2022 EVALUATION OF COMMUNITIES RISE CAPACITY BUILDING COHORT
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## Background

This report presents the results of an evaluation of the 2022 Communities Rise Cohort Program. The Cohort Program was conducted virtually for the third consecutive year. The goal of the cohort program is to assist grassroots and community organizations which serve immigrant, refugee, communities of color, low-income and other communities furthest from opportunity to meet their missions, and strengthen their capacity. It is also intended as a strategy for connecting organizations and building their peer network. The Cohort Program, funded by the City of Seattle, launched in March 2022, and ended in December 2022. Program staff included a Director of Capacity Building and a Capacity Building Coach.

The Cohort Program engaged community based organizations in a suite of services, comprised of cohort-wide peer learning meetings and workshops, and specialized training and coaching. Each of the cohort organizations conducted baseline assessments, and worked with the Communities Rise Capacity Building Coach to develop nine month work plans that identified three or four activities, outcomes, timelines, and outcome indicators.
Cohort organizations applied to become members of the program. All were first-time applicants to the program. In order to be eligible community based organizations were required to have annual operating budgets of $500,000 or less and be led by immigrants, and/or refugees, communities of color, and other communities. They were also required to serve a target population, the majority (80%) of whom would be Seattle residents. All cohort members committed to take the time necessary to build capacity.

Eight emerging, small, and mid-size nonprofit organizations were selected to participate in 1:1 coaching, workshops, and Peer Learning Communities (PLCs). The aims of these organizations included digital literacy, neighborhood engagement and beautification efforts, and strategies to connect community members to community advocacy, and activities aimed at dismantling systems of oppression.

Communities Rise tasks included managing and creating a cohort learning community, planning, and conducting peer learning sessions and workshops, delivering specialized technical assistance, individualized coaching, and mentoring.

Cohort members received $8,000 in stipends this year. The stipend is split into two sections ($4,000 upon completion of the work plan, and $4,000 upon completion of other cohort requirements, included in their stipend agreement).

**PURPOSE OF EVALUATION**

The purpose of this evaluation is to identify areas where the 2022 cohort model worked well in its efforts to strengthen community organizations, or may need to be changed. Communities Rise staff and cohort members helped shape this report. The evaluation will be used to make continuous improvements in the cohort model, and to inform their overall programming, partnerships, and advocacy efforts. This review also provided an opportunity to celebrate the progress which organizations were making, and to learn whether cohort members feel that virtual, in-person or hybrid strategies should be used in future cohorts.

**RESEARCH METHODS**

Data sources and approaches for this evaluation include:

- A review of source documents, including the Communities Rise contract with the City of Seattle Human Services Department, cohort member applications, and results of assessments.
- Review of attendance in orientations, peer learning activities and workshops.
- Zoom interviews with Communities Rise cohort members to gather feedback about their experience in the cohort, and to track capacity building aims and results.
- A review of case files and other data to address cohort model strengths and identify areas where improvements might be needed.
- Verbal and written feedback from the Capacity Building Coach about the factors and circumstances which influenced the progress of cohort organizations and results of their participation in the cohort.
- Feedback from the Director of Capacity Building responsible for overseeing the program and coordinating peer learning community meetings and clinics.

Communities Rise 2022
A review of cohort assessments, work plans, workshop descriptions, meeting agendas, post workshop evaluation forms, and other supplementary program materials. The above data was collected, coded, and entered into a qualitative database and incorporated into this report. This evaluation takes a participatory research approach. As such, the voices of cohort members and Communities Rise staff, and values developed by cohort members are prominent.

**Key Findings**

**Communities Rise cohort services were extensively promoted**

Communities Rise used many different methods to market the cohort program. Information about the program was shared on the Communities Rise cohort website and Facebook and LinkedIn profiles, and digital newsletters. Communities Rise also sent information about the program to previous cohort alumni and program participants, and to network capacity building partners such as the Kent Community Diversity Initiative Group and DELTA Vision Partners. Communities Rise digital flyers were broadly disseminated through media and email, and press releases were sent to multiple television and radio networks.

