

CAPACITY BUILDING FOR COMMUNITY-BASED ORGANIZATIONS AS AN INVESTMENT IN SOCIAL CHANGE

Innovations and Lessons Learned from the Manhattan
District Attorney's Criminal Justice Investment Initiative



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INTRODUCTION

From its inception, the Criminal Justice Investment Initiative (CJII) rooted its investments in New York City communities most impacted by violence, and prioritized funding community-based organizations and [partnerships among organizations](#) as a core facet of its public safety investment strategy. To maximize the impact of this investment, it was important that CJII include support for a diverse set of social service providers with meaningful reach into these communities, including organizations with significant existing capacity as well as new, small, and/or grassroots organizations operating with minimal budget and organizational structure. CJII made an effort to take thoughtful risks—funding more established programs operating evidence-based models as well as innovative solutions to enduring public safety challenges. Given its commitment to funding a range of outstanding organizations of diverse sizes, experiences, strengths, and needs, CJII also committed from the start to comprehensive capacity building for grantees as a central part of its investment strategy.

Providing capacity building support to CJII grantee organizations fulfills a number of key CJII goals. First, given the range of organizational capacities and approaches presented by grantees, capacity building bolsters the success of individual CJII-funded programs. Second, it strengthens grantee organizations and their ability to serve their communities and promote public safety in the long-term. Third, capacity building was a deliberate CJII sustainability strategy—making these organizations stronger puts CJII grantees in a better position to achieve programmatic success, measure and document that success, and generate additional support for their work beyond the lifetime of CJII. Fourth, by employing and elevating organizations within the grantee community as capacity building providers for their peers, CJII further positions grantees as leaders and experts, with unique knowledge to offer other organizations and the field.

With these aims, CJII developed and funded the Training and Technical Assistance (TTA) Initiative, a multi-pronged capacity building effort that coordinates and provides TTA to grantee organizations across three domains: strategic, operational, and programmatic. CJII tailors capacity building offerings closely to grantee needs articulated at grant inception and over the course of implementation. The TTA Initiative includes a substantial peer component. Grantees within the CJII community deliver much of the TTA provided to other grantees and sessions are highly participatory, recognizing that dialogue between grantees helps to build community and strengthen the capacity of everyone involved. Where needed expertise is unavailable within the grantee community, CJII identifies talented external partners to provide TTA.

This policy brief offers 1) a description of the process that CJII utilized to establish and implement the TTA Initiative, 2) approaches to the first year of implementation, and 3) early lessons learned. Our hope is that CJII's experience may be helpful to funders and practitioners looking to invest in capacity building for grantees and to leverage peer-to-peer learning opportunities within their grantee communities.

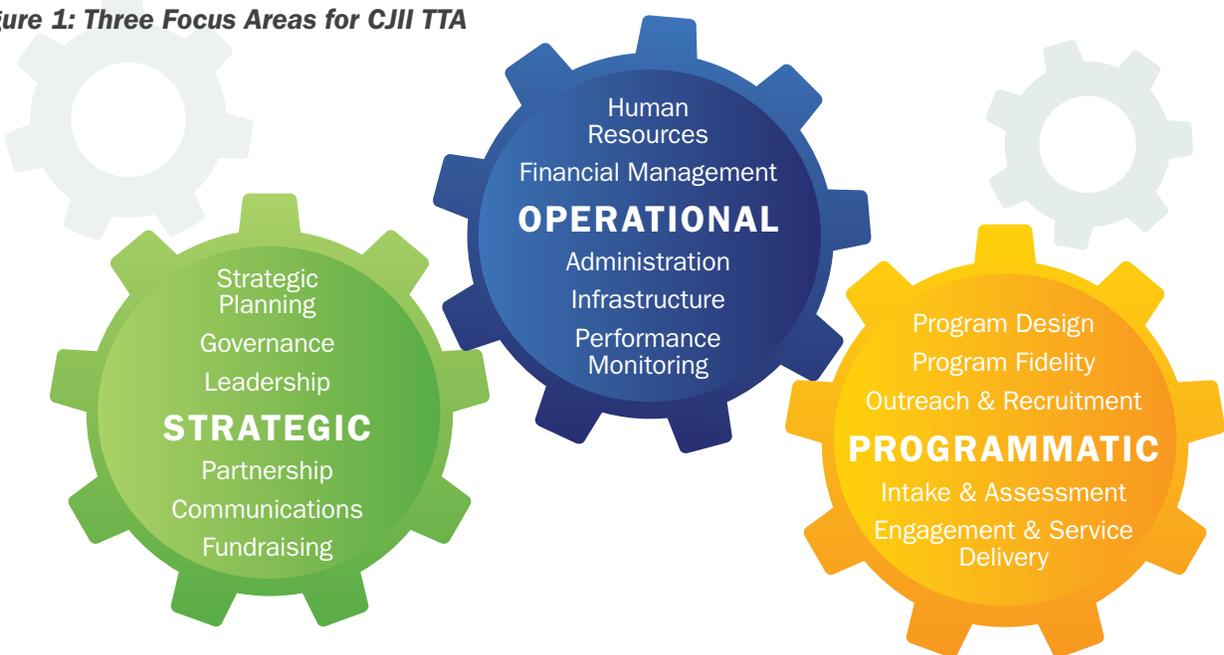
BACKGROUND: DESIGN OF THE TTA INITIATIVE

Grantees in the CJII community vary in organizational size, budget, longevity, and experience.¹ These differences, among other types of organizational diversity, mean that CJII grantees present both a range of capacity needs and many opportunities for TTA engagement over time. Each grantee has unique expertise to share and, simultaneously, can learn from other organizations to address challenges that encumber their operations, growth, successful service delivery, or programmatic sustainability. To strengthen the

work of all CJII grantees, and help organizations address their unique challenges, CJII's TTA Initiative funds TTA for all grantees across the CJII community—from young, small organizations to large, well-established ones.

