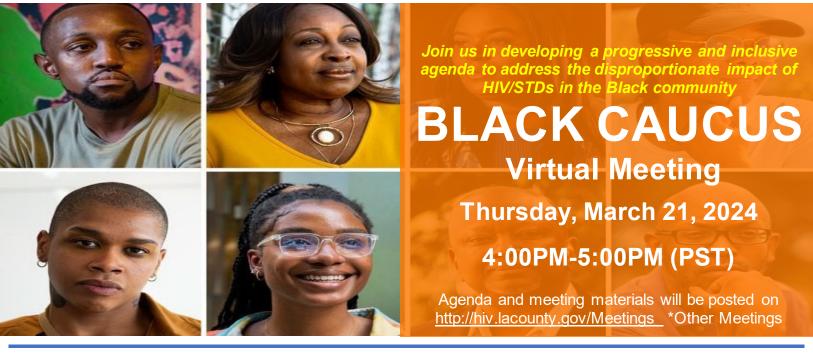**LOS ANGELES COUNTY**
COMMISSION ON HIV

Visit us online: http://hiv.lacounty.gov
Get in touch: hivcomm@lachiv.org
Subscribe to the Commission's Email List:
https://tinyurl.com/y83ynuzt

Join us in developing a progressive and inclusive agenda to address the disproportionate impact of HIV/STDs in the Black community

BLACK CAUCUS
Virtual Meeting

Thursday, March 21, 2024

4:00PM-5:00PM (PST)

Agenda and meeting materials will be posted on
http://hiv.lacounty.gov/Meetings   *Other Meetings

REGISTRATION NOT REQUIRED + SIMULTANEOUS TRANSLATION IN SPANISH AND OTHER LANGUAGES NOW AVAILABLE VIA CLOSED CAPTION FEATURE WHEN JOINING VIA WEBEX. CLICK HERE FOR MORE INFO.

TO JOIN BY COMPUTER:

https://lacountyboardofsupervisors.webex.com/lacountyboardofsupervisors/j.php?MTID=mf2d27e1e0d358f4b95edcd66b3ea3792

Meeting Password: BLACK

TO JOIN BY PHONE:
1-213-306-3065   Access Code/Event #: 2530 068 2959

together.

WE CAN END HIV IN OUR COMMUNITIES ONCE & FOR ALL

Apply to become a Commission member at:
https://www.surveymonkey.com/r/COHMembershipApp
For application assistance, call (213) 738-2816 or email hivcomm@lachiv.org

BLACK CAUCUS
Virtual Meeting Agenda

Thursday, March 21, 2024 @ 4:00PM-5:00PM

To Join by Computer:
https://lacountyboardofsupervisors.webex.com/lacountyboardofsupervisors/j.php?MTID=mf2d27e1e0d358f4b95edcd66b3ea3792
Join by phone: 1-213-306-3065
Password: BLACK   Access code: 2530 068 2959

1.	WELCOME, INTRODUCTIONS & MEETING GUIDELINES	4:00PM-4:05PM
2.	COH STAFF REPORT/UPDATES	4:05PM-4:10PM
	• Operational/County Updates	
3.	CO-CHAIR REPORT	4:10PM-4:15PM
	• 2024 Workplan Development | ONGOING	
	• 4/26 Faith Based Community Listening Session | UPDATES	
4.	DISCUSSION	4:15PM-4:50PM
	• Organizational Capacity Needs Assessment | FINAL REPORT & NEXT STEPS	
5.	RECAP AND NEXT STEPS	4:50PM-4:55PM
6.	PUBLIC COMMENT & ANNOUNCEMENTS	4:55PM-5:00PM
7.	ADJOURNMENT	5:00PM

CODE OF CONDUCT

The Commission on HIV welcomes commissioners, guests, and the public into a space where people of all opinions and backgrounds are able to contribute. In this space, we challenge ourselves to be self-reflective and committed to an ongoing understanding of each other and the complex intersectionality of the lives we live. We create a safe environment where we celebrate differences while striving for consensus in the fights against our common enemies: HIV and STDs. We build trust in each other by having honest, respectful, and productive conversations. As a result, the Commission has adopted and is consistently committed to implementing the following guidelines for Commission, committee, and associated meetings.

All participants and stakeholders should adhere to the following:

1) **We approach all our interactions with compassion, respect, and transparency.**
2) **We respect others' time by starting and ending meetings on time, being punctual, and staying present.**
3) **We listen with intent, avoid interrupting others, and elevate each other's voices.**
4) **We encourage all to bring forth ideas for discussion, community planning, and consensus.**
5) **We focus on the issue, not the person raising the issue.**
6) **Be flexible, open-minded, and solution-focused.**
7) **We give and accept respectful and constructive feedback.**
8) **We keep all issues on the table (no "hidden agendas"), avoid monopolizing discussions and minimize side conversations.**
9) **We have no place in our deliberations for racist, sexist, homophobic, transphobic, and other discriminatory statements, and "-isms" including misogyny, ableism, and ageism.**
10) **We give ourselves permission to learn from our mistakes.**

In response to violation of the Code of Conduct which results in meeting disruption, Include provisions of SB 1100 which states in part, ". . . authorize the presiding member of the legislative body conducting a meeting or their designee to remove, or cause the removal of, an individual for disrupting the meeting . . . . Removal to be preceded by a warning to the individual by the presiding member of the legislative body or their designee that the individual's behavior is disrupting the meeting and that the individual's failure to cease their behavior may result in their removal." Complaints related to internal Commission matters such as alleged violation of the Code of Conduct or other disputes among members are addressed and resolved in adherence to Policy/Procedure #08.3302." (Commission Bylaws, Article VII, Section 4.)

BLACK CAUCUS
February 15, 2024 Meeting Summary

Meeting Packet HERE

WELCOME, INTRODUCTIONS & MEETING GUIDELINES
Black Caucus Co-Chairs Danielle Campbell and Leon Maultsby opened the meeting and welcomed attendees.

COH STAFF REPORTS/UPDATES
Commission staff, Dawn Mc Clendon, noted that the Commission's draft Annual Report to the Board of Supervisors is out for feedback. The Annual Report is a requirement for all County commissions and highlights all the activities, accomplishments, and successes of the past year. D. Mc Clendon also announced that that HOPWA will be presenting a 3-part report during the Commission's February-April 2024 meetings and encouraged all to attend.

CO-CHAIR REPORT
- **February 8, 2024, NBHAAD Presentation (Debrief).** The Caucus unanimously agreed that the NBHAAD presentation highlighting the Community Listening Sessions and providing a sneak peek of the April 26, 2024, faith-based session, went extremely well. Feedback included that the presentation was very well put together, insightful, and inspiring. Folx indicated they would like to see more events focused on the faith-based community.
- **Community Listening Sessions (Update).** LMaultsby reported that the Community Listening Session Workgroup continues to plan for the sessions and has confirmed the first session focused on the faith-based community. The session is scheduled for Friday, April 26 @ 6-8PM; location to be determined. LMaultsby requested folx email suggestions for potential venues. More information to follow.

DISCUSSION

Organizational Needs Assessment (Updates).

- Raniyah Copeland and Dr. Aunsha Hall (Equity Impact Solutions [EIS]) presented on the needs assessments updates; refer to PowerPoint slides in the meeting packet. R. Copeland noted that the project will end at the end of February; a final report will be presented to the Caucus at a subsequent meeting.
- Concerns were expressed regarding the low response rate from the survey. To address the low response, EIS indicated that DSHP has agreed to participate in an in-person focus group inviting organizations who were selected to participate in the assessment but did not participate in the survey or interview.
- EIS noted that there was an overall theme from organizations citing lack of capacity building opportunities, program staff, grant writing resources and monitoring & evaluation tools. Other common themes included lack of a collaborative partnership with DHSP, and concerns with the County's auditing process, reimbursement rates, and the time in which it takes to reimburse organizations, requiring the need for advanced funds to support programs.
- Julie Tolentino (DHSP) shared that the findings from the assessment will inform a tailored technical assistance (TA) program to address issues that prevent Black-led and servicing organizations from successfully applying for County contracts. JTolentino noted that DHSP has already begun addressing issues around the extensive contracting process by utilizing third-party administrator, Heluna Health, and offering mini-grant opportunities. Additionally, as a EHE initiative, DHSP has enhanced their coordination by collaborating and partnering with organizations, meeting with them on an ongoing basis.
- JTolentino shared that DHSP has identified potential partner, Center for Non-Profit Management, to help design and implement a TA program.
- Damone Thomas and Dr. Nina Harawa expressed interest in CHIPTS shepherding the policy development component of the needs assessment and community listening sessions once findings have been compiled.

ANNOUNCEMENTS

- CDU CFAR CAB Conference will be held on Monday, February 27; refer to event flyer. For more information, contact LMaultsby at leonmaultsby@cdrewu.edu.
- PrEP for Black American scholarship opportunities available; contact DCampbell at Danielle.m.campbell1@gmail.com for more information.

NEXT MEETING

The next Caucus meeting will be held on Thursday, March 21, 2024 @ 4-5PM; meeting information to follow.

Black Caucus Workplan 2024

PURPOSE OF THIS DOCUMENT: To identify activities and priorities the Black Caucus will lead and advance throughout 2024.

CRITERIA: Select activities that 1) represent the core functions of the COH and Caucus, 2) advance the goals of the 2022-2026 Comprehensive HIV Plan (CHP), 3) identify strategies to address the Black/AA Community Task Force Recommendations, and 4) align with COH staff and member capacities and time commitment.

CAUCUS RESPONSIBILITIES: 1) Facilitate dialogue among caucus members, 2) develop caucus voice at the Commission and in the community, 3) provide the caucus perspective on various Commission issues, and 4) cultivate leadership within the caucus membership and consumer community.

#	GOAL/ACTIVITY	PURPOSE	TIMELINE/ DUE DATE	ACTION ITEMS+NEXTSTEPS+FOLLOWUP
1	**Organizational Capacity Needs Assessment for Black-led Organizations**	Administer a qualitative and quantitative needs assessment to the nine selected, Black-led organizations to help inform and implement a TA program so that Black-led organizations can better compete for County contracts.	2024	Final Report presented by EIS @ March 21, 2024 Caucus meeting. Caucus to determine next steps.
2	**Community listening sessions to address the state of HIV in the Black community**	Hold candid community conversations by Black folx, for Black folx, addressing stigma and its relation to the faith-based community	2024	Faith-based session scheduled for April 26, 2024 @ 6-8PM; venue TBD. CLS workgroup to lead planning.
3	~~**National Black/AA HIV/AIDS Awareness Day (NBHAAD)**~~	~~Plan activity(ies) promoting health/wellness, lifting the Black community, and addressing stigma and the disproportionate impact of HIV within the Black community~~	~~February 2024~~	~~Highlight Community Listening Sessions, with focus on faith-based session as a kick-off.~~
4	**Next steps & future of the Black/AA Community Task Force Recommendations**	Review recommendations for revisions/updates and determine next steps.	2024	Add a demographic section for those who are incarcerated, ultimately addressing the industrial prison complex.

#	GOAL/ACTIVITY	PURPOSE	TIMELINE/ DUE DATE	ACTION ITEMS+NEXTSTEPS+FOLLOWUP
5	**Community Engagement and Communications**	Efforts around active recruitment, social media engagement, amplifying other Black HIV-centered communications (ex. A Black women's focus during NGWHAAD, Black men's focus during National Gay Men's Awareness Day (NGMHAAD, etc.) Communications to serve recruitment and retention. Ex. What does recruitment look like? Do we want at least one representative from Black-led, Black-serving orgs? What are the members' responsibilities?		Better amplify the Caucus's work through strategic communications. This would also look at effective delegation and engagement, getting more folks active in the room

LOS ANGELES COUNTY COMMISSION ON HIV
BLACK CAUCUS PRESENTS

BRIDGING FAITH AND SEXUAL HEALTH IN THE FIGHT AGAINST HIV: EMPOWERING OUR BLACK COMMUNITIES 🎗️

COMMUNITY LISTENING SESSION*

Join us for a candid conversation addressing sexual health and HIV within the Black interfaith communities of Los Angeles County.

_____

Discussion Topics Include:

- Explore root causes of stigma and shame
- Historical relationship between the church and the LGBTQ+ and gender diverse communities
- Role of the church in promoting sexual health

Invitation open to faith leaders of Los Angeles County

Friday, April 26, 2024
6:00PM-8:00PM
Los Angeles, CA

- Location will be shared upon RSVP
- RSVP via QR Code or https://LACCOHBlackCaucus.eventbrite.com
- Honorarium, refreshments & resource materials provided

The listening sessions are a part of a multi-series community conversation among key populations of the Black community within Los Angeles County to address HIV and sexual health.

