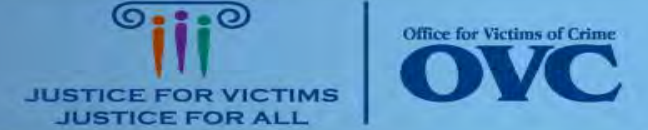




OVCTTAC



Building Stronger Subgrantees

VOCA National Training Conference
August 2017



Building capacity is ultimately about building effectiveness, often at the organizational level:

Building organizational capacities such as **infrastructure, operations, leadership, financial health, and programs**



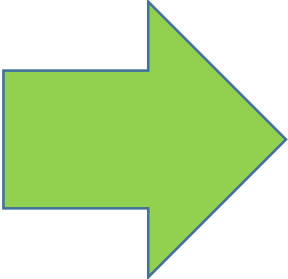
Financial and Programmatic Health

Financial and Programmatic Predictors of Sustainability:

- More grants
- Long term relationships with key funders
- Boards of Directors engaged in driving community investment
- Effective management of resources
- Intentionality about staying informed about local regional and national trends that affect funding



Capacity to Manage and Deliver High-Quality Services

- 
- High quality control through effective program management
 - Adequate resources and facilities to deliver services
 - Continuous improvement of service delivery models and practices
 - Use of data from program evaluation and stakeholder input for planning and strategy implementation



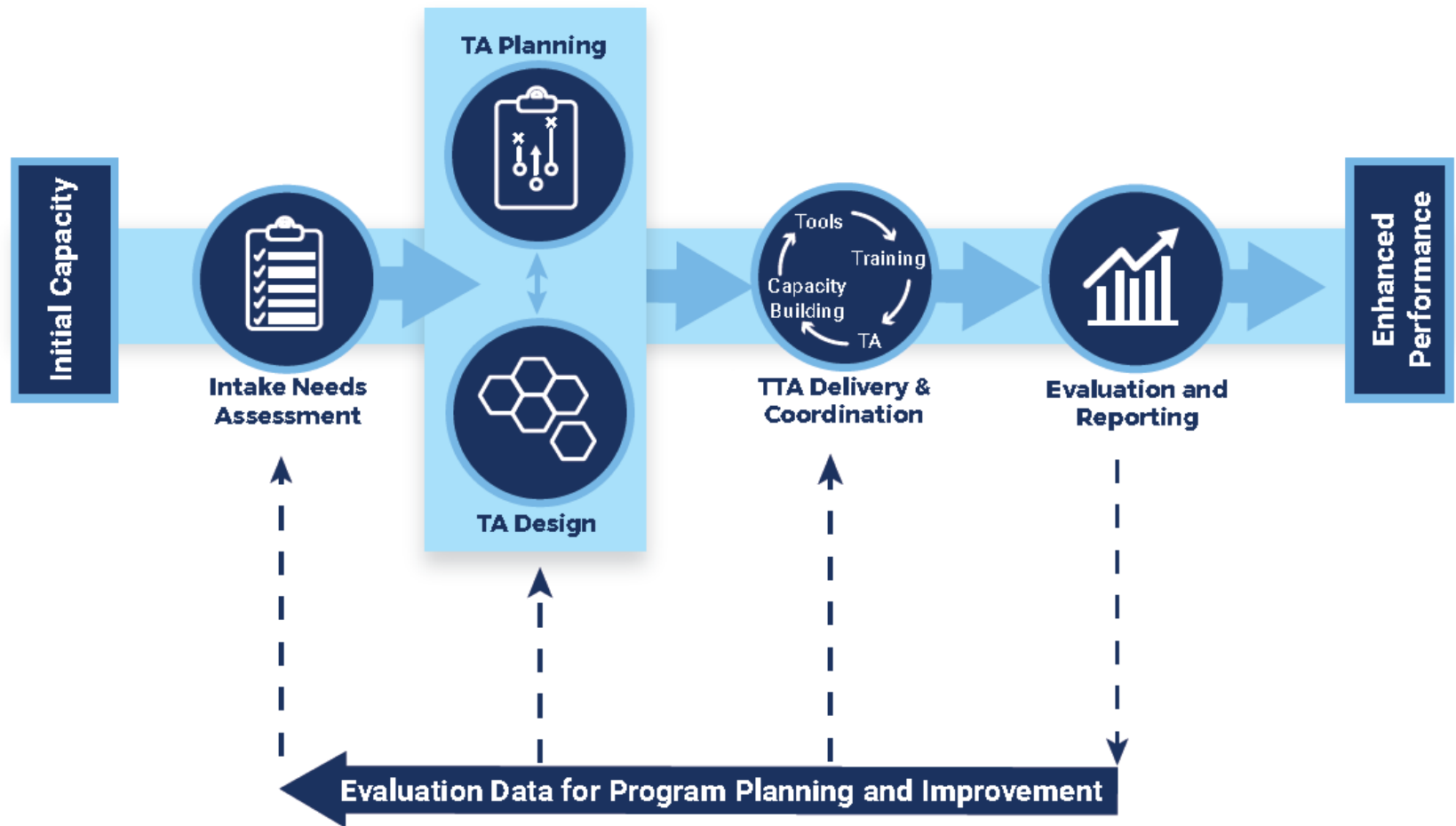
Best Practices in Capacity Building from the Foundation Sector