The TTA Initiative developed a portfolio of capacity building support that spans the three main competency areas relevant to effective service delivery: strategic, operational, and programmatic (See Figure 1).

Figure 1: Three Focus Areas for CJII TTA



CJII identified TTA offerings that would be relevant to grantees within these three areas based on responses to an organizational assessment tool administered across the grantee community. CJII developed the assessment and collected responses in the summer of 2018, immediately after many grant awards had been finalized. The tool included questions assessing the grantees' current strengths and challenges

in all three areas of potential TTA work (strategic, operational, and programmatic). Grantees were encouraged—but not required—to complete the tool, identifying areas where they could: 1) benefit from TTA and 2) offer TTA to others. Following assessment submission, CJII also conducted follow-up conversations with grantees to understand their responses, needs, and expertise in greater detail.

Developing the Grantee Self-Assessment

CJII’s grantee self-assessment identified areas where grantees could benefit from TTA and/or offer TTA across the three domains of support: strategic, operational, and programmatic. Given the scope of the questions, grantees were encouraged to have several senior leaders assist in completing the survey.

In each domain, the assessment broke down several components of success and asked grantees to rank their capacity—from “minimal” to “strong”—as well as provide a description of what each rank meant for that specific skill (see example, below). The assessment also asked grantees for: topics in which they had sufficient expertise to provide support to others; priority needs for their organization; how they would prefer to receive support on reported needs (group/individualized TTA); and additional areas of support needed that were not included in the assessment already.

Example Topic in the Grantee Self-Assessment: Programmatic Design – Program Logic

Category	Capacity Element	Minimal-1	Basic-2	Moderate-3	Strong-4
Program Design	Program Logic	Core services are vaguely defined and lack clear alignment with program goals; program components seem scattered and largely unrelated to each other.	Most services are well defined and can be solidly linked with program goals; program components may be somewhat scattered and not fully integrated into a clear model.	Core services are well defined and aligned with program goals; program components fit together well as part of clear model.	All services are well defined and fully aligned with program goals; program components are clearly linked to one another and support a well defined service flow; synergies across services are captured.

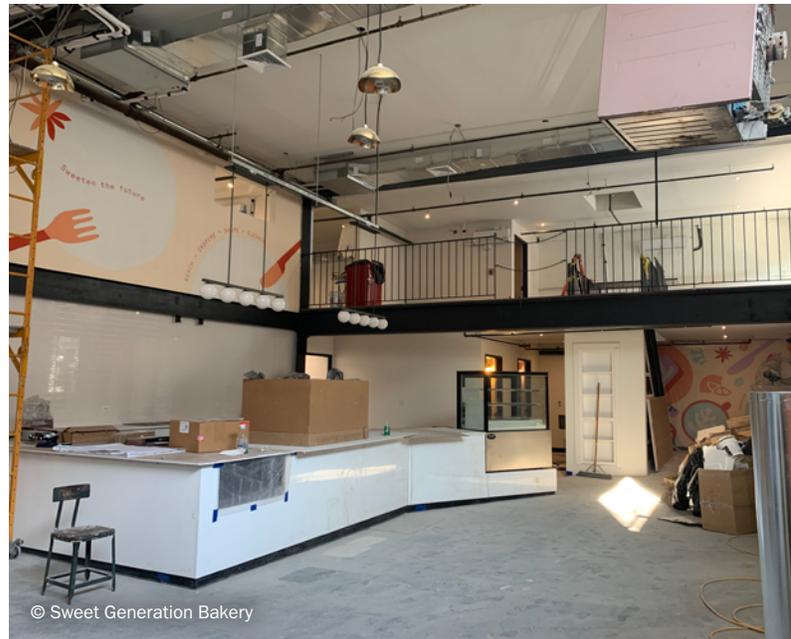
In the assessment tool, example topics within each TTA domain included:

1. **Strategic:** strategic plan, board engagement, succession planning, collaborations and partnerships
2. **Operational:** staff recruitment and retention, financial reporting, budget management, and data systems
3. **Programmatic:** program logic, participant recruitment, trauma-informed supervision, and population-specific competencies

Over 95% of grantees submitted the assessment tool to CJII. Unsurprisingly, the needs expressed by grantees through the assessment clustered around particular topics, which CJII then prioritized for group-based trainings. This is a cost-efficient way to share foundational material, build community, and allow for peer-to-peer learning. Over time, as CJII worked closely with grantees to plan and implement their programs, CJII and grantees became aware of additional needs and opportunities for TTA. The TTA Initiative adapted its offerings to address those areas where possible, both on an individual and group basis, depending on the extent of the need and commonalities among organizations.