LOS ANGELES COUNTY
COMMISSION ON HIV

Executive Summary

Black-led organizations are the front lines of promoting health and well-being in Black communities yet continue to face significant challenges with accessing adequate funding and tailored capacity building to sustain and grow. The Black Caucus (formerly Black/African American Community Task Force) of the Los Angeles County Commission on HIV and the Los Angeles County Department of Public Health, Division of HIV and STD Programs (DHSP) recognize the unique capabilities of Black-led organizations to effectively serve their communities, specifically, playing an important role to ending the HIV epidemic in Los Angeles County. As Black people represent 21.3% of new HIV diagnoses despite comprising only 8% of the total population in Los Angeles County, DHSP must prioritize funding and provide tailored capacity building to Black-led organizations in response to ending the HIV epidemic in Black communities.[1]

To assess the capacity and organizational health of Black-led organizations in Los Angeles County, the Black Caucus and DHSP contracted with Equity and Impact Solutions (EIS) - a consulting firm that helps organizations maximize returns on social investment, support people of color-led movements, and create a positive impact in racialized communities - to conduct the assessment project. Comprised of both a quantitative survey and qualitative interviews, the assessment project aimed to answer the following guiding questions:

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[1] Los Angeles County Department of Public Health, Division of HIV and STD Programs (2022). HIV surveillance annual report. http://publichealth.lacounty.gov/dhsp/Reports/HIV/2021AnnualHIVSurveillanceReport.pdf

1. What barriers inhibit Los Angeles County Black-led organizations' abilities and desires to contract with Los Angeles County and other government funders for public health programming?

2. What do Black-led organizations in Los Angeles County need from funders to increase their sustainability and impact?

3. What is the organizational capacity of Black-led organizations in Los Angeles County to support public health programming?

Representatives of the Black-led organizations in this assessment project were all senior leaders in their organizations, serving in the role as chief executive officers or executive directors. Four of the Black-led organizations participated in the survey and five participated in the interview. Based on the findings, the following recommendations are provided for DHSP to support with strengthening the growth and sustainability of Black-led organizations:

- Expanding funding scope to focus on other health disparities impacting Black communities

- Supporting Black-led organizations' growth and capacity to scale up

- Providing organizational infrastructure & program sustainability technical assistance

- Promoting opportunities for partnerships/collaborations

- Developing communication and relationship building strategies with Black-led organizations

- Invest in additional modality assessment with Black-led organizations

Understanding the unique challenges experienced by Black-led organizations is critical to achieving the outlined goals of Los Angeles County's EHE plan, particularly with ending the HIV epidemic in Black communities.

Introduction

The Black Caucus (formerly Black/African American Community Task Force) of the Los Angeles County Commission on HIV and the Los Angeles County Department of Public Health, Division of HIV and STD Programs (DHSP) is seeking to understand the capacity and organizational health of Black-led organizations in Los Angeles County. Black-led organizations are defined as organizations with a primarily Black executive staff, board, and constituents.[2] In Los Angeles County, the HIV prevalence rate among Black communities is 19%, despite comprising only 8% of the total population.[3] Both the Black Caucus and DHSP acknowledge the unique abilities of Black-led organizations to effectively serve their communities and reduce health inequities, playing a critical role to ending the HIV epidemic in Los Angeles County. This assessment report identifies opportunities to provide tailored capacity building to strengthen Black-led agencies in Los Angeles County and informs how public health funders can improve upon their procurement processes to advance equity among its grantees.

Public health programming is defined as organized public health actions that protect and improve the health of people and their communities.[4] Public health funders play a critical role in public health programming as they represent grantmakers and donors providing financial support for the improvement of population health outcomes and the overall health of communities. DHSP specifically, is seeking to understand ways public health funders, inclusive of itself as a funder, can expand funding relationships with Black-led organizations in Los Angeles County.

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[2] Nonprofit sector (2022). 2022 Survey: A focus on racial equity. https://nff.org/2022-survey-focus-racial-equity.
[3] Los Angeles County Department of Public Health, Division of HIV and STD Programs (2022). HIV surveillance annual report. http://publichealth.lacounty.gov/dhsp/Reports/HIV/2021AnnualHIVSurveillanceReport.pdf
[4] Center for Disease Control Foundation (2023). What is public health? https://www.cdcfoundation.org/what-public-health.

This assessment project, which used mix-methods (quantitative survey and qualitative interviews), was designed to answer the following guiding questions:

1. What barriers inhibit Los Angeles County Black-led organizations' abilities and desires to contract with Los Angeles County and other government funders for public health programming?

2. What do Black-led organizations in Los Angeles County need from funders to increase their sustainability and impact?

3. What is the organizational capacity of Black-led organizations in Los Angeles County to support public health programming?

The identifying information of Black-led organizations who participated in both the survey and interview were blinded to ensure confidentiality. The final assessment tools along with corresponding recommendations were developed by Equity & Impact Solutions (EIS), a Black and woman-owned consulting firm based in Los Angeles. Information collected from survey and interview responses were aggregated and compiled into themes and reported to DHSP and the Black Caucus. Assessment findings may be used by DHSP for programmatic development to support Black-led organizations in Los Angeles County and as recommendations for other partners to support and strengthen Black-led and people of color-led organizations in Los Angeles County.

Background Data

The background data provide evidence for the need of more resources to Black-led organizations in Los Angeles County, specifically as a strategy to the ending the HIV epidemic in the county. In 2020, the federal administration launched the Ending the HIV Epidemic (EHE) initiative in the United States – a bold initiative that aims to reduce HIV by 75% by 2025 and

90% by 2030.[5] To effectively respond and achieve this goal, Los Angeles County needs a significant scale-up and expanded reach of proven and new interventions to work towards ending the HIV epidemic – including strategies and activities that address and improve health inequities, dismantle racism in all forms, and focus on the communities most impacted by HIV.[6] As Black communities are disproportionately impacted the HIV epidemic in Los Angeles County, DHSP should allocate sufficient funding and provide tailored capacity building to Black-led organizations. To appropriately address the breadth of the needed HIV response, by 2025, at least 19% of EHE funding should be earmarked for Black-led organizations, aligning with the disproportionate HIV prevalence rate among Black communities in Los Angeles.[7]

Black-led organizations are the front lines of promoting health and well-being in Black communities. Despite known health disparities and disproportionate HIV rates among Black communities, Black-led organizations continue to face significant challenges with accessing adequate funding and tailored capacity building to sustain and grow. Existing data indicates that the revenues of Black-led organizations are, on average, 24% smaller than those of their white-led counterparts.[8] In Los Angeles County, only 56% of BIPOC-led organizations have an operational budget of $500,000 or higher compared to 81% of White-led organizations.[9] It has also been reported that only 2.4% of foundations' overall grantmaking were to Black

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[5] Office of Infectious Disease and HIV/AIDS Policy (2023). EHE overview. https://www.hiv.gov/federal-response/ending-the-hiv-epidemic/overview/.

[6] County of Los Angeles, Department of Public Health Division of HIV and STD Programs (2021). Ending the HIV epidemic in Los Angeles County. https://www.lacounty.hiv/about/#:~:text=The%20Ending%20the%20HIV%20Epidemic,and%20further%20expanded%20through%202030.

[7] Lewis, T. & Boykin, M. (2021). We the people: A Black strategy to end the HIV epidemic in the United States of America. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9930506/.

[8] Echoing Green (2020). Racial equity and philanthropy: Disparities in funding leaders of color – Leave impact on the table. https://www.bridgespan.org/getmedia/05ad1f12-2419-4039-ac67-a45044f940ec/racial-equity-and-philanthropy.pdf.

[9] Nonprofit Finance Fund (2022). 2022 survey: A focus on racial equity. https://nff.org/2022-survey-focus-racial-equity.

communities in 2020.[10] Black-led organizations are often cast in the role of contractors to help white organizations fulfill grant requirements, rather than as grantees receiving resources for their own strategies.[11] To effectively support public health programming, funders must strengthen their relationships with Black-led organizations, understanding their unique needs and challenges.

Black-led organizations are often pillars of their communities, responding to the negative health conditions impacting Black communities. But Black-led organizations' ability to respond and adapt quickly is not sustained by their willingness and drive to help, it is contingent on their infrastructure, capacity, and access to funding.[12] For Black-led organizations to truly thrive, organizations need unrestricted funding to cover operating costs, build a strong foundation, and implement systems and structures, especially for leadership development, that contribute to long-term sustainability.[13] This can be more challenging for Black-led organizations in California as the state trails the nation in terms of investments in strengthening the infrastructure and building the capacity of Black organizations.[14] By achieving the goal of the EHE initiative in Los Angeles County, DHSP and other public health funders will have to broaden its funding scope

[10] National Committee for Responsive Philanthropy (2021). Black funding denied: Where are we two years later? https://ncrp.org/2023/03/black-funding-denied-where-are-we-two-years-later/#:~:text=From%20Candid%27s%20initial%202020%20grants,overall%20grantmaking%20to%20Black%20communities.

[11] Philanthropic Initiative for Racial Equity (2021). Mismatched: Philanthropy's response to the call for racial justice. https://racialequity.org/wp-content/uploads/2021/10/PRE_Mismatched_PR_141.pdf.

[12] East Bay Community Foundation (2022). Investing in Black-led organizations is key to an equitable pandemic recovery. https://www.ebcf.org/post/investing-in-black-led-organizations/.

[13] East Bay Community Foundation (2023). The case for unrestricted funding for Black-led organizations. https://www.ebcf.org/post/the-case-for-unrestricted-funding-for-black-led-organizations/#:~:text=Capacity%20Building%20for%20Black%2DLed,contribute%20to%20long%2Dterm%20sustainability.

[14] California Black Freedom Fund (2021). Making racial justice real in California. https://cablackfreedomfund.org/wp-content/uploads/2020/10/CBFF-making-racial-justice-real-in-california.pdf.

and provide the tailored technical assistance needed to support the long-term growth and sustainability of Black-led organizations.

Methodology

To assess the capacity and organizational health of Black-led organizations in Los Angeles County, EIS used mixed-methods evaluation design. This design is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative data within a single study. problem more completely (Creswell, 2002).[15] The rationale for using mixed-methods design is that quantitative and qualitative methods are compatible, as both numerical and text data, collected sequentially or concurrently, can help better understand the problem.[16]

The mixed-methods evaluation design comprised of a descriptive quantitative survey and qualitative semi-structured interviews. Any concerns related to the use of this design were addressed during monthly check-in meetings held with DHSP and the Black Caucus. During the initial phase of the assessment project, monthly meetings helped to solidify a list of Black-led organizations to participate in both the survey and interview (Table 1), while also finalizing the evaluation design used for this project. As mentioned prior, Black-led organizations consist of primarily Black executive staff, board, and constituents.

Table 1: Identified Black-led Organizations

Identified by the Black Caucus	Identified by DHSP	Identified by EIS
Black Women for Wellness	AMAAD	Essential Access Health
First to Serve, Inc.	Brotherhood Crusade	Minority AIDS Project
Invisible Men	Community Coalition	
Jenesse Center, Inc.	In the Meantime	
Umma Clinic	MLK Campus Partners	
Unique Women's Coalition		
YWCA		

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[15] Creswell, J.W. (2002). Educational research: Planning, conducting, and evaluating quantitative and qualitative approaches to research. Upper Saddle River, NJ: Merrill/Pearson Education.
[16] Ivankova, N.V. (2002). Students' persistence in the University of Nebraska – Lincoln distributed doctoral program in educational administration: A mixed-method study. University of Nebraska.

Data Collection

Using mixed-methods evaluation approach help to accelerate the integration process of data collection and analysis, identifying significant stratagems that will inform possible recommendations for the Black Caucus and DHSP. The use of mixed-methods has become increasingly common in the evaluation of the process and outcomes of health care intervention, program or policy effectiveness and their implementation.[17] A descriptive quantitative survey was used to explain the current state of concerned, answering what, where, when, and how.[18] Semi-structured qualitative interviews answers why, collecting open-ended data, to explore participant thoughts, feelings, and beliefs about a particular topic and delve deeper into sometimes sensitive issues.[19] Variables were determined by the guiding questions for this assessment project:

1. What barriers inhibit Los Angeles County Black-led organizations' abilities and desires to contract with Los Angeles County and other government funders for public health programming?