- Invest in the long term - grantees need support over at least three years, and creating a capacity building plan takes 6-12 months
- Provide general operating support
- Collaborate with other funders to leverage investments in capacity
- Use an assessment process to identify areas of need
- Recognize that learning and change happen at multiple levels within organizations and networks - train boards and multiple levels of staff



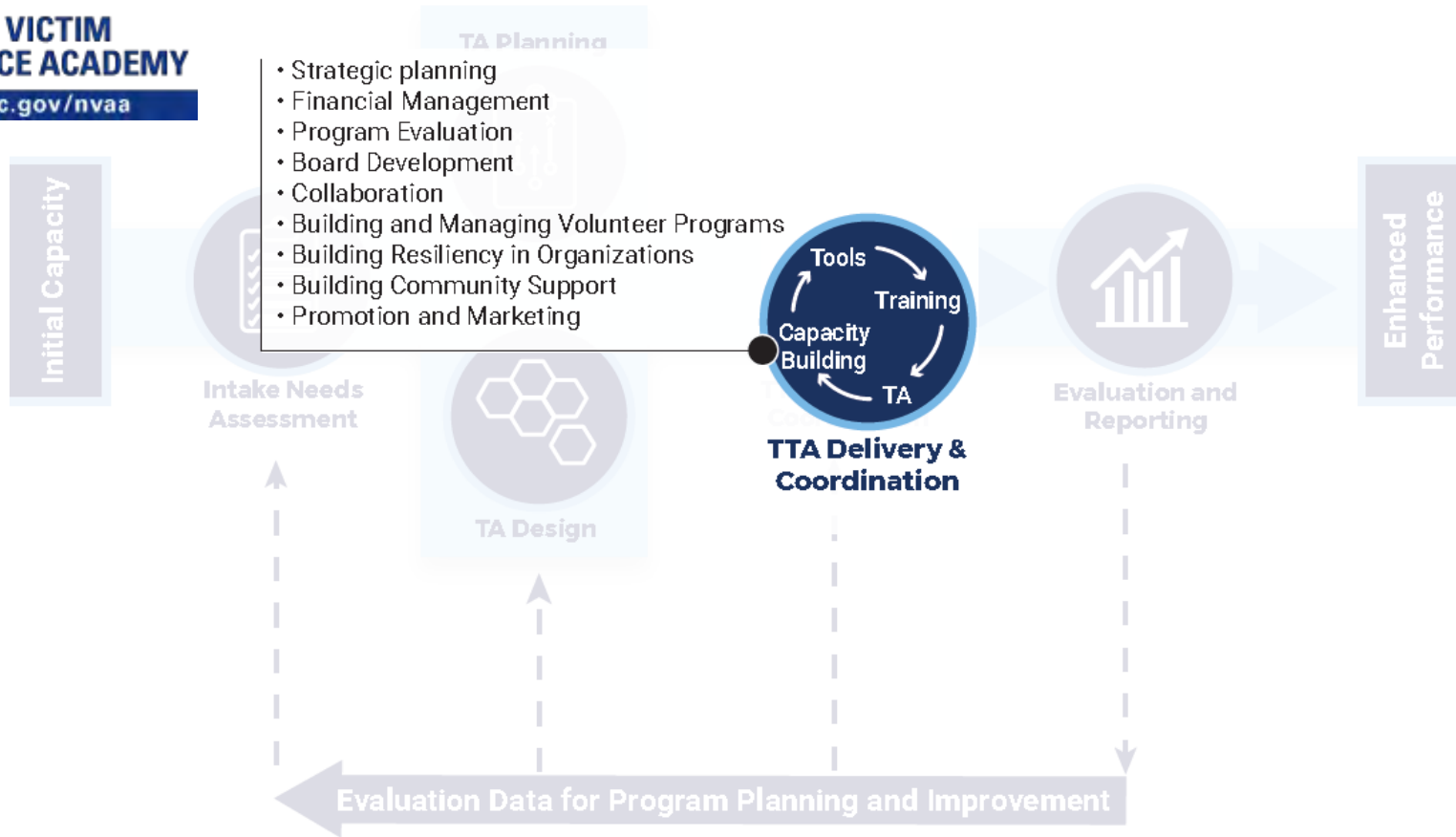
Outreach – Collaboration – Engagement – Relationship Building

