

### Introduction

- Transgender, gender non-conforming and non-binary (TGNCNB) persons are noted as a key population in the National<sup>1</sup> and New York State<sup>2</sup> HIV epidemic plans.
- The Blueprint* notes that for individuals in key populations, new HIV infections are often tied to contextual factors that can amplify HIV risk, “such as poor health care, poverty, inequality, mental health problems and geographic disadvantage.”
- The New York State AIDS Institute TGNCNB Advisory group stated that:
 

“TGNC(NB) individuals need access to Community Based Organizations (including AIDS Service Organization and LGBTQ nonprofits) that provide services and programs relevant to TGNC(NB) communities, designed and delivered under the leadership of TGNC(NB) people, and are in safe environments where all staff, board and volunteers understand the needs and identities of TGNC(NB) communities.”
- A limited but growing number of TGNCNB-led and focused Community Based Organizations (CBOs) exist in NYC.
- The NYC Department of Health and Mental Hygiene (NYCDOHMH) implemented a capacity building project to strengthen some of these organizations to address HIV and other disparities as they see fit.

### The Project

- Launched in July 2016 and funded through June 2020
- Funding eligibility:
  - non-profit with experience serving TGNCNB people
  - annual agency budget of less than \$1,000,000
  - demonstrated representation of individuals who identify as TGNCNB in their leadership and workforce
- Four TGNCNB agencies and one capacity building assistance agency were funded
- Goals of the project are to:
  - strengthen and support the development of organizations serving TGNCNB individuals in NYC
  - expand delivery of services to TGNCNB communities
- Here we describe the work of the funded organizations and their successes and challenges as a result of this project.



Destination Tomorrow was founded in 2009. Destination Tomorrow has comprehensive programs and services both in-house and referral-based. They also offer capacity building to agencies who wish to work with LGBTQ communities but lack the cultural competency and expertise to do so. Their mission states that economic empowerment is the underlying goal of all activities at Destination Tomorrow.

#### Key successes:

- doubled office space and annual budget
- introduced new programs
- hired more staff
- secured several new sources of funding

#### Key challenges:

- attracting talent to meet human resources needs
- providing expanded services faster than the space they previously occupied would accommodate

With the additional funding and capacity built throughout this project, they have been able to meet the needs of their community members, and sustainably grow



The New York Transgender Advocacy Group (NYTAG) was founded in 2014. It is a trans-led organization whose mission is to advocate for more inclusive gender-based policies that benefit TGNCNB individuals through building community leaders, educating practitioners, and influencing policy makers. Its vision is to create an equitable society for TGNCNB people.

#### Key successes:

- attained new space
- introduced new programs and hired more staff
- secured new sources of funding
- achieved financial independence from fiscal sponsor

#### Key challenges:

- staffing and human resources challenges
- growing and building independent financial skills under a fiscal sponsor

NYTAG overcame these challenges through careful redrafting of roles and thoughtful growth as their funding increased



Princess Janae Place was founded in 2015. The mission of Princess Janae Place is to help people of trans experience maximize their full potential as the transition from homelessness to independent living. Princess Janae Place fulfills its mission by offering a safe space for people of trans experience to connect with community, access gender-affirming support, as well as engage in educational and recreational activities.

#### Key successes:

- acquired additional funding & hired more staff
- improved non-profit business practices
- established active Board of directors
- Established organization as an expert on housing referrals for TGNCNB persons

#### Key challenges:

- dealing with staff turnover and staff retention
  - achieving exposure, recognition and referrals as a new agency
- Princess Janae Place overcame these issues by working with an outside staffing agency and by linking and networking with other housing agencies



Translatinx Network was founded in 2007. Translatinx Network increases the capacity of all transgender community members through advocacy, education and social support. The vision of the organization is to implement sustainable programs that improve the quality of life of all transgender community members for years to come. Translatinx Network values “the freedom to live our truth; the Kinship that connects us; Dignity as reflected in all aspects of our work; and our right to personhood.”

#### Key successes:

- reformed human resources program
- increased fiscal capacity
- expanded workforce development programming
- secured new sources of funding

#### Key challenges:

- lacking internal grant writing expertise
- providing expanded services faster than the space they previously occupied would accommodate

Translatinx Network overcame these issues through careful planning and expansion into a new space



### Capacity Building Assistance



The Latino Commission on AIDS (LCOA) was founded in 1990. LCOA spearheads health advocacy for Latinos, promotes HIV education, develops model prevention programs for high risk community and builds capacity in community organizations. LCOA was funded to provide capacity building assistance to the organizations.

With the assistance of LCOA, agencies:

- conducted initial needs assessments
- drafted plans for organizational capacity, training, and service delivery development
- developed governance and evaluation tools tailored to their own agencies
- participated in trainings by the LCOA and other outside entities
- strengthened executive leadership through executive director coaching and engagement sessions

### Conclusions

#### Overall successes:

- Model is successful and has promise among this and other priority populations
- All agencies have acquired substantial additional funding
- All agencies have independent sites and expanded programs and services
- All agencies are prioritizing Leadership and Board development as well as fundraising
- Since the beginning of this project there has been a more prominent presence of TGNCNB-led organizations within NYC

#### Overall challenges:

- Agencies began project at different levels of development
- Funder and agencies needed to be flexible as capacity building is not always a linear process
- Staffing and transitions were issues at all agencies

#### Lessons Learned:

- Funder and agencies need to be flexible throughout the process
- Future implementations of this model will require refining to the needs of each specific community

### Acknowledgements

Yusyin Hsin	Andrea Feduzi	Demetre Daskalakis
Amanda Phi	Levi Solimine	Destination Tomorrow
Paul Santos	Paul Kobrak	NYTAG
Christian Jimenez	Anna Thomas	Princess Janae Place
Tawanda Mitchell	Benjamin Tsoi	Translatinx Network
Kim Gittens	Julie Myers	Latino Commission on AIDS
Arya Shahi	Oni Blackstock	Zoe Edelman
Patrick Padgen	Yanoh Jalloh	Thierry Ekon

<sup>1</sup>National HIV/AIDS Strategy for the United States: Updated to 2020. Washington DC: Office of National AIDS Policy, 2015.  
<sup>2</sup>2015 Blueprint for achieving the goal set forth by Governor Cuomo to end the epidemic in New York State by the end of 2020. New York State Department of Health. Available at health.ny.gov/ete.