2. What do Black-led organizations in Los Angeles County need from funders to increase their sustainability and impact?

3. What is the organizational capacity of Black-led organizations in Los Angeles County to support public health programming?

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[17] Palinkas, L.A., Campbell, M., & Saldana, L. (2018). Agency leaders' assessment of feasibility and desirability of implementation of evidence-based practices in youth-serving organizations using the stages of implementation completion. Public Health 6:161. doi: 10.3389/fpubh.2018.00161.

[18] Market Research Solutions (1999). Types of quantitative research. https://www.surveymonkey.com/market-research/resources/quantitative-research-types/.

[19] DeJonckheere, M. & Vaughn, L.M. (2019). Semi-structured interviewing in primary care research: A balance of relationship and rigour. https://fmch.bmj.com/content/7/2/e000057.citation-tools.

The survey was administered via SurveyMonkey, which comprised of 41 questions (36 closed-ended and 5 open-ended questions). Each of the identified, Black-led organizations were emailed the SurveyMonkey link to complete the survey. Survey administrator would receive an email notification from SurveyMonkey when a survey has been completed. The goal of the quantitative phase was to identify potential analytical power of selected variables based on the guiding questions and to modify the qualitative interview questions, which aimed to further gauge the organizational capacity and health of Black-led organizations.

As quantitative data provides a general glimpse, semi-structured interviews are more in-depth, where the respondents answer open-ended questions and has been widely employed in public health research.[20] For the qualitative phase, the semi-structured interviews comprised of 15 open-ended questions, with the duration of each interview being between 45-60 minutes. Interviews were conducted and recorded using the Zoom platform, as the platform offers transcribing and recording features. The identified, Black-led were emailed up to seven times to participate in the interview, and a phone call was also made. Those who were interested in participating in the interview offered their dates of availability. Once an interview date was agreed upon, a calendar invite and Zoom link was emailed to the participating organization.

Data Analysis

After data had been collected, the researcher conducted a data analysis which involved descriptive quantitative data analysis and thematic qualitative data analysis. Guiding questions were used to establish initial variables with both descriptive and thematic analyses. Descriptive data analysis was conducted via SurveyMoney. This data analysis summarized data points, which helped with to inform potential themes that may arise from the semi-structured interviews.

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[20] Jamshed, S. (2014). Qualitative research method – interviewing and observation. Journal of basic and clinical pharmacy, 5(4), 87-88. https://doi.org/10.4103/0976-0105.141942.

For qualitative data analysis, the Zoom platform transcribed all interviews, which helped EIS with thematic coding. By labeling and organizing the qualitative data from the semi-structured interviews, EIS was able to identify themes and the relationships between them, including the quantitative data analyzed. Preliminary findings from the assessment were shared with the Black Caucus and DHSP during monthly check-in meetings.

Trustworthiness and Credibility

To maximize credibility and trustworthiness in this assessment project, various strategies were used from the mix-methods design. With the Black Caucus and DHSP, monthly meetings were held to discuss updates including project timeline, preliminary findings, and next steps. These strategies helped to link the assessment findings with reality to demonstrate the truth of the findings.[21] Triangulation was also another strategy used for the validity and reliability of this assessment project. Triangulation is a way to draw from various background data sources to inform the same question or issue by collecting data through other methods.[22]

Ethical Consideration

As this mix-methods design consist of a survey and interviews, participating in this project was voluntary. Each participating organization were provided with the purpose of this project and asked for their permission to participate. Participating organizations in the interview were made aware that interviews are recorded. Data collected is confidential, with each study participant assigned a unique identifier. To further adhere to the confidentiality of the study participants, personal data collected was not shared with anyone outside of EIS. Data collected is

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[21] Statistic Solutions (2021). What is credibility in qualitative research and how do we establish it? https://www.statisticssolutions.com/what-is-credibility-in-qualitative-research-and-how-do-we-establish-it/#:~:text=It%20is%20seen%20as%20the,of%20the%20research%20study's%20findings.

[22] Rossman, G., & Rallis, S. (2017). The researcher as learner. In *An Introduction to Qualitative Research: Learning in the Field* (Fourth ed., pp. 23-47). SAGE Publications, Inc, https://doi.org/10.4135/9781071802694.

stored in dually authenticated Google Drive, which is a protected data storage platform. Data collected is stored for two years after the completion of the assessment project and then permanently deleted from Google Drive. In addition, approval from DHSP has been also taken for this assessment project.

Findings

The assessment participants for this project comprised of six Black-led organizations, with all identifying as a community-based organization. Four of the Black-led organizations participated in the survey and five participated in the interview (see Table 2). For the survey, two of the Black-led organizations were identified by DHSP and one of each were identified by the Black Caucus and EIS. And with the interviews, two of organizations were identified DHSP, two by the Black Caucus, and one by EIS. Respondents in both the survey and interviews serve in a chief operating officer/executive director role. From the data analysis, the following themes were identified – 1) Black-led organizations are capable to support public health programming, 2) Black-led organizations' needs from funders to increase their sustainability and impact, and 3) barriers that hinder Black-led organizations' abilities and desires to contract with DHSP.

Table 2: Black-led Organizations Participated in Assessment Project

Organizations Surveyed	Organizations Interviewed
AMAAD (DHSP)	AMAAD (DHSP)
Essential Access Health (EIS)	Black Women for Wellness (BC)
Healing with Hope (DHSP)	Essential Access Health (EIS)
Unique Women's Coalition (BC)	Healing with Hope (BC)
	In the Meantime (DHSP)

Black-led Organizations' are Capable to Support Public Health Programming

To gather general knowledge of the capacity of Black-led organizations to support public health programming in Los Angeles County from the survey, all the organizations reported being knowledgeable of the health conditions (HIV, viral hepatitis, sexually transmitted infections, substance(s) use, and behavioral issues) impacting Black communities in Los Angeles County.

80% of the organizations are familiar with Los Angeles County's public health mission and strategy and are also collaborating with other organizations to support public health programming in Los Angeles County. Yet only 60% of the Black-led organizations reported having the organizational capacity to lead public health programming in Los Angeles County. Existing data has highlighted that BIPOC-led organizations tend to be smaller, less resourced, and community-based – hindering their growth and sustainability.[23]

The operational budget of the participating organizations was split, with 50% having a budget sized less than $500,000 and the other 50% with an operational budget of $2.5million or more (figure 1). This aligns with existing research reported 44% of BIPOC organizations in Los Angeles County with an operational budget less than $500,000.[24] Although 60% of the Black-led organizations reported having diverse funding sources and all the organizations having diverse leadership and decision-making.

75% of the Black-led organizations also reported having a staff of 40 or less (figure 2), which can be aligned to a 2021 PEW research study, which reported that two-thirds of Black-led organizations had a staff size of fewer than 10; 13% had a staff size of 10 to 49, and just 3% had 50 or more, while another 16% reported having no staff.[25] Both operational budgets and staffing are key contributors to organizations' capacity, this may also inform as to why 40% of Black-led organizations responding to not having the organizational capacity to lead public health programming in Los Angeles County.

[23] Building Movement Project (2020). On the frontlines: Nonprofits led by people of color confront COVID-19 and structural racism. https://buildingmovement.org/wp-content/uploads/2020/10/On-the-Frontlines-COVID-Leaders-of-Color-Final-10.2.20.pdf.

[24] Nonprofit Finance Fund (2022). 2022 survey: A focus on racial equity. https://nff.org/2022-survey-focus-racial-equity.

[25] Pew Research Center (2021). A look back at Black-owned businesses in 2021. https://www.pewresearch.org/short-reads/2024/02/16/a-look-at-black-owned-businesses-in-the-us/#:~:text=Still%2C%20most%20Black%2Downed%20firms,the%20March%2012%20pay%20period.).
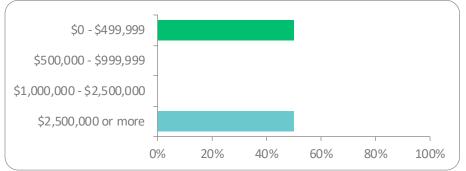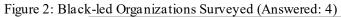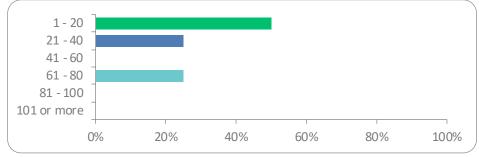
Figure 1: Black-led Organizations Surveyed Operating Budget (Answered: 4)

Figure 2: Black-led Organizations Surveyed (Answered: 4)

From the interviews, Black-led organizations are implementing comprehensive HIV services, which include HIV testing, condom distribution, PrEP engagement/referrals, advocacy, referrals to essential support services, community mobilization, etc. Through the provision of the comprehensive HIV services, the participating, Black-led organizations are partnering with various organizations, comprising of other AIDS services organizations, health clinics, faith-based institutions, and other civic organizations. In connection to the survey, 80% of the participating organizations highlighted that their staff are offered professional development trainings to support public health programming in Los Angeles County and that staff are also clear of their responsibilities and execute them effectively (Figure 3).
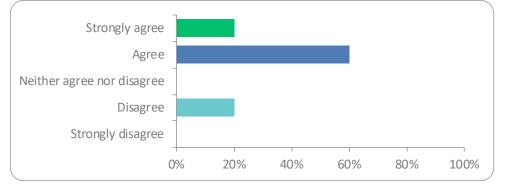
Figure 3: Black-led Organizations Surveyed Offer Professional Development Trainings to Staff (Answered: 4)

And as Black-led organizations are often viewed as pillars in their communities, the participating, Black-led organizations shared some of their community engagement strategies that included the utilization of a community advisory board, engagement with house ball communities, participation in health fairs, among other community engagement strategies. Based on the survey responses, 80% of Black-led organizations have equitable organizational policies that help their community engagement strategies (Figure 4). Table 3 highlights the participating, Black-led organizations' efforts to ending the HIV epidemic in Los Angeles County, which are aligned with the Centers for Disease Control and Prevention (CDC) Division of HIV Prevention 2022 – 2025 strategic priorities: ***health equity, community engagement, syndemic approach, and status neutral approach***. These four cross-cutting focus areas can significantly better position and bolster the EHE initiative.[26]

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[26] Centers for Disease Control and Prevention, Division of HIV Prevention (2022). Division of HIV prevention strategic plan supplement: An overview of refreshed priorities for 2022 – 2025. https://www.cdc.gov/hiv/division-of-hiv-prevention/strategic-plan/dhp-cross-cutting-focus-areas-and-the-strategic-framework.html.

Figured 4: Black-led Organizations Surveyed Have Equitable Organizational Policies to Support Community Engagement Strategies (Answered: 4)
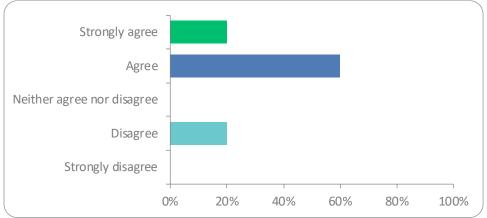

Table 3: Types of Provided Services, Partners, and Community Engagement Strategies from Black-led Organizations

Types of Services Provided by Black-led Organizations	Partners of Black-led Organizations	Black-led Organizations Community Strategies
HIV Testing	REACH LA	Community Advisory Board
Sexual Health Education	APLA	Youth Advisory Board
Reproductive Healthcare & Justice	Vision LA	House Ball Community
Capacity Building	Renewed LA	Health Fairs/Community Outreach
Advocacy & Policy	Unity of Fellowship	Community Surveys
Social Marketing Campaigns & Public Awareness	100 Black Men	
PrEP/ART/STI Treatment Referrals	Black Greek Organizations	
Housing & Transitional Living Referrals	Food Distribution Centers	
Counseling/Mental & Behavioral Health	Health & Beauty Salons/Barbershops	
Recovery/Substance Use Treatment Referral	UCLA CHIPTS	
Condom Distribution & Contraception	African American Infant Mortality Community Action Team	
Social Support & Community Mobilization	California Coalition for Reproductive Freedom	
	Los Angeles Alliance for Reproductive Justice	
	Leadership for Los Angeles County Office of Women's Health	
	Women's Health Equity Coalition	
	We Can Stop STDs	
	County Surveillance Team	
	CHLA	
	AMAAD	

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The types of services provided, collaborating partners, and community engagement strategies are linked to the implementation successes of Black-led organizations.[27] Other factors that contribute to the capacity of Black-led organizations to support public health programming in Los Angeles County are fund development and monitoring and evaluation successes (see Table 4). Interview responses from the participating, Black-led organizations shared how the long funding history with funders, helping to pass various state public health polices, and use of social media engagements to inform programming, have all benefited organizations in their ability to support or lead public health programming in Los Angeles County, specifically pertaining to the EHE pillars - *diagnose, treat, prevent, and respond*.[28]

Table 4: Black-led Organizations' Fund Development/Implementation/Monitoring & Evaluation Successes

Fund Development Successes	Implementation Successes	Monitoring & Evaluation Successes
Grant writer works alongside CEO/ED	Providing a Whole-Person Care Approach	Using Various M&E Tools to Inform Public Health Programs
Staff & Community Involvement w/ Development Team	Using Various Data & Media Sources to Inform Programming	Using Funders' Objectives/Requirements to Modify Existing M&E Tools
Long Funding History w/ Certain Funders	Various State Public Health Policies Passed	Use of Social Media Reactions/Impressions to Inform Community Engagement Strategy
	Development of Reports & Campaigns to Increase Awareness & Support New Public Health Policies	Having a Program Analyst to Lead M&E Efforts
	Launch of New Public Health Programs	Strengthened M&E Efforts via Collaborations

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[27] Federal Transit Administration (2015). Key factors of successful project implementation. https://www.transit.dot.gov/regulations-and-guidance/key-factors-successful-project-implementation#:~:text=Strong%20control%20over%20project%20scope,orders%2C%20and%20other%20unanticipated%20issues.