To deliver identified TTA offerings, CJII developed a consortium of paid providers (“TTA Consortium”), made up of both external organizations and CJII grantee experts. The TTA Consortium was formed through three competitive solicitation processes. CJII released a Request for Proposals (RFP) that called for TTA providers in the three key TTA areas. CJII also released two cycles of applications for grantee organizations to demonstrate expertise and apply to join the TTA Consortium as peer providers. Consortium members were selected based on their expertise across relevant strategic, operational, and programmatic topics; their demonstration of relevant experience; and their commitment to providing TTA that aligns with the Initiative’s participatory and peer-centered focus.

Based on grantee needs and the expertise of providers in the TTA Consortium, CJII worked with providers to assemble a thorough and sequential program of group workshops in two streams: an Executive Series focused on strategic and operational topics for grantee leadership and a parallel series of workshops on programmatic topics for staff at all levels. The



resulting program of group workshops intends to assist grantee organizations in building a graduated skill set and knowledge base for effective social service delivery (see full program of workshops in the Appendix).

While CJII prioritizes group-based work to maximize resources and reach as many grantees as possible, the TTA Initiative also facilitates individual support for grantees at varied levels of intensity. Generally, CJII has funded individualized support where there has been an immediate high-priority need (e.g. a program structure in jeopardy and in fundamental need of support), an opportunity to make a notable and timely impact (e.g. to reach a large number of people in need), and/or to advance a priority CJII goal (e.g. promoting sustainability). For example, in the case of two of CJII’s Social Enterprise grantees, Drive Change and Sweet Generation Bakery, CJII engaged Public Works Partners to work with these young social change businesses in the food sector to further develop their revenue generating business models, particularly in light of the impact of the COVID-19 pandemic on the



food sector. In the case of these grantees, developing nimble and reliable revenue models addressed an immediate high-priority business need for these organizations, expanded their ability to deliver on their missions and meaningfully impact their clients, and bolstered short-term survival and long-term organizational sustainability.

Although CJII originally envisioned a group-based TTA program with individual support added only where especially needed or relevant, the TTA Initiative has evolved to also provide a blended program of group instruction and individualized support. For example, one TTA offering featured experts from Health Management Associates (HMA) to explore the eligibility and capacity of CJII programs to bill services to Medicaid, with an eye to fiscal sustainability. The project included a short survey that interested grantees completed to assess the potential for Medicaid reimbursement for CJII program services. HMA analyzed the surveys and then provided two forms of TTA: a group workshop on understanding Medicaid reimbursement and leveraging partnerships to access Medicaid funds; and, tailored one-on-one follow-up support for select grantees that appeared

“THE CONTINUATION OF CONVERSATIONS AND CONNECTIONS LIKE THIS DURING THIS TIME IS USEFUL AND CAN HELP LEADERS TO MANAGE THE STRESS THAT WE FEEL. IT IS COMFORTING TO KNOW THAT OTHERS ARE HAVING SIMILAR STRUGGLES AND THAT WE CAN PROBLEM-SOLVE TOGETHER.”

—FEEDBACK FROM OPERATIONAL ASSESSMENT SESSION FOR CJII LEADERS, PROVIDED BY BENNETT MIDLAND

well-positioned to bill to Medicaid. This project is one of several TTA offerings that blends group sessions, which can provide foundational material for organizations with general interest in the topic, with targeted individualized support to amplify impact.

Individualized support is a pillar of the TTA Initiative that complements group opportunities, whether through a blended or standalone approach. In order for one-on-one support to be impactful, CJII has found it must be responsive to the pressing needs of the grantee and must come with leadership-level grantee buy-in. Provision of individualized TTA through CJII has ranged from a few hours of direct support to months-long, intensive engagements. The structure of the TTA Consortium, and its ready pool of TTA providers in key areas, allows for the quick identification and deployment of TTA providers as needed.

KEY APPROACHES TO CAPACITY BUILDING

Five core approaches inform the structure and provision of the CJII TTA Initiative.

1. Building upon a foundation of trust and open dialogue

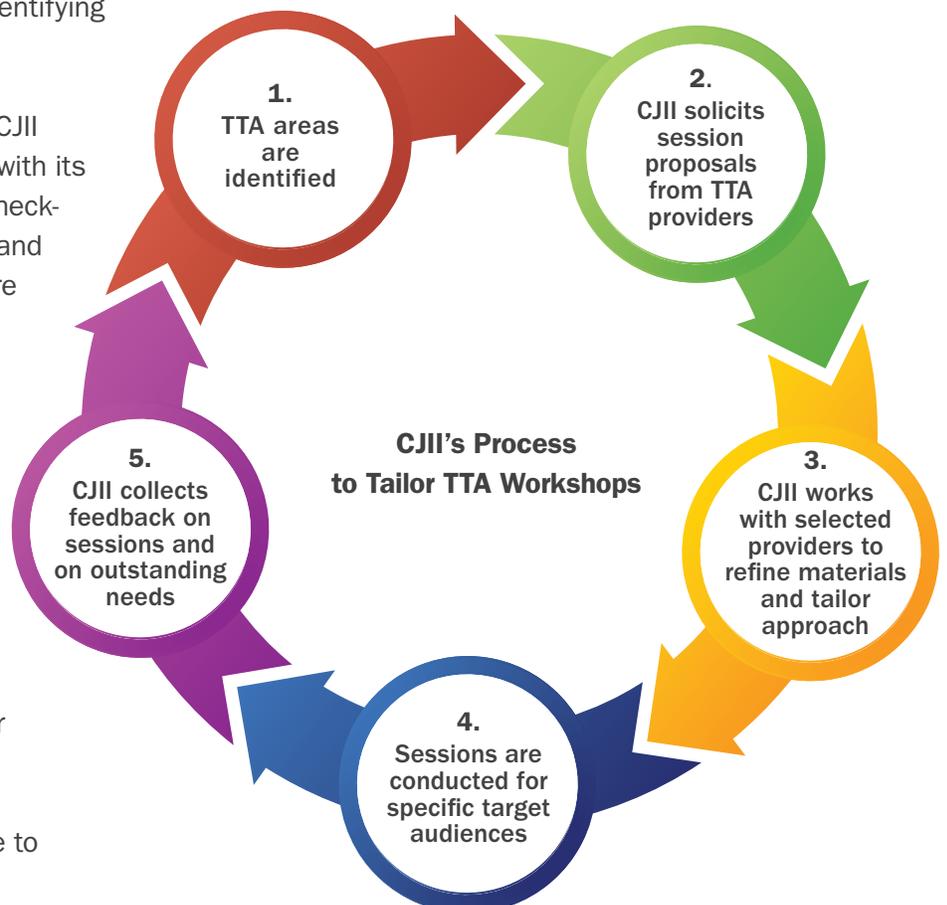
To build a TTA Initiative that would effectively engage grantees, CJII focused first on building strong working relationships with grantees. CJII integrated questions about TTA needs into ongoing check-ins from the beginning of its work with grantees. However, it has been CJII's experience that cultivating relationships with grantees over time and establishing a solid foundation of trust is useful, and in some cases necessary, for grantees to feel comfortable communicating about where they are struggling and need assistance. CJII has found that it is also important to discuss available TTA resources as early as possible to create awareness among grantees about the opportunities that exist and how identifying needs can lead to support.