In addition, Communities Rise held two orientation sessions in February 2022. Twenty-five people registered for the first session which was offered in the evening on 2/7/22, and 14 of these individuals attended. Seventeen people registered for the second session which was offered in the morning on 2/14/22, and twelve attended. Six participants from three organizations (West Hills Community Association, Casa Surya and A Sacred Passing) went on to be selected for the cohort.

One cohort member said, “When I heard about the program I felt that this might be what I need to stay focused on certain tasks, and give me a chance to connect, if only virtually with other people who like me are trying to keep their organizations going and trying to be there for the community.”

The original application deadline was extended for one additional week and moved from 2/21/22 to 2/28/22. Communities Rise received twenty applications and eight were selected for funding. The reasons why organizations were not funded were varied. Some exceeded the allowable budget cap of $500,000, while others were assessed by application reviewers to have too much work on their plate to dedicate sufficient time to the cohort. Yet others were determined to have capacity building needs that could be better addressed through other Communities Rise program offerings.

This year Communities Rise received some applications from organizations that were unable to show that they had worked for a year prior to starting the cohort. The Capacity Building Director said that the requirement of working for a year should not be changed, as it was helpful for creating a shared footing for the cohort. At the same time, Communities Rise was grateful for the information they received from these organizations, and expected to use it in order to develop effective technical assistance supports for similar organizations.
Organizational capacity building assessments informed the development of workplans

Cohort members responded to a 52 question assessment that was divided into the following seven sections: Section A. Organizational Strengths; Section B. Planning & Evaluation; Section C. Advisory Board or Board of Directors; Section D. Human Resources; Section E. Financial Management; Section F. Fundraising; and Section G. Technology. Responses to questions in each section were rated to identify where the capacity of organizations were strong, met, emerging, or not met. Most of the cohort members thought that the assessment tool was useful. One person said, “This assessment reminded me of many areas where our organization needs to build capacity. For example, it helped me see that we are not adept at using social media, or in keeping our website updated.” Another cohort member reported, “The assessment made me realize that we have no process for welcoming new staff and volunteers. We realized that this is when we should be telling people about our organizational culture and values. We also were reminded that we didn’t have job descriptions or a process for addressing staff grievances or concerns.”

The assessment process helped organizations recognize their strengths and what made them stand out. One cohort member said, “What makes us different is we are working with underserved immigrant youth primarily from Africa to be able to tell their own story loud and proud through social media.”

Each of the cohort organizations developed workplans that contained at least three work plan goals. Examples of some of their work plan goals included:

- board recruitment, restructuring, communication, and development
- donor development, fundraising newsletters, and fundraising plans
- strategies for creating healthy boundaries between staff and board
- development of a standard operating manual
- development of community partnerships and community outreach and membership development strategies
- research into what it takes to become a 501(c)(3)