[28] Centers for Disease Control and Prevention, Division of HIV Prevention (2023). About the ending the HIV epidemic in the U.S. pillars. https://www.cdc.gov/endhiv/about-ehe/pillars.html.

Black-led Organizations' Needs from Funders to Increase Their Sustainability and Impact

To reach the goals outlined in the EHE plan for Los Angeles County, significant scale up will have to involve further investments in Black-led organizations to increase their sustainability and impact in efforts to end HIV. Black-led organizations have historically faced significant barriers and limited access to the funding required for their sustainability and growth.[29] As Black-led organizations are frontline providers in Black communities, addressing their unique needs are dire to achieving Los Angeles County's EHE goals. Existing research has indicated that strengthening the capacity of Black-led organizations that are tailored to their unique needs, ensures that Black communities are well-resourced to respond to crises and advocate for necessary systems changes.[30]

From the survey, 70% of Black-led organizations do not have a well-developed sustainability/strategic plan (Figure 5), which is aligned with interview responses that their organizational infrastructure limits their ability to implement expansive public health programming. Common organizational infrastructure challenges expressed during the interviews were having a small grant/fund development team and not having a robust monitoring and evaluation infrastructure (see Table 5). Survey findings also identified that 80% of the participating organizations do not have monitoring and evaluation systems to measure success and impact in supporting public health programming (Figure 6) – further indicating the need for monitoring and evaluation technical assistance to Black-led organizations.

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[29] Resilia (2023). Black-led nonprofits: Reflections and actions for funders. https://www.resilia.com/blog/black-led-nonprofits-reflections-and-actions-for-funders.
[30] Young Black & Giving Back Institute (2023). Grassroots, Black, & Giving: How philanthropy can better support Black-led and Black-benefiting nonprofits.
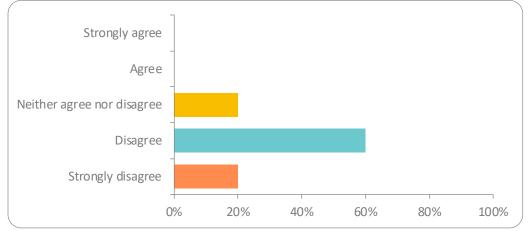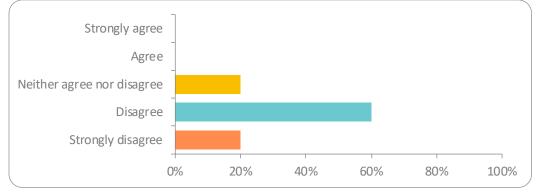https://drive.google.com/file/d/1F6NgQv4XGPEWNeEeiXtCMs_siGKUKS3Z/view.

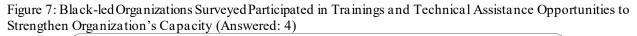Figure 5: Black-led Organizations Surveyed Have a Well-Developed Strategic/Sustainability Plan (Answered: 4)

Table 5: Black-led Organizations' Fund Development/Implementation/Monitoring & Evaluation Challenges
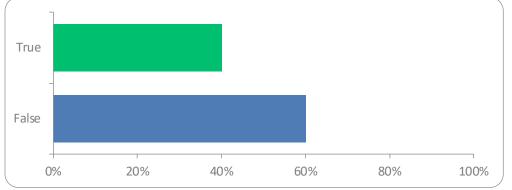
Fund Development Challenges	Implementation Challenges	Monitoring & Evaluation Challenges
Limited Awareness of Funding Opportunities	Funders Not Holding Space for Organizations to Share Ideas or Provide Thought Input	Trying to Use Epi Data & Other Research to Strengthen Existing M&E Efforts
Small Grant/Fund Development Team	Linkages Not Successfully Made due to Referral Issues	Needs to be More Robust
	High Audit/Administration Expenses	Data Collected via Anecdotal Data Not Aligned with Funding Announcements
	Organizational Infrastructure Limits Public Health Programs	
	Limitations Set by Funders to Implement Meaningful Public Health Program	

Figure 6: Black-led Organizations Surveyed Have Monitoring and Evaluation Systems to Measure Success and Impact in Supporting Public Health Programming (Answered: 4)

While funding is a critical need for Black-led organizations to increase their sustainability and impact, so is the need for unique and tailored capacity building. Capacity building is the process of building and strengthening the systems, structures, cultures, skills, resources, and power that organizations need to serve their communities.[31] As DHSP seeks to scale up approaches to achieve the goals of the EHE initiative, investing in the unique capacity building needs of Black-led organization will be required. From the survey, 60% of Black-led organizations have not participated in trainings and technical assistance opportunities to strengthen their capacity to support public health programming in Los Angeles County (Figure 7). The decades-long underinvestment in Black-led organizations has had far-reaching consequences in the lives of Black communities – who face persistent, systemic racial disparities in many areas.[32]

Figure 7: Black-led Organizations Surveyed Participated in Trainings and Technical Assistance Opportunities to Strengthen Organization's Capacity (Answered: 4)

Based on the comprehensive services implemented and the vast network of partners that were shared during the interviews, Black-led organizations are addressing various negative

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[31] National Council of Nonprofits (2020). Transformational capacity building. https://www.councilofnonprofits.org/files/media/documents/2023/fall2020-feature-nishimura-capacity-building.pdf.

[32] National Council of Nonprofits (2020). Transformational capacity building. https://www.councilofnonprofits.org/files/media/documents/2023/fall2020-feature-nishimura-capacity-building.pdf.

health conditions in Black communities but are seeking to strengthen their infrastructure and implement systems that will increase their long-term sustainability and impact. Increased impact is what capacity building should be about and it will require a radical shift in assumptions and cultural norms moving forward.[33] Funders who offer targeted capacity-building programs typically include some combination of (a) small grants or funding provided to the nonprofit for capacity-strengthening projects either as direct funding or through an intermediary funder and (b) access to capacity-strengthening services and resources, such as subject matter expert consultants, coaching and training, or information sharing and peer learning.[34]

Table 6 highlights the expressed capacity building needs, support to apply for funding, and desires for successful public health programming as described by organizations that participated in the assessment. Participating organizations shared the need for increased fund development/grant writing support, seed funding to support with startup or expansion of public health programming, and the desire for improved communication with potential funders and DHSP. From the interview responses, Black-led organizations conveyed the desire to be a thought partner to DHSP, specifically providing input of community engagement and other public health strategies that addresses the health inequities experienced by Black communities. Black-led organizations reported wanting to be thought of and engaged as content experts.

Table 6: Capacity Building Needs, Support, and Desires to Lead Public Health Programming

Capacity Building Needs	Support Needed to Apply for DHSP Funding	Wish/Desire for Successful Public Health Programming
Fund Development/Grant Writing	Changing the Eligibility Requirements	Involvement in Health & Beauty as well as Arts & Culture
Staff Recruitment	Seeing Black-Led Orgs as Experts	Increased Visibility (This Includes Communities Not Often Engaged)
Staff Development	Providing Seed Grants	Holistic Health & Wellness

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[33] Nonprofit Quarterly (2020). Redesigning capacity building: How philanthropy must support leaders of color. https://nonprofitquarterly.org/redesigning-capacity-building-how-philanthropy-must-support-leaders-of-color/.
[34] Kresge Foundation (2020). Leadership and infrastructure funding team (LIFT). https://kresge.org/initiative/leadership-and-infrastructure-funding-team-lift/.

Community Engagement/Outreach	Eliminating the Bureaucracy/Redtape	DHSP to Work More w/ Heluna Health on RFPs (finding ways to decrease the red tape in getting funding from DHSP)
Communications/Media Engagement	Program Staff Understanding the Funding Process – Systems w/in Funding Mechanisms	Better Billing
Relationship Building w/ Partners	Being on the List	Improved Communications & Input to DHSP
	Improved Communications w/ DHSP (DHSP being more responsive)	Multi-year funding
	DHSP Re-Imagining How They Work w/ Grantees (Contractors)	
	Providing Input/Innovative Ideas to DHSP	

Barriers that Hinder Black-led Organizations' Abilities and Desires to Contract with DHSP

DHSP acknowledges the unique abilities of Black-led organizations to effectively serve their communities and reduce health inequities, as they play a critical role to ending the HIV epidemic in Los Angeles County. Achieving the goal will require for Los Angeles County to implement strategies and activities that address and improve health inequities, dismantle racism in all forms, and focus on the communities most impacted by HIV.[35] One strategy is the percentage of EHE funding allocated to Black-led organizations align with the HIV prevalence among Black communities in Los Angeles County.[36] From the Black-led organizations that participated in this assessment project, 70% of the Black-led organizations do not have a well-developed sustainability/strategic plan and 50% have a budget sized less than $500,000 – both

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[35] County of Los Angeles, Department of Public Health Division of HIV and STD Programs (2021). Ending the HIV epidemic in Los Angeles County. https://www.lacounty.hiv/about/#:~:text=The%20Ending%20the%20HIV%20Epidemic,and%20further%20expanded%20through%202030.
[36] Lewis, T. & Boykin, M. (2021). We the people: A Black strategy to end the HIV epidemic in the United States of America. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9930506/.

indicating how their organizational infrastructure limits their response to ending the HIV epidemic in Black communities.

Also, from this assessment project, 50% of the organizations reporting not believing that funders are invested in the growth and sustainability of Black-led organizations in Los Angeles County, with another 25% reporting do not know (Figure 8). But 80% of the Black-led organizations do believe that funders are invested to address the health conditions such as HIV that are impacting Black communities (Figure 9). Funders must prioritize the growth and sustainability of Black-led organizations to dismantle racism and address the health inequities impacting Black communities – the two efforts are mutually connected. Black-led organizations receive less money than those led by whites, due to funders continuing to reinforce the very social ills they say they want to overcome.[37] Barriers that continue to hinder Black-led organizations from contracting with funders include:

1. Lacking organizational capacity to take on the work

2. Deficient funds to do the work properly

3. Burdensome application processes

4. Discrepancies between contract requirements and organization's mission

5. Mistrust of government agencies

6. Skepticism about their chances of securing a contract[38]

[37] Dorsey, C., Kim, P., Daniels, C., Sakaue, L., & Savage, B. (2020). Overcoming the racial bias in philanthropic funding. https://ssir.org/articles/entry/overcoming_the_racial_bias_in_philanthropic_funding.
[38] Casey Family Programs (2023). What keeps community-based organizations from contracting with child welfare agencies, and what can be done about it? https://www.casey.org/media/23.07-QFF-LFOF-Small-CBOs-contracting_fnl.pdf.