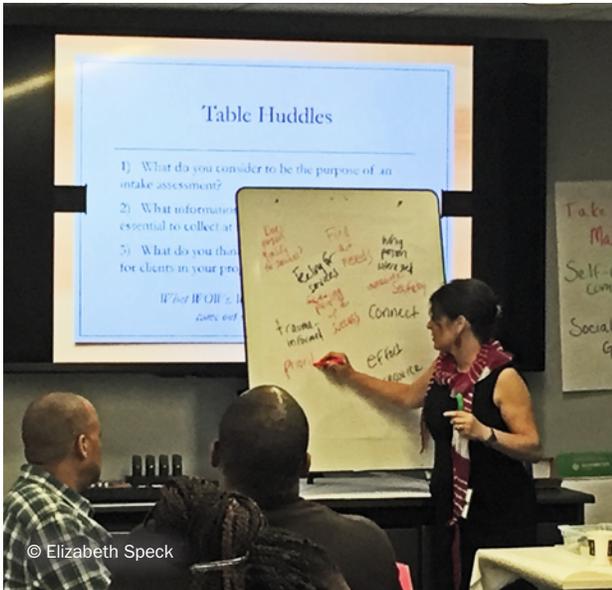
Before launching the TTA Initiative, CJII began to build strong relationships with its grantees through regular contact, check-ins, and planning, implementation, and troubleshooting support. Even before the launch of the TTA Initiative, CJII regularly consulted grantees about their needs, facilitated connections between grantee organizations for the purpose of cross-organizational learning, and arranged additional support for grantees as needed. This approach fostered honesty among grantees about needs and areas for growth, which helped CJII to then build a menu of TTA offerings that would bring true value to

its grantees. As a result, CJII has found that grantees eagerly utilize the resources provided by the TTA Initiative. Further, an ongoing feedback loop between CJII and grantees helps grantees to integrate TTA learnings into their organizations and to articulate where additional support may be needed.

2. Ensuring that TTA is responsive and tailored to grantees

As discussed above, CJII built the TTA Initiative around the principle of responsiveness to grantee needs, including beginning with a comprehensive grantee assessment and working to surface TTA needs in ongoing grant management. Alongside responsiveness, the TTA Initiative aims to tailor offerings as much as possible to the unique organizations within the grantee community and to ensure that the appropriate staff receive its support.





For group workshops, once areas of needed support are identified, CJII works closely with TTA providers to refine their proposed offerings to meet the needs of the grantee community. CJII reviews and collaborates with TTA providers on content development to make sure that the material is relevant to grantees and to the specific organizations that register to attend. Invitations for workshops include a clearly described target audience, so that agencies may identify the appropriate staff to send. Lastly, participants and facilitators involved in group sessions are asked to fill out an exit survey, and CJII uses feedback from these surveys to identify new or unmet needs and refine the structure, content, and emphasis of future offerings.

For individualized support, CJII includes the organizations that will be receiving TTA in the process of soliciting an expert TTA provider. This ensures that TTA is responsive and tailored to the grantee. CJII also works to confirm that the appropriate staff are involved in TTA, including obtaining buy-in from leadership of the TTA recipient and confirming there is a team of relevant staff who have capacity to address the TTA need during and beyond the work of the expert consultant.

WHEN WE NEEDED TO PIVOT TO VIRTUAL FACILITATION WITH COVID-19, I FELT LIKE I ALREADY HAD THE CONCEPTS AND RESOURCES NEEDED FROM THE MASTERMIND GROUP FOR CURRICULUM DEVELOPMENT...I SHARED MATERIALS FROM THE MASTERMIND WITH MY TEAM MEMBERS AND THEY HELPED US TO GET THROUGH THIS TIME AND RISE TO THE OCCASION.”