### COMMUNITIES RISE COHORT 2022

<table>
<thead>
<tr>
<th>Agency</th>
<th>Mission (excerpts)</th>
<th>Partial Description of Geographic Area/ Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alphabet Alliance of Color</td>
<td>Strengthen interconnectedness through skill sharing, leadership development, and power building by and for our communities. Focus on QTBIPOC folks in Seattle/King County.</td>
<td>An organizing alliance of two spirit, black, brown, disabled, femme, gender non-conforming, indigenous, Pasifika, queer, trans, people of color who are leaders, dreamers, caretakers, organizers, and community leaders.</td>
</tr>
<tr>
<td>Casa Surya Healings</td>
<td>Provide holistic tools for individual and collective self-realization of the Latino Community in the State of Washington.</td>
<td>Latinx especially monolingual individuals and those who speak indigenous languages in South Seattle.</td>
</tr>
<tr>
<td>A Sacred Passing</td>
<td>Guide and assist people towards a more conscious dying experience while honoring individual autonomy.</td>
<td>South Park, Columbia City, Beacon Hill, White Center, Georgetown, Hilman City, Rainier Beach, First Hill.</td>
</tr>
<tr>
<td>Sông2Sea</td>
<td>Song 2 Sea is a multi-ethnic and multi-racial community based organization consisting of people with connections to the Puget Coast Salish area and ancestral connection to present-day Vietnam, which includes 54 ethnicities.</td>
<td>Work with nonprofits, grassroots groups and others who align with our mission, values and work, Chinatown, International District, Kent, Rainier Beach, Shoreline, and Bellingham.</td>
</tr>
<tr>
<td>Spring Media</td>
<td>Provide free media training to immigrant youth by opening the media industry to underrepresented storytellers.</td>
<td>Immigrant youth primarily from African and Middle East Countries but can be from any part of the world.</td>
</tr>
<tr>
<td>West Hill Community Association</td>
<td>Collaboratively build a more equitable, informed, engaged, and vibrant Skyway-West Hill.</td>
<td>Skyway-West community, 73% of people are BIPOC.</td>
</tr>
<tr>
<td>Yarrow Project</td>
<td>Facilitate community-led and survivor-centered solutions to the epidemic of gender-based violence in indigenous communities</td>
<td>Indigenous survivors of violence</td>
</tr>
</tbody>
</table>
Participation in Communities Rise activities was high

The 2022 Communities Rise Capacity Building Calendar is presented below. Cohort members had an opportunity to attend five Peer Learning Community (PLC) gatherings and five workshops. Minimum attendance to receive full stipends of $8,000 included participation in the cohort kickoff retreat in March 2022, regular participation in coaching appointments, attendance in four of the five PLC gatherings, and participation in two of the five workshops.

Eight organizations were selected for enrollment. One dropped out before starting the cohort as they realized they did not have the time to focus on capacity building activities. Six of the remaining seven cohort members completed the required activities described above. One organization attended many of the workshops and PLC meetings, but did not complete a work plan until late in the cohort.

Oftentimes PLCs and workshops were attended by more than one person from a cohort organization. Volunteers or board members were also in attendance, as part of the organization's efforts to build the capacity of more than one person. One Executive Director said, “I want as many people as possible to learn new skills. It is part of my succession planning, and part of my goals to reduce my workload. Executive Directors can’t do it all.” Four cohort members who could not attend workshops reported that they listened to recordings of meetings, and accessed additional resources shared by Communities Rise at these meetings.

<table>
<thead>
<tr>
<th>MONTH</th>
<th>MONTHLY COACHING ACTIVITIES</th>
<th>PEER LEARNING COMMUNITY GATHERINGS &amp; WORKSHOPS</th>
<th>FREE COMMUNITY RISE CLINICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>Coaching scheduled by organization lead and coach, on site or in community</td>
<td>Both PLC Gatherings and Workshops took place on the 2nd Monday of every month, March through December from 2:30pm to 5pm via Zoom.</td>
<td>Cohort members contact coach to sign up for free clinics</td>
</tr>
<tr>
<td>April</td>
<td>No Gathering</td>
<td>3/24/22 via Zoom (PLC 1) (13 cohort members from 7 organizations, and 2 CR staff attended, for a total of 15 people)</td>
<td>4/4 Grant writing (3:30pm-6pm) 4/13 Fundraising (5pm or 6pm)</td>
</tr>
<tr>
<td>May</td>
<td>Work Plan Completion</td>
<td>5/9/22 via Zoom Shared Values &amp; Workshop Planning (PLC 2) (13 cohort members from 7 organizations and 2 CR staff, for a total of 15 people) 5/23/22 via Zoom Board Development &amp; Alternative Board Models (WKSHP 1) (10 cohort members and 1 CR staff, for a total of 11 people)</td>
<td>5/2 Grant writing TBD Fundraising 5/11 Legal Clinic (5pm or 6pm)</td>
</tr>
<tr>
<td>June</td>
<td>Work Plan Goals</td>
<td>6/13/22 via Zoom Fundraising &amp; Grant Writing (WKSHP 2) (10 cohort members from 7 organizations, and 1 CR staff, for a total of 11 people)</td>
<td>6/6 Grant writing 6/8 Legal Clinic (See times above)</td>
</tr>
<tr>
<td>July</td>
<td>Work Plan Goals</td>
<td>7/25/22 via Zoom Org Cultures &amp; Communities of Care (PLC 3) (8 cohort members from 6 organizations, and 2 CR staff, for a total of 10 people)</td>
<td>7/18 Grant writing 7/13 Legal Clinic (See times above)</td>
</tr>
</tbody>
</table>