Figure 8: Black-led Organizations Surveyed Perceptions of Funders Investments in Growth and Sustainability of Black-led organizations (Answered: 4)
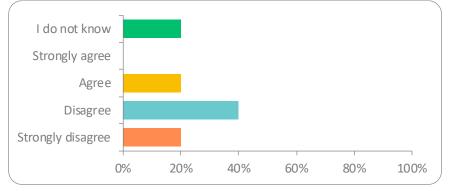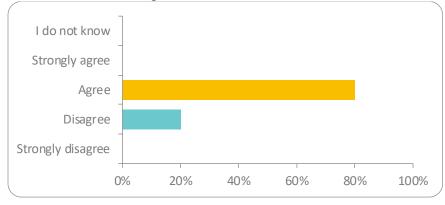

Figure 9: Black-led Organizations Surveyed Perceptions of Funders Investments to Address the Health Conditions Impacting Black Communities in Los Angeles

From the assessment findings, 60% of the Black-led organizations do believe funders' eligibility requirements for funding are aligned with their organizations' mission, yet 60% perceive funders' grant application as difficult, and 80% do not believe funders provide guidance and assistance for what is required to complete funding application (Figure 10, 11, and 12). As a result of the difficulty in applying for public health funding and the lack of guidance and support to complete funding applications, 60% of the Black-led organizations interviewed have not applied for funding to support public health programming in LA County in the past three years, as one of the interview participants discussed:

"It's not worth the bureaucracy to apply for LA County funding. They need to change the reimbursement process and eligibility requirements or provision of services on the RFP,

because it often looks like the RFP leaves out CBOs and have certain organizations in

mind."

And though the majority have not applied for public health funds within the recent year, 40% of

Black-led organizations surveyed have applied for public health funding have submitted between

one to four grant applications, receiving one or two grant awards within that timeframe (Figures

13 and 14).

Figure 10: Black-led Organizations Surveyed Perceptions of Funders' Eligibility Requirements for Funding are Aligned with Organizations' Capacity (Answered: 4)
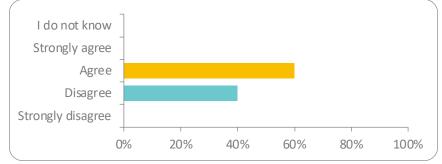

Figure 11: Black-led Organizations Surveyed Perceptions on Submission of Funders' Grant as Not Difficult (Answered: 4)
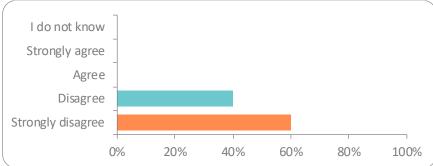

Figure 12: Black-led Organizations Surveyed Perceptions of Funders Providing Guidance and Assistance for What is Required to Complete Funding Application (Answered: 4)
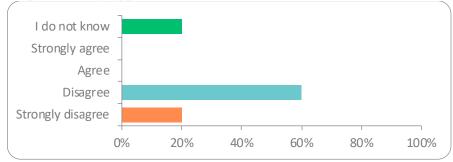
Figure 13: Black-led Organizations Surveyed on Number of Grant Applications Submitted in the Past 3 Years (Answered: 4)
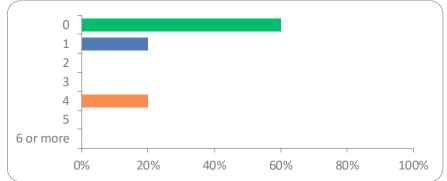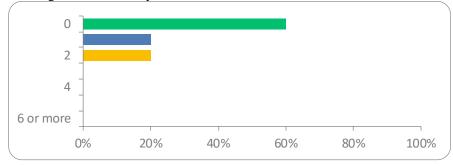

Figure 14: Black-led Organizations Surveyed on Number of Grants Awarded in the Past 3 Years (Answered: 4)

From the interviews, Black-led organizations expressed interest in applying for public health funding but desire a partnership with funders where Black-led organizations are centered as subject matter experts on the health conditions impacting Black communities in Los Angeles County. There is also a wish to cultivate a relationship with foundations, as they provide unrestricted operational support and seed funding to start up new or expand existing public health programming (Table 7). Highlighted in Table 7 are existing barriers that hinder Black-led organizations desire to apply for DHSP funding due to bureaucracy or "redtape" within the division of a county government agency. The functioning systems within DHSP such as approval process of reimbursement-based contracts and program guidance to grantees were also considered as other barriers from the Black-led organizations who have received funding from DHSP.

Black-led organizations also discussed 'DHSP eligibility' list as a hinderance, which disqualifies many Black-led organizations from applying for DSHP funding and not finding out about relevant funding, resulting in partnerships with organizations qualified for DHSP funding but lack the experience engaging Black communities. During the interview, an interviewee expressed:

> "A lot of redtape – at one time, we were not eligible due to a master agreement eligibility list…resulting in a forced partnership with a funded organization that lacked the expertise needed for successful program implementation."

Participating organizations in the assessment project want DHSP to host networking opportunities for Black-led organizations understand the services offered by other organizations, discuss possibilities for collaborations, and build relationships with DHSP and their organizations.

Table 7: Relationship and Desires with Public Health Funders

Relationship w/ DHSP	Relationship w/ Other Funders	Ideal Relationship w/ Funders
Bureaucracy/Redtape	Not Included to Discuss Concerns in Black Communities	Provide More Input to Funders
Not on the Eligibility List	Seeking/Cultivating Relationships w/ Pharmaceuticals (Merck, Gilead, ViiV)	Funders to Help Foster Technical Support
Delay in Payment	Foundations (AHF, EJAF, & Weingart) have Provided Flexible Funding for Operating Support	More Foundation Funds
Stressful/Daunting	Ongoing Engagement w/ Federal Funders	
Lack Follow-thru		
Doesn't Seem Like a Partnership		
Longstanding Relationship		

Recommendations

The purpose of this assessment project was to understand the capacity and organizational health of Black-led organizations in Los Angeles County. Both the Black Caucus and DHSP recognize the unique abilities of Black-led organizations as they are known pillars and frontline

providers to the health conditions impacting Black communities. Based on the findings, the following recommendations are provided for DHSP to support with strengthening the growth and sustainability of Black-led organizations.

Expanding Funding Scope to Focus on Other Health Disparities Impacting Black Communities:

Many Black-led organizations were established to respond to the pre-existing conditions of institutional racism and disinvestment impacting the social determinants of health in Black communities.[39] From the project assessment, participating Black-led organizations are addressing various social determinants (housing, mental health, employment, substance use, etc.) impacting Black communities which are crucial to ending the HIV epidemic in LA county. To dismantle racism in all forms, there should be a greater financial investment in Black-led organizations who are the frontline providers responding to the health disparities in Black communities that are linked to HIV acquisition and viral suppression.

Supporting Black Organizations' Growth and Capacity to Scale Up:

Based on the assessment, participating Black-led organizations expressed the benefits of seed funds to support their operational budget and expand existing services offered, as this assessment project highlighted that the participating organizations have an operational budget of less than $500,000. There has been an ongoing disconnect with funders allocating less funding and less overall investment to Black-led organizations, despite the many promises made by funders in to invest more in Black-led organizations.[40] While many of the Black-led organizations who participated in the project assessment believe that funders are invested in the

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[39] East Bay Community Foundation (2022). Investing in Black-led organizations is key to an equitable pandemic recovery. https://www.ebcf.org/post/investing-in-black-led-organizations/.

[40] Nonprofit Quarterly (2023). Supporting Black-led nonprofits. https://nonprofitquarterly.org/supporting-black-led-nonprofits/.

health conditions impacting Black communities, on the contrast, there is a perception from these organizations that funders are not invested in their growth and sustainability as an organization. Not only will this mean the expansion of funds allocated to Black-led organizations but providing tailored capacity building that meets the unique needs of Black-led organizations in Los Angeles County.

Providing Organizational Infrastructure & Program Sustainability Technical Assistance:

Capacity building is critical to the growth and sustainability of Black-led organizations in LA County. From the assessment, Black-led organizations are not receiving training and individualized technical assistance from DHSP but are interested in receiving capacity building that focuses on ways to expand their existing organizational infrastructure. Providing technical assistance that centers around organizational infrastructure and program sustainability can support Black-led organizations with the development of a strategic plan that will strengthen organizations' operational systems such fund development, program implementation, evaluation, and impact. It is fundamental that Black-led organizations are supported through customized capacity building, which includes strong strategic planning, program development, fiscal/financial systems, staff development, board development, IT, and evaluation.[41]

Promoting Opportunities for Partnerships/Collaborations:

Participating Black-led organizations expressed the need for DHSP to host events that brings them together to learn about their services and explore opportunities for partnering with DHSP, other funders, and new organizational partners. Partnerships can grant access to new funding resources, networks, and opportunities that increase the reach, impact, and sustainability

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[41] Black Freedom Collective (2022). Organizational development. https://blackfreedomcollective.org/organizational-development/.

of Black-led organizations.[42] Currently, Black-led organizations are collaborating with a vast network of community-based organizations, health clinics, faith-based institutions, and other civic groups to assist in addressing health disparities in Black communities. But these organizations also desire for DHSP to play an active role in bringing organizations together to discuss opportunities for collaboration.

Developing Communication and Relationship Building Strategies with Black-led Organizations:

Participating Black-led organizations shared the lack of communication with DHSP, specifically around funding opportunities, but desire to have a relationship with the division. Establishing relationships with Black-led organizations will help funders center the needs of Black communities, which will help funders develop strategies on how to effectively support some of the most complex problems existing in Black communities.[43] Black-led organizations who participated in the assessment project expressed the lack of communication from DHSP on funding opportunities or receiving information about these opportunities within a short timeframe. To scale up strategies to achieving the goals of the EHE initiative, improving existing and adding new communications efforts with Black-led organizations is critical. This will assist in cultivating effective working relationships that also honors Black-led organizations as experts to the health conditions impacting Black communities.

Invest in Additional Modality Assessment with Black-led Organizations:

The assessment project had low participation, which may be due to no incentives provided for participating in the survey or the lack of follow-through from past feedback given

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[42] Faster Capital (2023). Leveraging partnerships and collaborations for scalable growth. https://fastercapital.com/content/Leveraging-Partnerships-and-Collaborations-for-Scalable-Growth.html.
[43] National Committee for Responsive Philanthropy (2023). Black funding denied: Where are we two years later? https://ncrp.org/2023/03/black-funding-denied-where-are-we-two-years-later/.

on strategies to support Black-led organizations. Investing in Black-led organizations will require ongoing assessments to gauge their unique needs to ensure adequate funding and tailored capacity building are provided. As this assessment project comprised of a quantitative survey and qualitative interviews, other opportunities such as focus groups or formal/informal meetings may also support with further understanding the organizational health and capacity of Black-led organizations. Investing in additional modality assessments with Black-led organizations allows funders, DHSP specifically, to re-examine its role hindering Black-led organizations from applying for funds that support public health programming. Currently, funding opportunities are not necessarily culturally relevant and responsive to the unique needs of Black-led organizations, instead these funding opportunities often lack disruptive innovation, equitable transformation, and radical health care.[44]

Conclusion

Using both quantitative survey and qualitative semi-structured interviews, the following themes were identified – 1) Black-led organizations are capable to support public health programming; 2) Black-led organizations' needs from funders to increase their sustainability and impact, and 3) barriers that hinder Black-led organizations' abilities and desires to contract with DHSP. Participants of the assessment project were all senior leaders in their organizations, serving in the role as chief executive officers or executive director. Based on interview responses, the low participation in the assessment project might be related to a lack of trust due to past participation in similar conversations with no follow-up. This was stated by one of the interviewees:

[44] Scott, K., Bray, S., & McClemore, M. (2020). First, no harm: Why philanthropy needs to re-examine its role in reproductive and racial justice. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7097698/.

"I've heard this conversation before. And when there is political will created to do something then it gets done. If there's no political will, then you know, you go through exercises to pretend like you're doing something and then it doesn't happen. "

Black-led organizations reported having the organizational capacity to lead public health programming in Los Angeles County but need additional funding and capacity building to strengthen their ability to grow and thrive. As reported in the findings, Black-led organizations are providing an array of services align with CDC 2022 – 2025 strategic priorities: ***health equity, community engagement, syndemic approach,*** *and* ***status neutral approach***. Black-led organizations also shared how their vast network of partners have helped to leverage their ability to addressing the HIV epidemic in Los Angeles County.

Of the participating organization, 50% reported having an operational budget of less than $500,000 and 80% not having a well-developed sustainability/strategic plan. Despite the perception that public health funders are not invested in the growth and sustainability of Black-led organizations, participating organizations expressed a desire to have a working relationship with DHSP and other public health funders but want to be subject matter experts on the health conditions impacting Black communities in Los Angeles County.

Barriers such as eligibility requirements and short timeframe for submission of grant applications make it difficult for Black-led organizations to apply for public health funds. Organizations also shared the need for seed grants from DHSP to start new or expand existing public health programming. Achieving the goals outlined in the EHE plan for Los Angeles County requires substantial scale up, involving further investments in Black-led organizations to increase their growth and sustainability.