—FEEDBACK ON THE MASTERMIND GROUP ON CURRICULUM DEVELOPMENT AND DISSEMINATION, PROVIDED BY MINDOPEN LEARNING STRATEGIES

3. Prioritizing peer-to-peer engagement

The social service organizations funded as grantees through CJII are experts in their fields. They represent and understand the communities they serve, evolve with best practices in service delivery, and often provide training—formal or informal—to other agencies. CJII’s TTA Initiative builds on these inherent and diverse strengths among the CJII grantee pool by creating a platform to fund peer-centered knowledge sharing across grantees. For example, organizations (small or large) with specific programmatic expertise may offer training in a certain area to a wide array of interested peer organizations seeking to learn that skill. By formalizing and funding cross-organizational learning, CJII also endeavors to elevate grantees as effective trainers in their areas of expertise to other social service organizations and the field more broadly. Delivering TTA creates a new business opportunity for some grantees and provides another experience of organizational capacity building.

Group-based sessions, whether facilitated by a peer grantee organization or an outside agency, emphasize opportunities for participants from different organizations to meet and share ideas. Recognizing that each person and organization

in the room is an expert with valuable experience, knowledge, and wisdom to offer, sessions are designed to be highly participatory and inclusive in nature. Rather than being structured in a unidirectional teacher-learner format, most sessions are set up and understood to be a discussion among experts across the table. The expert trainer's job in a CJII TTA session is to share valuable training content and then facilitate discussion among the attending peer organizations about applying this content. Workshops often include breakout sessions where participants engage in small group discussions to examine common challenges and unique solutions that may be relevant to many different grantees.

Further, cohort-based and multi-part peer learning opportunities and executive roundtables allow for a deeper dive into a TTA area, such as curriculum development or equitable leadership, with a committed peer group. These TTA opportunities, which take place over multiple sessions and several months, allow for more robust peer relationships to flourish.

4. Providing capacity building across all staff levels

Capacity building and peer learning opportunities are valuable across staff levels, especially for non-leadership staff.² Given budget constraints, many nonprofits are unable to offer comprehensive professional development training to non-leadership staff, including those that work directly with clients (i.e., line staff). Investing in staff at all levels builds the strength of organizations and their work for the field. From an equity perspective, it also supports leadership development for staff who are often early in their careers and more reflective of the communities they serve.

The TTA Initiative's programmatic series is intentionally open to staff at all levels and has

“I FOUND THE PROGRAM CONTENT TO BE A STRONG BLEND OF INTRODUCING INFORMATION (WELL STRUCTURED, WELL EXPLAINED) AND TIME TO PRACTICE AND APPLY RECOMMENDED STRATEGIES.”

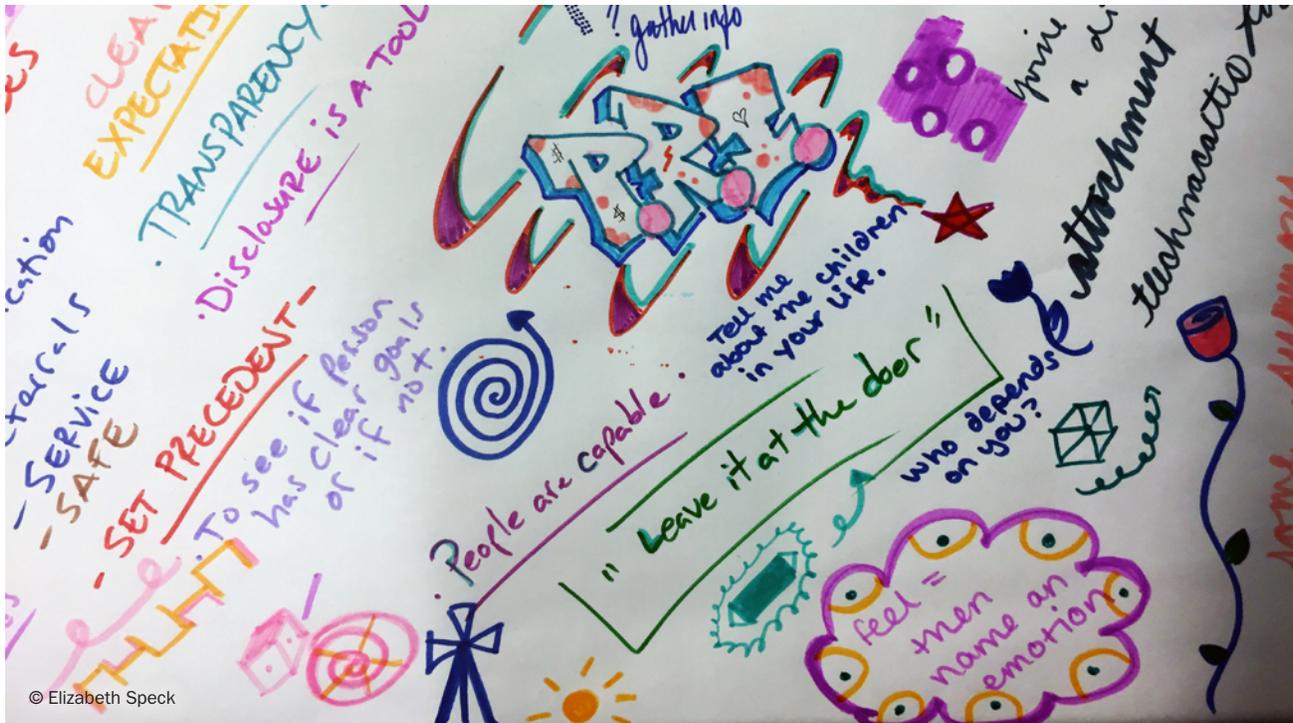
—FEEDBACK ON WHY DATA FIDELITY MATTERS: COLLECTING, ANALYZING, & REPORTING YOUR DATA WITH ACCURACY, PROVIDED BY THE URBAN INSTITUTE

trained attendees who are, for example, credible messengers, MSW interns, and youth advocates, as well as managers, program directors, and organizational leaders. As noted above, careful thought and planning with TTA providers in advance of sessions ensures that content is appropriately targeted, and that the right composition of staff are represented and served.