OVC TTAC Capacity Building Framework





Outreach – Collaboration – Engagement – Relationship Building





Capacity Building Initiatives in Colorado

- 1** Help grantees reach more underserved populations in their communities
- 2** Find ways to strengthen grant applications
- 3** Partnerships for training with statewide coalitions



1

How to reach and work with underserved populations

- Survey of training needs across the state
- Needs assessment from current grantees
- Funding 5 trainings across the state in the areas of identified need:
 - Working with LGBTQIA victims
 - Working with elders
 - Working with victims with disabilities
 - Working with victims who are deaf and/or hard of hearing



2

Grant Writing Training: Helping the Grantees with Strong Applications

- Feedback letters to grantees
- Analysis of the feedback letters for common themes
- Identified themes
- Next steps
 - Redesign of the grant writing training with the help of OVC TTAC consultant
 - 5 grant writing trainings
 - “Butterball” hotline



3

Partnership with 3 State Coalitions re: Training

- Quarterly meetings with coalition trainers
- Presenting at new director trainings
- Statewide training calendar
- Outreach to grantees with training opportunities



Capacity Building Initiatives in Minnesota

1

Best Practices Guidelines for Crime Victim Services

2

Financial Oversight

3

Letters of collaboration/cooperation in RFP

4

Board training



1

Best Practices Guidelines for Crime Victim Services

<https://dps.mn.gov/divisions/ojp/forms-documents/Documents/CVS/BestPracticesGuidelinesCurrent.pdf>

- Developed guidelines with extensive stakeholder input
 - Direct Services
 - Community Partnerships
 - Business Practices – Governance & Leadership
 - Ethics for Victim Assistance Programs & Providers
- Best Practices Self-assessment Tool
- Development Interview
- Development and Resource Plan
- Report progress
- RFP: “OJP expects grantees to strive for program policies, practices and services to victims that adhere to best practices.”



Financial Oversight

- Financial Capacity Review form (pre-award)
- Risk Assessment Tool (pre-award)
- Mandatory financial training
- Desk Reviews & Comprehensive Site Visits
- Managing cash flow
- Diversified funding



3

Collaboration/Cooperation

- Building greater collaboration and cooperation between nonprofit programs and law enforcement/prosecution
- Required letter(s) in RFP → follow-up
- **Attempt #2:** “To best serve victims, government-based and community-based victim service programs in the same jurisdiction must have an ongoing and cooperative relationship, in which there is frequent communication, shared understanding of respective roles, and collaborative efforts to address the needs of crime victims in the community. Victims of domestic violence, sexual assault, general crime, and child abuse have a wide variety of needs and benefit most when service providers collaborate on their behalf. The RFP requires a letter describing the roles of the government-based victim service staff and the community-based victim services program(s), including how information is shared while still meeting privilege and confidentiality requirements, as well as documenting collaboration and cooperation between the applicant and their community-based victim service program(s).”



Board Training

- Plan with coalitions
 - Requirement in application
 - Technology resources – creating our own video
- MAP for Nonprofits consultant
- Regional training plan
- Obtain feedback and reassess
- Individualized needs, prioritize high risk grantees



Capacity Building Initiatives in Oregon

1

Technical assistance and skills based training for victim services providers

2

Using a sustainability planning framework to strengthen subgrantee performance





1

CVSD Technical Assistance and Skills Based Training Efforts

- New VOCA funded Training and Curriculum Policy Coordinator position
- Identify and address gaps in training for CVSD, victim services providers, and/or allied professionals
- Provide technical assistance to create or enhance statewide training efforts
- Provides skill-based training for victim services providers by creating communities of practice



CVSD Technical Assistance and Skills Based Training Efforts

- Crime Victims' Rights Program Coordinator position
- Victim Assistance Toolkit
- Best Practice Guides
- Juvenile Department of Community Justice Toolkit
- Annual training and quarterly teleconferences for District Attorney Victim Assistance Programs
- Victim Assistance Program listserv

Find these resources at <https://www.doj.state.or.us/crime-victims/for-grantees/victim-assistance-toolkit/>



② Oregon's experience using a sustainability planning framework

- Sustainability planning a goal and requirement of grant funding
- Demonstrated implementation readiness within first six months of project
- Requirement to provide and maintain logic models, work plans and sustainability plans for duration of funding
- Created a plan for program evaluation at the onset of the project
- Robust training, technical assistance and support around sustainability planning provided by state and national experts





OVC TTAC Capacity Building Framework	OAH Sustainability Planning Framework
Financial Management	Creating an Action Plan
Program Evaluation	Assessing the Environment
Board Development	Being Adaptable
Collaboration	Securing Community Support
Building and Managing Volunteer Programs	Integrating Programs and Services
Building Resiliency in Organizations	Building a Team of Leaders
Building Community Support	Creating Strategic Partnerships
Promotion and Marketing	Securing Diverse Financial Opportunities
Strategic Planning	





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