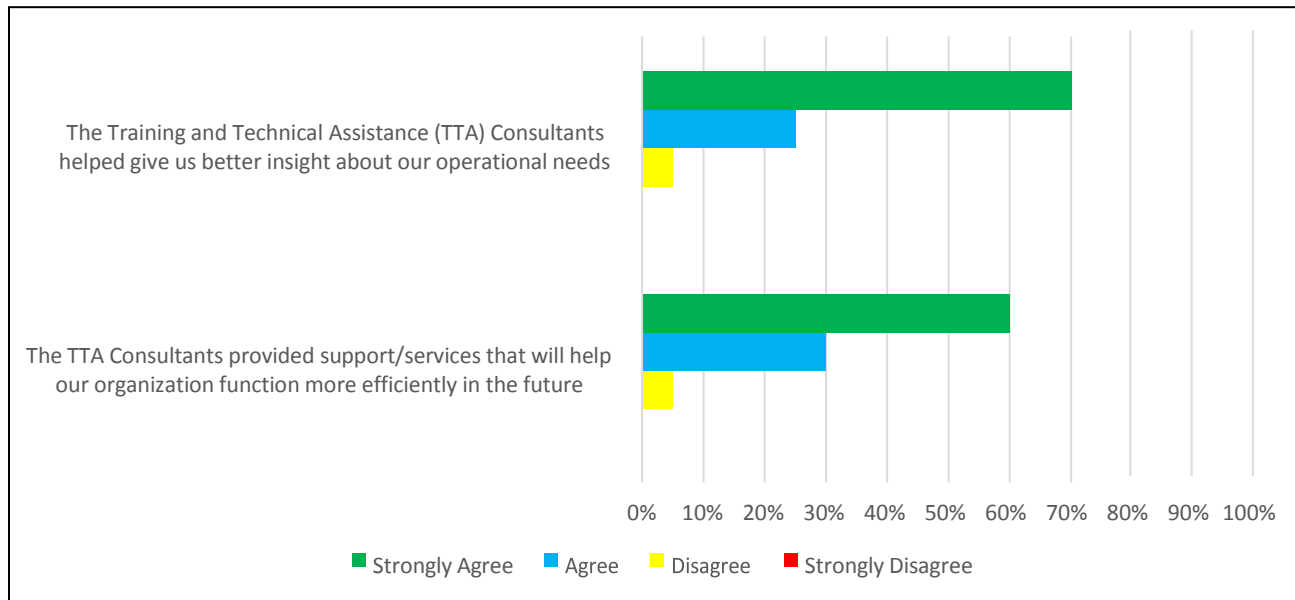
Answered	20												
Skipped	0												
Answer Choices													
Content Areas	No Progress (1)		Limited Progress (2)		Some Progress (3)		Good Progress (4)		A Lot of Progress (5)		N/A		Total
Organizational Infrastructure Building (e.g., bylaws, board development, government filings, etc.)	5.00%	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**

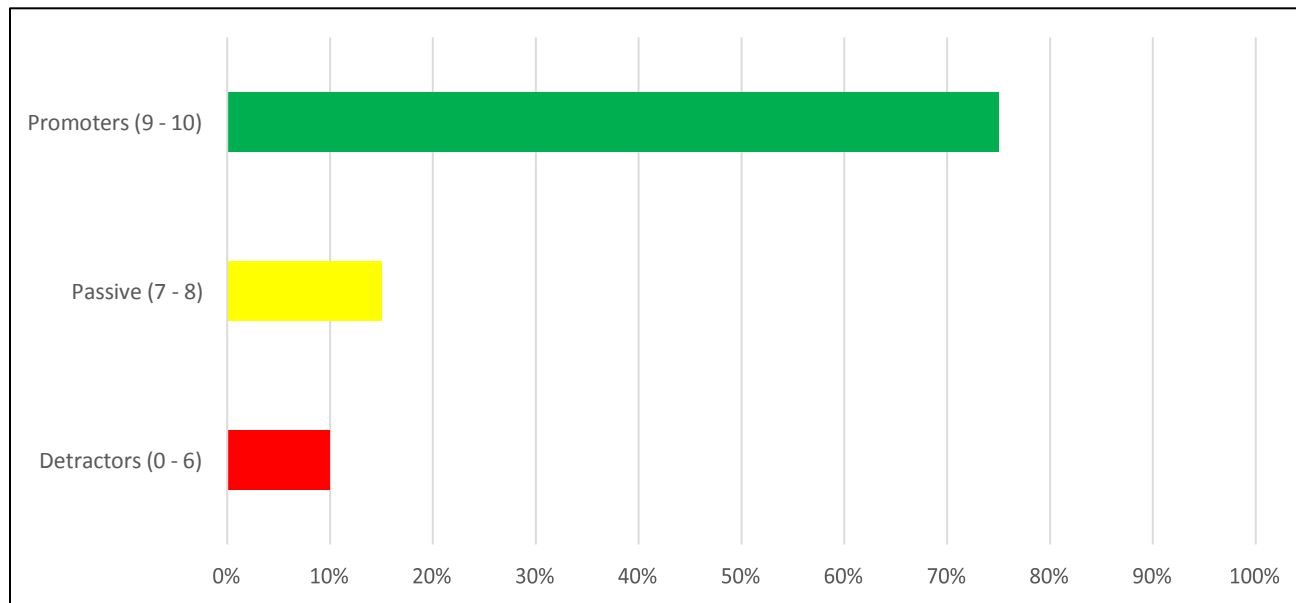
Question #9: Please rate your level of agreement with the following statements:

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