**COMMIT TO DOING THIS WORK IN COMMUNITY AND IN OURSELVES**

Communities Rise 2022
Six cohort organizations met outcomes necessary to earn full stipends

Six organizations were eligible to receive the maximum stipend of $8,000.

- Each of these organizations showed a measured improvement in capacity by achieving at least two goals stated in their capacity building work plan. Examples of work plan outcomes included the following:
  - board recruitment and development for cohort member organizations resulting in the recruitment of a total of 8 new board members across three cohort organizations,
  - creation of donor spreadsheets and outreach materials
  - deepening awareness of community members about neoliberalism, gendered labor and the sexualization of Asian women
  - funding, membership drive, and partnership development strategies that better positioned three organizations to reach out to funders, and/or recruit new members, and/or partner with others.

- A review of coaching interviews and nine month supplemental case file materials revealed that each of these six organizations received individual coaching, mentoring and specialized assistance.
The Communities Rise Coach also helped organizations gain visibility. For example, one cohort organization received assistance in creating a membership recruitment system that they could use online, as well as guidance in how to develop and use press releases to promote their organizations upcoming 2023 events. Another organization received assistance in how to create a newspaper template that will showcase on a quarterly and biannual basis their work and be used to recruit potential donors. This organization also raised $1,300 in a fundraiser, and received three other grants, for a total of $325,000.

In addition, the Coach helped several organizations develop the capacity to strengthen their boards. For example, the coach provided technical assistance to one organization that helped them establish a stronger board recruitment strategy. They also provided this organization with an outline to use at their board retreat. The Coach also created a template for this organization to use as a model for developing their standard operating procedure manual.

In the area of partnership building, the coach helped one organization envision and begin to plan for their future, and explore the legal ramifications and steps necessary to becoming a nonprofit. As part of this process, the Coach connected the organization with legal consultation to begin the nonprofit application development process. The Coach also assisted this organization to create an outreach strategy that included defining in more detail the relationships they will need to put in place to build a community-led board. In addition, the Coach helped this organization understand the importance of using data to drive their partnership building priorities.

- Two other cohort members also cited the fund development expertise, and contacts of the coach as being instrumental in their setting up a stronger funding infrastructure and as leading to their raising a total of $60,000 in funds.

Cohort members reported that workshops increased their skills. Some noted that the combination of workshop development and coaching was particularly beneficial.

- Interviews with participants coupled with a review of attendance log data indicated that 85% of participants reported an increase in knowledge in areas related to the workshop content. One cohort member said, “The combination of the board workshop and discussions with my coach provided me with a greater understanding of the importance of board onboarding, evaluation, and learning. This information made me think more about the structure, size, and purpose of the board, and more about how to support Board recruitment, learning and development.” Another cohort member noted, “The workshop and coaching worked together to help me understand more about having a donor-centered organization and about engaging volunteers, board members and others into fund development. It also made me think that my organization needs to be visible, and that we need a mix of fund development strategies.”
Communities Rise 2022

COHORT MEMBER RECOMMENDATIONS

Cohort members shared their recommendations, shown in bold print below, for future cohorts.