Appendices:

- Appendix A – Survey Tool

- Appendix B - Interview Guide

Appendix A
Los Angeles County Division of HIV/STD Prevention (DHSP)
Black Caucus
Survey Tool

Based upon recommendations from the Black Caucus (BC) (formerly Black/African American Community (BAAC) Task Force) of the Los Angeles County Commission on HIV (COH), the Los Angeles County Department of Public Health, Division of HIV and STD Programs (DHSP) is seeking to understand the capacity and organizational health of Black-led agencies in Los Angeles County (LAC). In LAC, Black people represent 21.3% of new HIV diagnoses despite comprising only 8% of the total population.[45] Both the BC and DHSP acknowledge the unique abilities of Black-led organizations to effectively serve their communities and reduce HIV and health inequities. DHSP would like to engage your organization in a discussion captured by a survey and an interview to identify opportunities to provide tailored capacity building to strengthen Black-led agencies in LA County and identify ways public health funders can improve upon their procurement processes to advance equity among its grantees.

Public health programming is defined as organized public health actions that protect and improve the health of people and their communities (screening, treating, responding, and preventing public health outbreaks/infections). Public health funders play a critical role in public health programming as they represent grantmakers and donors providing financial support for the improvement of population health outcomes and the overall health of communities. DHSP is seeking to understand ways public health funders, inclusive of itself as a funder, can expand funding relationships with Black-led organizations in LA County.

The survey and interview are designed to answer the following guiding questions:
4. What barriers inhibit LA County Black-led agencies' abilities and desires to contract with LAC and other government funders for public health programming?
5. What do Black-led agencies in LAC need from funders to increase their sustainability and impact?
6. What is the organizational capacity of Black-led organizations in LAC to support public health programming?

Identifying information from surveys and interviews will be blinded to ensure confidentiality. Interviews and corresponding recommendations will be developed by Equity & Impact Solutions, a Black and woman-owned consulting firm based in Los Angeles. Information collected from surveys and interviews will be aggregated and compiled into themes and reported to DHSP and the Black Caucus. Findings from surveys and interviews may be used by DHSP for programmatic development to support Black-led agencies in LAC and as recommendations for other partners to support and strengthen Black-led in LA County.

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[45] https://aidsvu.org/local-data/united-states/west/california/los-angeles-count/

http://publichealth.lacounty.gov/dhsp/Reports/HIV/2021AnnualHIVSurveillanceReport.pdf

Section 1:

This section aims to gauge Black-led agencies' abilities and desires to contract for public health programming in LAC. Please reply either True or False for each of the statements, followed with providing an open-ended response to understand the barriers that may hinder your organization from applying for funding to support public health programs.

Abilities and desires of Black-led agencies to contract for public health programming in LAC. Based on the following statements, is your organization:	True	False
1. Knowledgeable of the health conditions, such as HIV, viral hepatitis, sexually transmitted infections, substance, and behavioral issues impacting Black communities in LA county.		
2. Familiar with LA County's public health mission and strategy.		
3. Has the organizational capacity to lead public health programming in LA County.		
4. Collaborated with other organizations to support public health programming in LA County.		
5. Aware of funding opportunities that supports public health programming in LA County.		
6. Applied for funding to support public health programming in LA County.		
7. Received funding to support public health programming in LA County.		
8. Willing to apply for funding in the next 6 - 12 months to support public health programming in LA County.		
9. Participated in trainings and technical assistance opportunities to strengthen organization's capacity to support public health programming in LA County.		

10. Detail the top 3 barriers that may hinder your organization from applying for funding to support public health programming in LA County (e.g., grant submission timeline, grant award amount, purpose of grant does not align with mission of organization, organization may lack the ability to perform the deliverables of what the grant is asking for):
1)
2)
3)

Section 2:

This section aims to delve into the relationship your organization has with funders. Indicate your agreement with each statement below.

Funding Black-led organizations to increase their sustainability and impact. Based on the following statements about funders, do you believe:	Strongly Agree	Agree	Disagree	Strongly Disagree	Do Not Know

11. Funders are invested to address the health conditions, such as HIV, viral hepatitis, sexually transmitted infections, substance use, and behavioral issues, impacting Black communities in LA County.					
12. Funders are invested in the growth and sustainability of Black-led organizations in LA County.					
13. Funders' eligibility requirements for funding are aligned with your organization's capacity					
14. Funders provide guidance and assistance for what is required to complete funding application					
15. Time allotted to apply for funders' grant application is reasonable					
16. Submission of funders' grant application is not difficult					
17. Compared to other grant applications, applying for and submitting grant applications to LA DHSP is more complex.					

18. How many grant applications has your organization submitted in the past 3 years to support public health programming in LA County?
a) 0
b) 1
c) 2
d) 3
e) 4 or more
f) I don't know

19. How many grant awards has your organization received in the past 3 years to support public health programming in LA County?
a) 0
b) 1
c) 2
d) 3
e) 4 or more
f) I don't know
20. What are the top 3 resources/support needed to increase your organization's capacity to apply for LA DHSP funding (e.g., community partners, staffing, evaluation, grant writing, etc.)?
1)

2)	
3)	
21. What are the top 3 resources needed to increase your organization's sustainability and impact (e.g., community partners, staffing, evaluation, grant writing, etc.)?	
1)	
2)	
3)	
22. What are 3 best practices grantors have in their grantmaking process that you think are impactful for an organization like yours (e.g., grant award amount, communications with grantors, clarity in grant applications, timeline for grant submission, timeframe of grant award, etc.)? 1) 2) 3)	

Section 3:
This section aims to understand the current organizational capacity of Black-led agencies in LA County. Read each statement and share your agreement with each statement as it pertains to your organization by selecting one of the following: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree for each of the statements, followed with providing an open-ended response to gauge your organization's capacity to support public health programming in LA County.

Black-led organizations' capacity to support public health programming in LA County. Based on the following statements in your organization, do you believe:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
23. Staff are clear of their responsibilities and execute those responsibilities effectively.					
24. Staff are offered professional development trainings to support public health programming in LA County.					

25. Board members are active and clear of their responsibilities and execute those responsibilities effectively.					
26. Organizational policies are equitable and do not hinder community engagement strategies.					
27. Funders provide guidance and assistance for what is required to complete funding application.					
28. Organization has diversity in leadership and decision-making.					
29. Organization has diversity in funding sources.					
30. Organization has a well-developed sustainability/strategic plan.					
31. Organization has monitoring and evaluation systems to measure success and impact in supporting public health programming.					
32. Organization's staff recruitment and retention are barriers hindering your organization's performance.					

33. What are the top 3 training and technical assistance needs to strengthen your organization's capacity to support public health programming in LA County?
1)
2)
3)

Thank you for completing this survey.

Appendix B
Los Angeles Division of HIV/STD Prevention (LA DHSP)
Black/African American Taskforce
Informant Interview Guide

Introduction to the Interview:
My name is Raniyah Copeland, Founder of Equity and Impact Solutions, a consulting firm that helps organizations maximize returns on social investment, support people of color-led movements, and create a positive impact in racialized communities. We have been contracted by Los Angeles County Division of HIV and STD Programs (DHSP) to conduct an assessment with Black-led agencies in LA County to identify opportunities providing tailored capacity building for Black-led agencies in LA County and identify ways LA DHSP can improve upon its procurement process to advance equity among its grantees. I will be leading our interview today.

First, I want to thank you for taking the time to speak with me, as your responses are extremely valuable. I have 15 questions to go through with you. This interview should last no longer than 60 minutes. Does that still work for you?

Great. Please be aware that there are no wrong answers — you're the expert here! Information collected from this interview will be compiled into themes and reported to LA DHSP and the Black Caucus. Findings from the interview data collected and analyzed may be used by LA DHSP for additional programmatic development. Through active communication between LA DHSP and the Black Caucus, LA DHSP will share/disclose with the Caucus its vision for utilization of the data collected and analyzed, outside of the Caucus' intent – fostering transparency and trust.

Public health programming is defined as organized public health actions that protect and improve the health of people and their communities. Public health funders play a critical role in public health programming as they represent grantmakers and donors providing financial support for the improvement of population health outcomes and the overall health of communities.

With your permission, I would like to record this interview. The recording will only be used to help me to ensure I capture your accurate responses. Is that okay?

Before we begin this interview, do you currently have any questions for me?

Question	Potential Probing Question(s)
1. What are your organization's current programmatic priorities?	1a. What information did the organization utilize to develop or address organizational priorities?
2. What are the main areas of support your organization needs to successfully carryout your organization's mission?	2a. Consider financial, human resources, skills, etc.

3. In what ways does your organization support and engage in public health programming (ex: HIV, STI programs) in LA County?	3a. What are the challenges supporting and engaging in public health programming in LA County?
4. How does leadership involve staff in the planning and implementation of public health programming?	4a. How does leadership involve community members in the planning and implementation of public health programming? 4b. What is the role of your organization's board members in the planning and implementation of public health programming? 4c. What are challenges you experience in the planning and implementation of your organization's programming?
5. How does your organization support the health and well-being of staff to minimize burnout when implementing public health programming?	5a. As a senior leader in your organization, how would you like to support the health and well-being of your staff?
6. Who is your organization collaborating with to advance public health efforts in LA County?	6a. What is your organization's role when collaborating?
7. What have been some successes when collaborating with other organizations to support public health programming in LA County?	7a. What have some challenges/lessons when collaborating with other organizations to support public health programming in LA County?
8. How does your organization monitor and evaluate its successes/challenges/lessons-learned from supporting public health programming in LA County?	8a. How are those findings shared with collaborators and communities engaged? 8b. As a senior leader in your organization, how are you using findings to inform future public health programming in LA County?
9. What support is needed to increase involvement in LA County's public health programming?	9a. What are staff development needs to increase involvement in LA County's public health programming? 9b. As a senior leader in your organization, how are you addressing staff development needs to increase involvement in LA County's public health programming?
10. How is your organization made aware of funding opportunities that supports public health programming in LA County?	10a. What types of funding does your organization usually apply for?

	10b.How often does your organization apply for funding supporting public health programming in LA County? 10c. What kinds of funding would you like to apply for?
11. Describe your experience when applying for funding from LA DHSP?	11a. How does that compare to when applying for funding from other funders to support public health programming?
12. What percentage of your organization's overall budget is allocated towards public health efforts in LA County?	12a.What percentage of your budget would you like to have for public health programs?
13. Describe your organization's relationship with funders supporting public health programming in LA County?	13a. What does the ideal funder relationship look like?
14. What support does your organization need to successfully apply for funding that to implement public health programming in LA County?	
15. If funds were unlimited, how would your organization successfully address the health disparities in Black communities?	

This concludes the interview; do you have any questions for me?

Thank you again for taking the time to participate in this interview.

Executive Summary

- Black-led organizations are the front lines of promoting health and well-being in Black communities yet continue to face significant challenges with accessing adequate funding and tailored capacity building to sustain and grow

- As Black people represent 19% of individuals living with HIV, despite comprising only 8% of the total population in Los Angeles County, DHSP must prioritize funding and provide tailored capacity building to Black-led organizations in response to ending the HIV epidemic in Black communities.

- Recommendations provided for DHSP will help to support with strengthening the growth and sustainability of Black-led organizations.

Purpose of the Project

- To identify opportunities to provide tailored capacity building to strengthen Black-led agencies addressing the health conditions among Black communities in LAC.

- To identify ways public health funders can improve upon their procurement processes to advance equity among its grantees.

Guiding Questions:

1. What barriers inhibit LA County Black-led agencies' abilities and desires to contract with LAC and other government funders for public health programming?

2. What do Black-led agencies in LAC need from funders to increase their sustainability and impact?

3. What is the organizational capacity of Black-led organizations in LAC to support public health programming?

Background Data

- Most funding to address racial disparities has fallen within a racial equity framework, focusing on increasing opportunities and meeting short-term needs rather than long-term movement building, systems change, or grassroots organizing (Prince, 2023)

- Black-led organizations' ability to respond and adapt quickly is not sustained by their willingness and drive to help. It is, however, contingent on their infrastructure, capacity, and access to funding (East Bay Community Foundation, 2022).

- Predominantly white organizations are often happy to use movement language to garner funds to support the lives of Black communities but cast Black-led organizations in the role of contractors to help white organizations fulfill grant requirements, rather than as grantees receiving resources for their own strategies (Philanthropic Initiative for Racial Equity, 2021).