In the Executive Series, executive directors are encouraged to identify other senior staff within the organization that could benefit from participation. Including a range of senior staff in these sessions is particularly helpful for organizations thinking about succession planning. Too often, the departure of an executive director can cause significant challenges for an organization; supporting other staff members' growth and readiness to take on leadership roles can distribute expertise, responsibility, and capacity. This helps to ensure organizational stability going forward.

5. Creating flexible options for engagement

To engage as many grantees as possible, the TTA Initiative has sought to offer a wide variety of TTA offerings with multiple access points based on grantee interest and availability. As mentioned above, both the programmatic and Executive Series of group offerings were



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designed to follow the natural order of organizational development and programmatic implementation, as well as to provide a set of graduated courses that build one upon another into a sequential learning series. This structure was designed for grantees that are interested in and able to engage in ongoing support through a comprehensive learning journey.³

At the same time, group sessions are presented as modular workshops that vary in length and intensity (from short, hour-long workshops to half-day and day-long workshops) and stand alone in their content. As such, grantees can attend on a one-off basis, if desired. As noted earlier, the Initiative also supports individualized and small-group TTA where appropriate to deepen or assist with application of lessons learned during group sessions and to make a specific impact. This varied structure allows grantees to pick and choose what topics are useful for them and to engage with TTA opportunities as interested and able.

The design and rollout of TTA offerings under CJII is also responsive to changing contexts relevant to grantees and the provision of services. For example, in March 2020, in response to the COVID-19 public health crisis, the TTA Initiative paused its scheduled offerings, and instead focused on individual check-ins with grantees to ensure that immediate needs among grantee organizations and their clients were met.

CJII grantees have responded to COVID-19 with incredible thoughtfulness and creativity, finding new ways to serve their program participants both virtually and in person. Seeing this work and hearing the desire from grantees to learn more about how others were confronting the pandemic provided the impetus for CJII to design a special virtual series of group offerings about COVID-19 responses. These sessions aimed to facilitate peer connection and sharing of best practices in facing the crisis. The CJII grantees that led this series facilitated virtual peer-learning sessions during the summer of 2020.

Navigating the COVID-19 Crisis: A CJII Peer Learning Series

Exodus Transitional Community: On safely maintaining in-person services, supporting people released from prison and jail in the midst of COVID-19, and collaborating with government and system partners during this crisis.

Living Redemption Youth Opportunity Hub: On meeting essential community needs—such as food security and nutrition—during this crisis, as well as working with both government and community partners to quickly scale up community responses.

New York Center for Children: On providing remote trauma-informed clinical services to survivors of child abuse and their families, supporting clinical staff remotely, and keeping young people engaged in services during this crisis.

Drive Change: On continuing to build relationships with and provide essential support to young people impacted by the criminal justice system during this crisis, as well as adjusting programming to best support participants' individualized needs.

Urban Resource Institute: On how a trauma-informed abusive partner intervention program that aims to reduce domestic violence recidivism, hold abusive partners accountable, and improve survivor safety has continued during COVID-19.

The HOPE Program: On using COVID-19 as an opportunity to rigorously assess programmatic learning goals and how these connect to employment, and providing the best possible support to participants; as well as on translating their hands-on workforce development programming to remote programming and safely connecting participants to quality jobs during this crisis.

Sanctuary for Families: On working through COVID-19 to address the digital divide and thoughtfully adapt economic empowerment training to remote programming, as well as taking the lessons learned from this crisis to provide more effective programming and advocacy in the future.



WHAT MAKES TTA SESSIONS EFFECTIVE?

CJII has learned a great deal over its year-plus of TTA implementation about what makes group-based TTA sessions particularly valuable and effective for grantee organizations. Four salient characteristics have been consistently important in engaging grantees in TTA sessions.

Interactivity and Engagement

Participants report finding the most value in interactive sessions that facilitate direct engagement with the training material and other participants (e.g., through homework or role-playing), offer practical applications of content shared, and provide handouts or other tools as tangible takeaways. Participants also value interacting with one another as peers for connection around shared experiences, challenges, and solutions. To maximize learning and engagement, CJII has found the greatest success with capacity building sessions that emphasize and aim to balance interactive activities with discrete content.

Strong Facilitation and Virtual Capability

In addition, while it may seem obvious, facilitation matters. CJII has found that capable facilitation that moves a conversation toward a clear learning goal and actively engages participants in reaching that goal is particularly important for effective TTA delivery. In the age of COVID-19, virtual content delivery presents new challenges, and makes skilled and engaging facilitation especially important. An engaging style, as well as a mastery of Zoom or similar hosting technology, are huge assets for conducting virtual trainings. Even small choices, such as stopping screen-sharing of slides during a group discussion so that participants can see each other and the facilitators, make a

big difference in creating a virtual learning space. Providers that are deft at encouraging various forms of participation—from using polls and breakout rooms to the chat feature—help to make participation easy for workshop attendees.