Separate cohorts into two groups: one for 501(c)(3) organizations, and one for organizations that have fiscal sponsors.

Three cohort members suggested that cohorts might be more effective or unified if they were comprised of groups that had the same organizational status as a 501(c)(3) or as a fiscal sponsor. The sentiment was that these two types of organizations had different levels of financial, reporting, administrative, and/or workshop topic interests and needs. One person suggested that Communities Rise could engage just 501(c)(3) organizations one year, and the next year limit enrollment to organizations with fiscal sponsors.

Divide Peer Learning Community and workshop meetings into groups of people who had similar types of work plan goals.

One person said, “If we are talking with people who share our work plan goals we might be able to provide each other with ideas, tools or other information and support.” Another cohort member said, “Maybe if we met regularly with groups through breakout sessions who are working on similar topics we could talk about what we were doing and get some new ideas and additional support.”

Align all the cohort activities across the main capacity areas that many organizations need to be self-sustaining.

Two cohort members suggested that activities in workshops, and peer learning community meetings, and resource handouts might be stronger if they were more intentionally intertwined and focused on three or four capacity building topics that most organizations need to be strong and sustained. One person said, “Then we could explore each of these activities in more depth – like board recruitment, fiscal management, and human resources, whatever the three or four areas are that will be the main capacity building we will focus on.

Or Communities Rise could name specific capacity building topics in their outreach which would ensure that people knew from the outset why they were engaging and had a shared interest in deepening their skills in certain areas. And then we could identify one additional goal that was uniquely connected to our organization and work with the coach intensively on this topic.”

Invite previous cohort members who made great strides in similar workplan areas to talk at Peer Learning Community Meetings and/or workshops about their work.

Three cohort members were interested in learning more about the experiences of other organizations who had previously participated in a Communities Rise cohort. One person said, “It is always helpful to hear how other people made progress on fund development, or board recruitment, or whatever. And their suggestions and maybe even tools may save us time.”

All cohort members suggested that future cohorts operated by Communities Rise continue to use virtual methods, but that there also be opportunities to meet in person.

The virtual techniques were praised for saving time, reducing transportation costs and childcare coordination efforts, and for their potential health benefits. Four cohort members acknowledged that not meeting people in person, however, reduces the feeling of “connectedness”, “family”, and “partnerships.” Most of the cohort members were unfamiliar with the work of other cohort organizations when the cohort began. A suggestion made by three people was that the initial cohort launch meeting be in person, as well as one workshop, and the graduation.

Four cohort members wanted to attend a second year of the cohort.

Currently the City of Seattle funding only allows two cohort members to enroll for a second year in the cohort. The organizations which were interested in attending another year of the cohort were involved in significant capacity building efforts in such areas as fund development and communication. Though the foundational thinking, planning and product development were underway, these organizations needed more time and guidance to complete the work.
6. FINAL REFLECTIONS

The requirement that 80% of people served by cohort organizations be from Seattle may need to be reconsidered.

The Communities Rise application process was easy for prospective organizations to navigate. The expectation that 80% of people served by cohort member organizations be from Seattle, however, raised concerns. One person said, “Unless Seattle organizations stay in touch with communities of color in a meaningful and sustained way after they move out of our geographic boundaries, we might become an even less economically and ethnically diverse community. We want people to return to Seattle and find it welcoming and inclusive here.” The Director of Capacity Building reported that Communities Rise is also exploring opportunities to secure funding to operate a South King County cohort.

Communities Rise may need to reinforce their expectations for participation in the cohort to potential applicants.