- In 2020, 2.4% of Foundations' overall grantmaking were to Black communities (Candid Report, 2021).

Background Data

- California trails the nation in terms of investments in strengthening the infrastructure and building the capacity of Black organizations (California Black Freedom Fund, 2021).

- In LA County - 56% of BIPOC-led organizations have an operational budget of $500,000 or higher compared to 81% of White-led organizations (Nonprofit Finance Fund, 2022).

- Focused investments across the public and private sector and toward Black leadership development are required to appropriately address the breadth of the needed HIV response...the percentage of EHE funding allocated to Black-led organizations align with the HIV prevalence among Black communities (Lewis & Boykin, 2021).

Methodology: Mixed Methods

15 Black-led organizations were identified:
- DHSP identified 5
- Black Caucus identified 8
- Equity & Impact Solutions identified 2

Quantitative Survey via SurveyMonkey
- Comprised of 41 questions (36 closed-ended & 5 open-ended)
- Descriptive data analysis

Qualitative Semi-Structured Interviews
- Comprised of 15 open-ended questions
- Thematic data analysis

Project Timeline

By August 31, 2023:
- Assessment tools finalized to pilot
- Finalized desired interviewee lists
- Scheduled pilot with Dr. King

By September 30, 2023:
- Completed survey pilot
- Developed a report and presentation from pilot assessment

By October 31, 2023:
- Gathered feedback on pilot from DHSP & Black Caucus
- Finalized assessment tools based on feedback
- Disseminated survey link to identified Black-led orgs.
- Scheduled interviews with the identified Black-led orgs who responded

Project Timeline

By January 31, 2024:
- Completed assessments
- Conducted data analysis
- Shared preliminary findings and possible next steps with DHSP

By February 29, 2024:
- Share preliminary findings and possible next steps with Black Caucus
- Finalize report and presentation of assessment findings and recommendations

Outreach Conducted with the Identified Organizations

Organization	Contact Name	Contact Email	Contact Phone Number	Engagement w/ Contact (Date Included)	Completed Survey	Completed Interview
AMAAD	Gerald Garth	gerald@amaad.org		Email sent 10/16, 10/20, 10/30	Yes	Yes
Black Women for Wellness	Janette Robinson	janette@bwwla.com	323.290.5955	Email sent 10/16, 10/20, 10/30, 11/16, 11/29, 1/18		Yes
Brotherhood Crusade	Stacy Williams	swilliams@brotherhoodcrusade.org	323.846.1649	Email sent 10/16, 10/20, 10/30; left phone message on 12.5.23; sent email 12.15.23, 1/23/24		
Community Coalition	Alberto Retana	alberto@cocosouthla.org	323.750.9087	Email sent 10/16, 10/20, 10/30, DHSP 11/6, 11/16, 11/29; 12.5.23 called but vmail is full; sent email 12.15.23, 1/23/24		
Essental Access Health	Nomsa Khalfani	nkhalfani@essentialaccess.org		Email sent 10/16, 10/20	Yes	Yes
First to Serve, Inc.						
Healing with Hope	Damone Thomas	healingwhope@gmail.com; info@healingwhop.org		Email sent 10/16, 10/20, 11/16	Yes	Yes
In the Meantime	Jeffrey King	inthemeantimemen@aol.com		Email sent 10/16, 10/20, 10/30, 1/23/24		Yes
Invisible Men	Dr. Luckie Alexander	luckiealexander@invisibletmen.com		Email sent 10/16, 10/20, 10/30, 1/18/24, 1/23/24		
Jenessee Center, Inc.	Karen Earl	kearl@jenessee.org	323.299.9496 x 102	Email bounced back on 10/16, 11/16; 12.5.23 called but vmail is full; sent email 12.15.23, 1/23/24		
Minority AIDS Project	Russell Thornhill	rthornhill@minorityaidsproject.org	323.936.4949	Email sent 10/16, 10/20, 10/30, 11/16, 11/29; Called on 12.5.23 will be back in the office on 12.7.23; email sent 12.15.23; 1/18/24, 1/23/24		
MLK Campus Partners	Dr. Elaine Batchlor	ebatchlor@mlkch.org	213.302.3500	Email sent 10/16, 10/20, 10/30, 11/16, 11/29; Called on 12.5.23 but vmail is full, 1/18/24,		
Umma Clinic	Adel Syed	asyed@ummaclinic.org	323.789.5610	Email sent 10/16, 10/20, 10/30, 11/16, 11/29; 12.15.23, 1/24/24		
Unique Women's Coalition	Chela Demuir	chela@theuwc.org	323.499.1193	Email sent 10/16, 10/20, 10/30, 11/16, 11/29; Called on 12.5.23 but vmail isn't activated; email sent 12.15.23, 1/18/24	Yes	
YWCA	Sharon Shelton	sharon.shelton@ywcagla.org	213.365.2991	Email sent 10/16, 10/20, 10/30, 11/16, 11/29; Called on 12.5.23 and wants us to resend the email; Email sent 12.15.23, 1/18/24, 1/23/24 (Became White-led in January 2024)		

Participating Organizations

Organizations Surveyed (26.67% completion rate)	Organizations Interviewed (33.33% completion rate)
AMAAD (DHSP)	AMAAD (DHSP)
Essential Access Health (EIS)	Black Women for Wellness (BC)
Healing with Hope (BC)	Essential Access Health (EAH)
Unique Women's Coalition (BC)	Healing with Hope (BC)
	In the Meantime (DHSP)

All respondents were either Executive Director or CEO in their organizations

Possible Reason for Low Participation

"I've heard this conversation before. And when there is political will created to do something then it gets done. If there's no political will, then you know, you go through exercises to pretend like you're doing something and then it doesn't happen. "

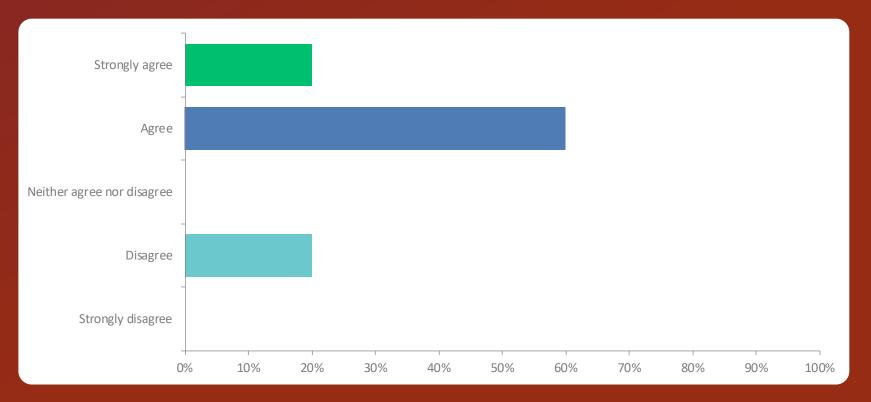Lack of incentive/time reimbursement

Assessment Findings Themes

1. Black-led organizations are capable to support public health programming

2. Black-led organizations' needs from funders to increase their sustainability and impact

3. Barriers that hinder Black-led organizations' abilities and desires to contract with DHSP

Findings Theme 1: Black-led Organizations are Capable to Support Public Health Programming

Types Services Provided	Who Black-led Organizations are Partnering	Community Engagement Strategies
HIV Testing	REACH LA	Community Advisory Board
Sexual Health Education	APLA	Youth Advisory Board
Reproductive Healthcare & Justice	Vision LA	House Ball Community
		Community Surveys
Capacity Building	Renewed LA	
Advocacy & Policy	Unity of Fellowship	
Social Marketing Campaigns & Public Awareness	100 Black Men	
PrEP/ART/STI Treatment Referrals	Black Greek Organizations	
Housing & Transitional Living Referrals	Food Distribution Centers	
Counseling/Mental & Behavioral Health	Health & Beauty Salons/Barbershops	
Recovery/Substance Use Treatment Referral	UCLA CHIPTS	
Condom Distribution & Contraception	African American Infant Mortality Community Action Team	
Social Support & Community Mobilization	California Coalition for Reproductive Freedom	
	Los Angeles Alliance for Reproductive Justice	
	Leadership for Los Angeles County Office of Women's Health	
	Women's Health Equity Coalition	
	We Can Stop STDs	
	County Surveillance Team	
	CHLA	
	AMAAD	

Findings Theme 1: Black-led Organizations are Capable to Support Public Health Programming
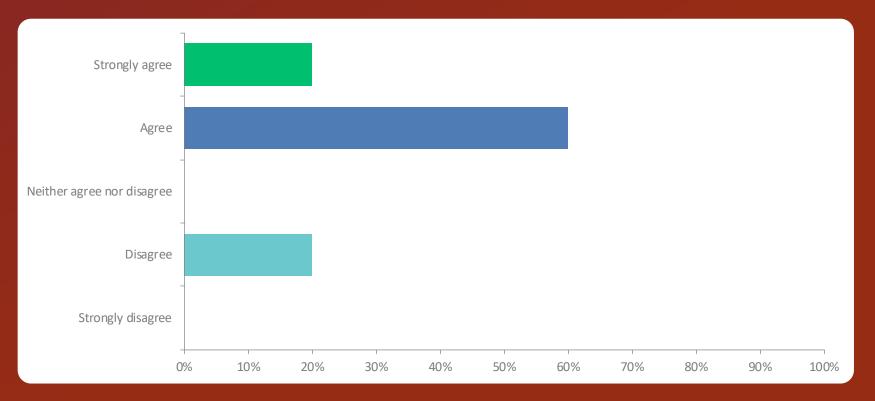
"Great successes with policies that have been passed that they led. Sex education programs for youth and older populations. Beauty Health program. Developed a report on racism and reproductive health and will be producing 3-4 more reports in 2024."

"Doing outreach education to get individuals and their partners tested and treated. We do public awareness campaigns. Using opportunity to focus on issues that align/expand to other areas."

Findings Theme 1: Black-led Organizations are Capable to Support Public Health Programming

Black-led Organizations Surveyed Offer Professional Development Trainings to Staff (Answered: 4)

Findings Theme 1: Black-led Organizations are Capable to Support Public Health Programming

Black-led Organizations Surveyed Have Equitable Organizational Policies to Support Community Engagement Strategies (Answered: 4)

Findings Theme 1: Black-led Organizations are Capable to Support Public Health Programming
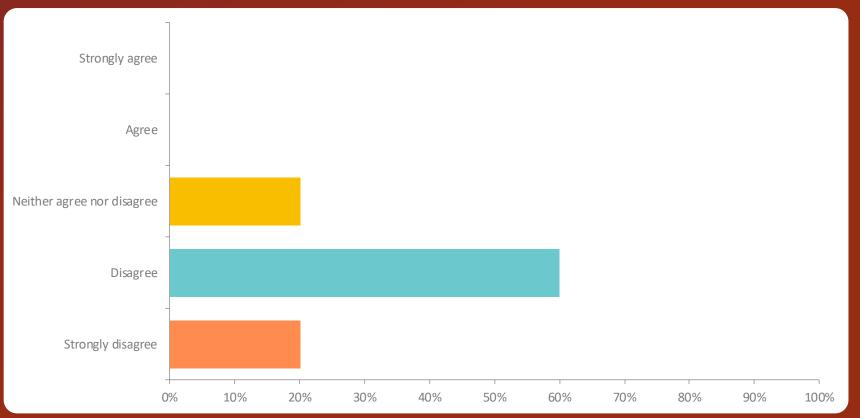
Black-led Organizations' Fund Development/Implementation/Monitoring & Evaluation Successes

Fund Development Successes	Implementation Successes	Monitoring & Evaluation Successes
Grant writer works alongside CEO/ED	Providing a Whole-Person Care Approach	Using Various M&E Tools to Inform Public Health Programs
Staff & Community Involvement w/ Development Team	Using Various Data & Media Sources to Inform Programming	Using Funders' Objectives/Requirements to Modify Existing M&E Tools
Long Funding History w/ Certain Funders	Various State Public Health Policies Passed	Use of Social Media Reactions/Impressions to Inform Community Engagement Strategy
	Development of Reports & Campaigns to Increase Awareness & Support New Public Health Policies	Having a Program Analyst to Lead M&E Efforts
	Launch of New Public Health Programs	Strengthened M&E Efforts via Collaborations

Findings Theme 2: Black-led Organizations' Needs from Funders to Increase Sustainability and Impact
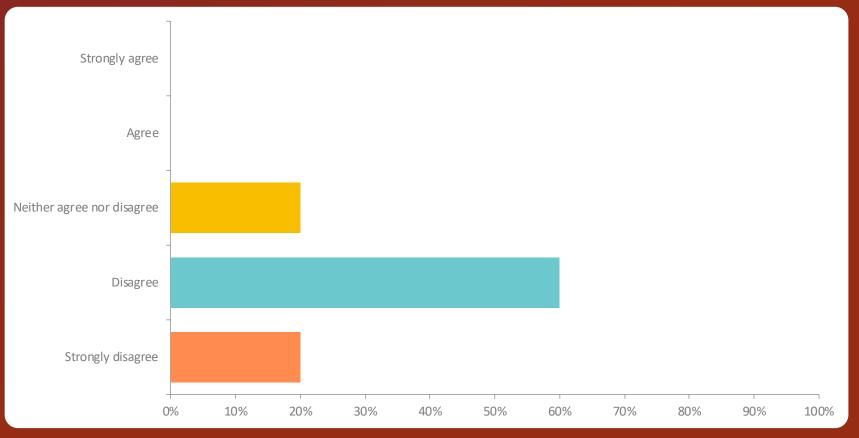
"But if we really want to invest in Black communities and in Black organizations, a more intentional process to help them go to scale and a process to help those that are larger grow. But specifically, supporting those that are trying to scale up in some kind of way. Until that kind of commitment happens, we continue to have these conversations."