Knowing Your Audience and Their Interests

CJII has also found through its TTA offerings that sessions are more effective when trainers have a good understanding ahead of time of the participants in their training and what those participants are hoping to get out of the event. For group trainings, the CJII team shares the list of participants with trainers prior to the session and gives facilitators background information on the different programs and roles represented in the room. The CJII team also uses pre-session surveys to get a sense of what participants are most interested in learning from a specific training, as well as post-session surveys to learn what can be improved for future trainings (for both CJII trainings in general and for the specific trainer).

Building on the Expertise in the Room

As noted above, the CJII TTA Initiative grows out of an understanding that the grantee community holds vast experience with all the areas that it covers, and sessions are highly participatory in nature. Sessions that acknowledge and build upon the expertise of participants—with peer-sharing exercises, participant speakers and case studies, and generative problem-solving within the training group—have the strongest impact on participant learning and help to create vibrant learning communities.

LOOKING FORWARD: NEXT STEPS

From planning through implementation of its community-based investments, CJII has viewed capacity building among grantees as a central strategy to promoting the success of the initiative, as well as to the long-term sustainability of CJII, its grantees, and the programs it has supported. Having completed over a year of capacity building assistance under the TTA Initiative, CJII has learned a great deal about designing and providing effective TTA, as explored in this brief. Central among the early lessons learned is the value of the peer community—that is, the wealth and diversity of expertise presented by the grantee community itself. This expertise can be drawn upon to elevate the capacity of all participating organizations and create a dynamic learning community that bolsters the ongoing success and sustainability of all participating organizations. It is one way that CJII funds can have a lasting and transformative effect on grantee organizations, support holistic organizational resilience and relationship building among peers, and build new capacity that will extend beyond the lifetime of CJII, benefiting communities and the broader field.

CJII's TTA Initiative continues to evolve. In response to COVID-19 and an ongoing social and fiscal crisis, CJII's TTA offerings have adapted to the changing needs of the grantee community. This work is particularly important as program implementation proceeds and grantees look toward sustainability. Given lessons learned through implementation to date, and new and evolving needs among grantees, CJII looks forward to a number of potential expansions and adaptations of its TTA Initiative in the coming years. These will include:

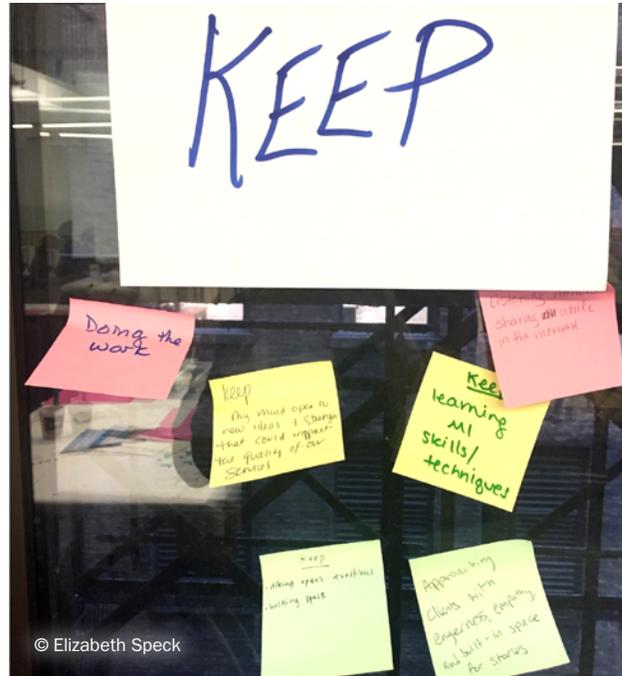
- Further exploration of virtual TTA delivery to share content and engage participants in innovative and impactful ways;
- Completing the first arc of planned group session delivery, based on the original grantee assessment and early articulated needs, and developing and adapting a new trajectory of sessions based on later-stage implementation needs, the changing social and fiscal context, and capacity building geared at the sustainability of programs beyond CJII;
- Given that the early arc of TTA sessions has focused more on strategic and programmatic support, further building out the operational support portfolio of TTA offerings, including financial management, budgeting, performance measurement and data systems, and best practices in human resources. Implementation of CJII programs and lessons learned to date present an excellent canvas for understanding what operational TTA will be most effective to organizations across CJII;
- Expanding one-on-one, small-group, and blended support to provide intentional individualized TTA that strengthens the application and integration of content delivered at the group level;
- Amplifying even further the role of peers in facilitating TTA sessions, and considering how TTA offerings may be expanded to serve and incorporate the expertise of CJII partners, including grassroots subcontractors on CJII grants;
- Consciously strengthening relationships between grantees, and inviting city agency and private foundation partners to attend TTA sessions to build connections across initiatives and sectors, strengthening ties relevant to program success and sustainability; and

Barriers	Needs	
Stigma	Employment	Meet them where/as they are.
Vulnerability	Legal Services	Changing of Language
Process	Mental Health	Constant changing
Requirements	Substance Abuse	update of materials
Language	Housing	Incentives
Cultural competency		Video interviews
Income		
Capacity		
Availability		
Fear		

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- Distilling lessons learned and tools for TTA practice to be used among grantmakers and large-scale community-based social justice and public safety efforts, beyond CJII.