During the 2022 cohort, one organization which was selected for the cohort did not end up participating, and one attended workshops and meetings, but did not complete their work plan until late into the cohort. As a strategy to address these types of situations the Capacity Building Director said that Communities Rise will make it clearer to prospective cohort members that they need to anticipate working five to ten hours a month in cohort-related activities. Interviews suggest that Communities Rise may also want to encourage potential applicants to consider what other capacity building activities they may be engaged in for the balance of the year. This self-assessment could help them determine their readiness for the cohort.

The front end assessment process used by Communities Rise may be too consuming. Efforts to structure, accelerate, and enhance assessment processes may be beneficial.

Most cohort members appreciated the comprehensiveness of the assessment tool. Three suggested, however, that the tool could be given to organizations to use as a supplementary resource, and not as the primary means to inform the content of the work plan. Feedback from Communities Rise staff reveals that a more abbreviated assessment tool is being designed for the 2023 cohort. Based on the types of capacity building needs reported by 2022 cohort members in the current comprehensive assessment and interviews a revised initial assessment may need to incorporate the following types of questions:

- How are you currently reaching out to community organizations to engage them in your organization as board members, staff, volunteers, or participants in your program?
- Are you engaging the people who most need and stand to benefit from your services, and/or the people who will help you grow and lead your organization in the future?
- Does your organization have access to the technology and social media resources necessary to reach out to the community you serve and to funders?

Communities Rise provided links to slides, templates, and workshop resources in areas such as board development and recruitment, shared leadership structures, volunteer engagement, human resources and hiring processes, program evaluation, and fund development. Communities Rise also informed cohort members of upcoming fundraising, grant writing, and legal clinic resources. All six cohort organizations said they received and reviewed at least some of these resources, and one organization was in the process of securing legal clinic assistance.
- Does your organization have the tools or resources in place to support your human resource, financial management, fund development, communication and partnership building needs?
- Does your organization have access to resources and venues for celebrating and integrating the history, cultures, and traditions of the people you serve in the way you operate?
- How does your organization use community voice to drive and inform your work?

In addition, the Capacity Building Director reported that in 2023 Communities Rise will be adding reflective questions to the cohort exit summary. The information gathered will inform the next step capacity building needs of the cohort organizations.

Cohort members liked the virtual service delivery model, though acknowledged it curtailed feelings of connectedness.

Cohort members said that the virtual service delivery approach offered time and cost saving benefits, but also limited their feelings of connection to other cohort members. To address this concern strategies to connect cohort members are underway at Communities Rise. Prior to the epidemic the cohort was conducted in person. The Capacity Building Director said that Communities Rise would like to hold in person meetings again with cohort members when it is safe. Communities Rise is also planning to have a fully operational Alumni Planning Crew (APC) working on alumni engagement strategies by mid-2023. Staff believe that the incorporation of alumni focused activities will contribute to efforts to sustain and strengthen community networking and capacity building efforts.

Communities Rise efforts to promote collective learning and individual organizational capacity building were intertwined and mutually supportive.

Cohort members said that they were most inspired when workshops and peer learning community meetings embedded strategies that paved the way for reciprocity, and where members had opportunities to give and receive information. Cohort organizations made the greatest strides on work plan goals when they had time to focus on activities and regular opportunities to discuss their progress at individual coaching meetings, workshops, and peer gatherings.

The articulation, and/or development of potential collective system building goals might be useful for cohort members to consider during their initial launch meeting.

If the cohorts continue to be mostly virtual there may be a benefit to emphasizing at the onset concrete ways in which cohort organizations are intended to be mutually supportive. For example, this could include identifying how cohort members might want to apply for grants together, or support the fundraising or advocacy efforts of other partners. This would help to underscore the networking intent and power of the cohort model.

The cohort model is iterative, by design and guided by the voice of cohort members.