"I think sustainability is really the thing. And it's been something that has been brought to the table a lot. So, it's come up over and over again throughout these past 20-30 years, since I have been around...we really need to look at what is sustainability? What does sustainability look like?"
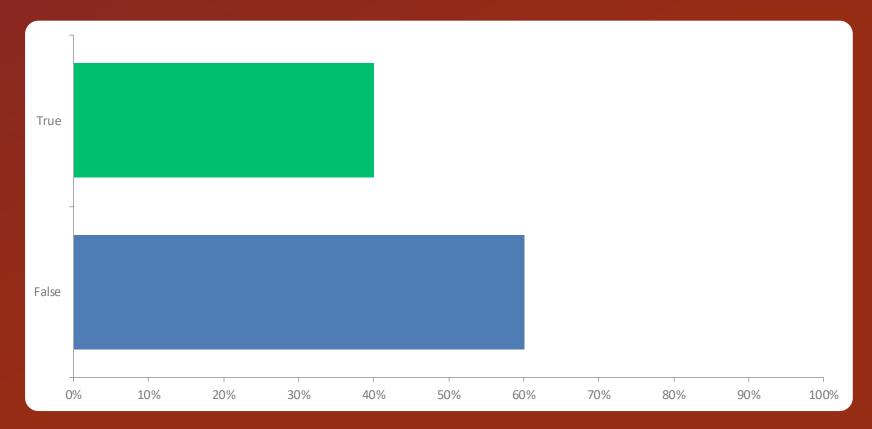
Findings Theme 2: Black-led Organizations' Needs from Funders to Increase Sustainability and Impact

Black-led Organizations Surveyed Have a Well-Developed Strategic/Sustainability Plan (Answered: 4)

Findings Theme 2: Black-led Organizations' Needs from Funders to Increase Sustainability and Impact

Black-led Organizations Surveyed Have Monitoring and Evaluation Systems to Measure Success and Impact in Supporting Public Health Programming (Answered: 4)
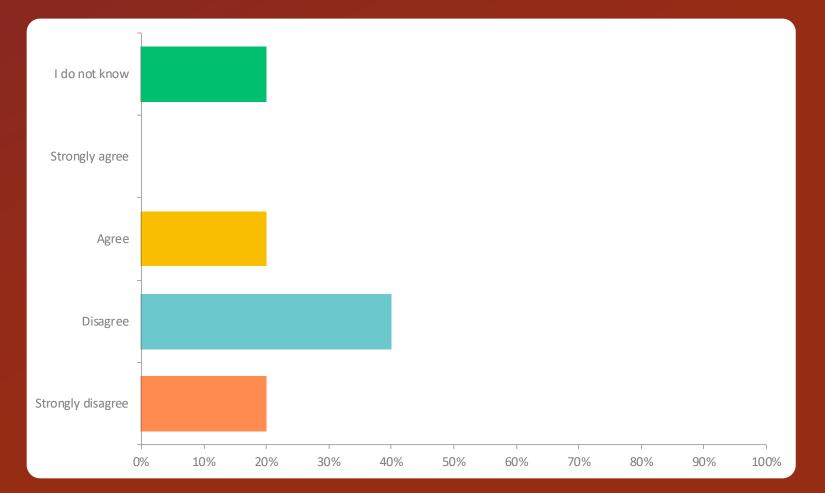
Capacity Building Needs	Support Needed to Apply for DHSP Funding	Wish/Desire for Successful Public Health Programming
Fund Development/Grant Writing	Changing the Eligibility Requirements	Involvement in Health & Beauty as well as Arts & Culture
	DHSP would have to be significantly different – modifying infrastructure that reduces existing bureaucracy/red-tape with DHSP	
Staff Recruitment	Seeing Black-Led Orgs as Experts	Increased Visibility (This Includes Communities Not Often Engaged)
Staff Development	Providing Seed Grants	Funding to support Holistic Health & Wellness programming
Community Engagement/Outreach	Eliminating the Bureaucracy/Redtape	DHSP to Work More w/ Heluna Health on RFPs/Innovations towards getting resources to Black-led organizations
Communications/Media Engagement	Program Staff Understanding the Funding Process – Systems w/in Funding Mechanisms	Better Billing
Relationship Building w/ Partners	Being on "the List" – Directly receiving communications from DHSP of grant opportunities	Improved Communications & Input to DHSP
	Improved Communications w/ DHSP (DHSP being more responsive)	
	DHSP Re-Imagining How They Work w/ Grantees (Contractors)	
	Providing Input/Innovative Ideas to DHSP	

Findings Theme 3: Barriers that hinder Black-led Organizations' Abilities and Desires to Contract with DHSP

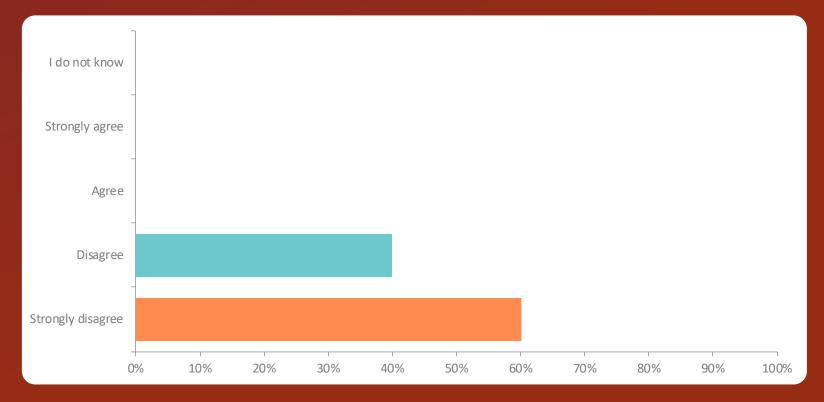"A lot of redtape – at one time, we were not eligible due to a master agreement eligibility list…resulting in a forced partnership with a funded organization that lacked the expertise needed for successful program implementation."

"DHSP says that we are partners, but it doesn't always feel like a partnership."

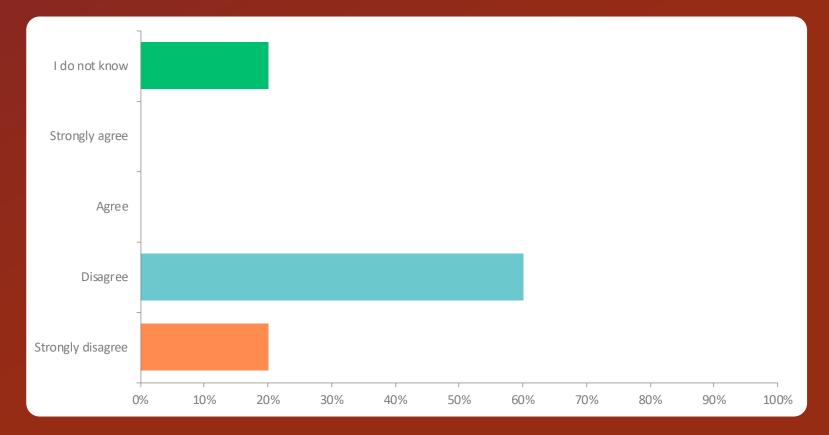# Findings Theme 3: Barriers that hinder Black-led Organizations' Abilities and Desires to Contract with DHSP

Black-led Organizations Surveyed Perceptions of Funders Investments in Growth and Sustainability of Black-led organizations (Answered: 4)

Findings Theme 3: Barriers that hinder Black-led Organizations' Abilities and Desires to Contract with DHSP

Black-led Organizations Surveyed Perceptions on Submission of Funders' Grant as Not Difficult (Answered: 4)

Findings Theme 3: Barriers that hinder Black-led Organizations' Abilities and Desires to Contract with DHSP

Black-led Organizations Surveyed Perceptions of Funders Providing Guidance and Assistance for What is Required to Complete Funding Application (Answered: 4)

Findings Theme 3: Barriers that hinder Black-led Organizations' Abilities and Desires to Contract with DHSP

Relationship w/ DHSP	Relationship w/ Other Funders	Ideal Relationship w/ Funders
Bureaucracy/Redtape	Not Included to Discuss Concerns in Black Communities	Utilized more as the Expert on their Communities during Funders' Strategies Approaches
Not on the Eligibility List	Seeking/Cultivating Relationships w/ Pharmaceuticals (Merck, Gilead, ViiV)	Funders to Provide Tailored Technical Support around Black-led Organizations Unique Organizational and Programmatic Needs
Lack of formal communications structures (not being aware of grant opportunities or being aware of grant opportunities when close to grant submission date)		
Delays in Payment	Foundations (AHF, EJAF, & Weingart) have Provided Flexible Funding for Operating Support	More Foundation Funds/More Funds Supporting General Operating and Allows Grantees' Program Innovation.
Stressful/Daunting	More Engagement w/ Federal Funders Compared to DHSP	
Lack Follow-thru once funded during program implementation		
Doesn't Seem Like a Partnership		
Longstanding Relationship		

Recommendations

- Expanding Funding Scope to Focus on Other Health Disparities Impacting Black Communities:
  The participating Black-led organizations in the project assessment are addressing various social determinants impacting Black communities which are crucial to ending the HIV epidemic in LA county (housing, mental health, employment, substance use, etc.)

- Supporting Black Organizations' Growth and Capacity to Scale Up:
  Based on the assessment, participating Black-led organizations expressed the benefits of seed funds to support their operational budget and expand existing services offered. And half of the participating Black-led organizations have an operational budget of less than $500,000

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Recommendations

- Providing Organizational Infrastructure & Program Sustainability Technical Assistance:
  Capacity building is critical to the growth and sustainability of Black-led organizations in LA County. From the assessment, participating Black-led organizations would like to receive technical assistance and training that focuses on ways to expand their existing organizational infrastructure, thereby increasing their chances of receiving funds to sustain programs addressing the health conditions impacting Black communities.

- Promoting Opportunities for Partnerships/Collaborations:
  Participating Black-led organizations expressed the need for LA DHSP to host events that brings them together to learn about their services and explore opportunities for partnering.

Recommendations

- Developing Communication and Relationship Building Strategies with Black-led Organizations:
    Participating Black-led organizations shared the lack of communication with LA DHSP, specifically around funding opportunities, but desire to have a relationship with the division.

- Invest in Additional Modality Assessment with Black-led Organizations
    Low participation in the assessment project which may be due to no incentives provided for participating in the survey or the lack of follow-through from past assessment projects. Other assessment opportunities such as LA DHSP hosting focus groups with Black-led organizations or formal scheduled meetings.

Conclusion

- The low participation in the assessment project can be related to a lack of trust due to past participation in similar assessment projects with no follow-up.

- Participating Black-led organizations expressed a desire to have a working relationship with LA DHSP but want to feel like a partner and subject matter expert.

- LA DHSP eligibility requirements hinder Black-led organizations desire to apply for funding from the division.
    - Proven track record of experience
    - Financial audits
    - Insurance coverages

Conclusion

- Participating Black-led organizations shared how the bureaucracy within the division are barriers to maintaining a relationship with LA DHSP.

- Providing seed grants and technical support to strengthen organizational capacity is critical to the growth and sustainability of Black-led organizations.

- LA DHSP should play an active role in bringing organizations together as an opportunity to increase collaborations and leverage resources.