CJII looks forward to reporting back on the full experience of its TTA Initiative further into implementation, including: the impact of TTA on



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the success and sustainability of CJII programs; lessons learned for grantees, communities, funders, and the field at large; and potential tools and resources created within the CJII TTA Initiative that may be useful to other change-makers looking to build the capacity of communities, organizations, and initiatives for immediate and long-term impact.

APPENDIX

CJII TTA Initiative: Workshop Programs to Date

Programmatic Foundations (NOVEMBER 2019–MARCH 2020)

Logic Models: How Can They Move Your Work Forward?

Center for Court Innovation

Building a Feedback Practice

Center for Employment Opportunities

Mission Measurement Basics: Using Logic Models & Theories of Change to Describe Your Work

Center for Employment Opportunities

Why Data Fidelity Matters: Collecting, Analyzing, & Reporting Your Data with Accuracy

The Urban Institute

Mastermind Group on Curriculum Development & Dissemination

MindOpen Learning Strategies

Best Practices for Developing Intake & Assessment Tools

Center for Court Innovation

Start from the Heart: Incorporating Motivational Interviewing in Intake & Assessment

MindOpen Learning Strategies

Foundations of Intake & Assessment for Youth

The Door

Social Capital Builders: Maximizing Referral Networks and Effective Recruitment

MindOpen Learning Strategies

Virtual Programmatic Workshop Series (OCTOBER–DECEMBER 2020)

From Digital Literacy to Fluency: Enhancing Online Skills for Young Adults

Workforce Professionals Training Institute

Sustaining Ourselves in Our Work: Managing Vicarious Trauma

Vibrant Emotional Health

The Impact of Intimate Partner Violence on Youth

Joe Torre Safe at Home Foundation

Victims at the Margins: Engaging Young Men of Color Healing from Trauma

Center for Court Innovation

Credible Messenger Crisis Intervention

Living Redemption Youth Opportunity Hub

Building Out Mental Health Referral Networks

Health Management Associates

Behavioral Design Communications Workshop: Stop Getting Lost in the Shuffle! Learn How to Use the Science of Human Behavior to Improve Your Outreach

ideas42

Using Labor Market Data to Inform Practice

Center for Employment Opportunities

APPENDIX (CONTINUED)

Virtual Programmatic Workshop Series (JANUARY–MAY 2021)

Workforce Development: Engaging Employers in Inclusive Hiring

Center for Employment Opportunities

Writing Effective Resumes and Applications in the Electronic Age

Workforce Professionals Training Institute

Train-the-Trainer: Financial Literacy and Economic Empowerment

College & Community Fellowship

Becoming a Trauma Informed Organization: Case Study

Exodus Transitional Community

Strategies for Implementing Trauma-Informed Clinical Supervision

Joe Torre Safe at Home Foundation

Effective Strategies for Engaging Young People Impacted by the Criminal Justice System

Exodus Transitional Community

Working Towards an Inclusive Anti-Oppression Framework: Integration and Inclusion of LGBTQIAGNC Communities

New School Institute for Transformative Mentoring

Youth Leadership: How to Build Successful and Impactful Youth-Led Programming

Joe Torre Safe at Home Foundation

Discovering Motivational Interviewing Intensive

MindOpen Learning Strategies

Developing Innovative, Outcome-Based Incentive Frameworks

Living Redemption Youth Opportunity Hub

Collective Leadership Supervisor Training

John Jay College Institute for Justice and Opportunity

Executive Workshop Series (NOVEMBER–DECEMBER 2019)

Nonprofit Governance Deep Dive

The Urban Institute

The Executive-Board-Chair Relationship

The Urban Institute

Virtual Executive Workshops (SEPTEMBER 2020–MARCH 2021)

Operational Assessment Peer Working Sessions

Bennett Midland

Forming Partnerships to Better Serve Medicaid- Eligible Populations

Health Management Associates

Leadership for Organizational Alignment and Equity

The Urban Institute

Inclusive Leadership and Managing with Equity at the Center

The Urban Institute

Built to Last: Assessing Organizational Leadership for Transformative Succession Planning

The Urban Institute

Exploring Strategic Partnerships

Community Resource Exchange

Planning and Managing a Successful Collaboration

Community Resource Exchange

Ensuring Fit and Success in Partnerships: Strengthening Organizational Culture

Community Resource Exchange

ENDNOTES

- 1 The CJII grantee community represents a broad range of organizations. In terms of personnel, approximately 55% have more than 100 employees, while approximately 25% have 15 or fewer employees. Operating budgets also vary. Approximately 40% operate at \$20 million or more per year, while another 40% operate at under \$5 million per year. The establishment or longevity of organizations varies across grantees. Approximately 70% have been operating for 30 years or more, 20% operating between 11-29 years, and 10% operating for 10 years or fewer.
- 2 See: Strengthening Nonprofit Capacity (2016), p. 32, [here](#).
- 3 In the programmatic series, the series covered: program design and fidelity, intake and assessment, partnership and referrals, engagement, trauma-informed service delivery, and key best practices in service delivery (e.g. motivational interviewing, youth-led programming, workforce development and financial empowerment, and more). The strategic program includes: governance, strategic planning, leadership training and development, communications, fundraising, and strategic partnerships. Operational topics include: human resources best practices, financial management, operational analysis, scenario planning, budget management, and performance monitoring.



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