The cohort model is constantly incorporating promising practices and improvements that respond to the voice, evolving needs and experiences of cohort members. The Capacity Building Director reported that Communities Rise will find more tangible ways to ask cohort members what they need and want during the meetings, and strive to be more accessible and available outside of cohort gatherings in order to offer more resources and assistance. Communities Rise staff are also making concerted efforts to not show up in the space with dominant culture ideologies, and to create a space where cohort members can be acknowledged and understood. The Capacity Building Director said that “by recognizing the struggles and emotional weight of what we are all going through together, it creates a deeper capacity for trust that leads to longer term partnerships down the line.”

In summary, there is no doubt that the cohort model is a valued resource in the local capacity building community. The cohort model has been, as one cohort member said, “A great touchpoint and resource.” Another cohort member recommended, “Please keep the cohort going and know that our organization is better because of it.” Yet another cohort member declared that “Being in a cohort is more meaningful now than ever before – because many people and organizations have felt isolated from each other and from reflecting on our future because we were so focused on survival. The cohort experiences give us a chance to connect and grow.”
7. ATTACHMENT A

COMMUNITIES RISE COHORT MEMBER INTERVIEW TOOL – 2022

1. Prior Involvement in Communities RISE: Before participating in this project what did you know about Communities Rise? Had you worked with Communities Rise (previously called Nonprofit Assistance Center (NAC) before?

2. Application Process: How did you find out about the Communities Rise Cohort? What are your impressions of the application process? Is there anything you would change?

3. Expectations: What were the main reasons you became a cohort member?

4. Capacity Building Priorities: Did you participate in an assessment? If so, what did you learn about your organization through this process?

5. Work Plan Development: Did you work with the Communities Rise coach to develop a work plan? How did you decide which goals to set in your work plan?

6. Work Plan Progress: Do you feel that you are making progress on the main activities on your work plan? What areas are you making the most progress on? What areas are you making less progress on? Please explain. If applicable, which areas do you need more time to work on? All cohort members have a lot of other work to do.

7. Impressions of Cohort Model: We are interested in finding out how you feel about the different parts of the Communities RISE cohort model. What are your impressions of the coaching/technical assistance? Please explain. Communities RISE adjusted the cohort to be remote due to COVID-19. What were your impressions of communication and technical support for the remote cohort? Is there anything you would change? Would you recommend the cohort model to your friends and colleagues?

8. Coaching Services: How often did you meet with the coach? What kind of work did you do between coaching meetings to support the capacity of your agency? Is there any type of help you wanted that you did not receive? What was the most helpful information you received? Please explain. What are your impressions of receiving virtual coaching services? Are there advantages or disadvantages to this approach?
9. **Community Clinics/ Workshops:** Did you attend Communities RISE clinics or workshops? If yes, which ones? What did you learn? Have you had an opportunity to use what you learned at workshops to help your organization? Please explain.

10. **Cohort Learning Community/Cohort Meetings:** Did you, and/or other people) from your organization attend Communities RISE cohort peer learning community meetings? How many meetings have you attended? What are your impressions of the meetings?

11. **Cohort Member Relationships:** Did you know, and/or have you worked with the other cohort members in the past? Are you currently working with any other cohort organizations? Do you plan to stay in contact with or work with any of the other cohort members in the future? Communities Rise is starting an alumni program for cohort members. What do you think of that idea? What kinds of activities would be good to include in an alumni program?

12. **Organization Stipend:** This year cohort members were eligible to receive a capacity building cohort organization stipend. Did receiving a stipend influence your decision to participate in a cohort?

13. **Next Step Priorities for Capacity Building:** Now that the project is ending what do you consider to be the three biggest capacity building needs of your organization? If the funding were available, would you be interested in participating in a future NAC cohort?

14. **Other Organizational Needs:** We try to keep track of other key needs of cohort members. Are there other needs about your organization that you would like to share?

Thank you very much for participating in a cohort interview. Your feedback will help us to celebrate your success and improve our cohort model.
GIVE GRACE FOR FOLKS’ MISTAKES WHILE ALSO HOLDING ONE ANOTHER ACCOUNTABLE

CENTER REST, CALM, AND JOY IN OUR SPACE