



2024 EVALUATION OF COMMUNITIES RISE CAPACITY BUILDING COHORT

With gratitude to Communities Rise staff and cohort organization members who shared their reflections and capacity building stories

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ENGAGE IN
COMPASSIONATE
AND **ACTIVE**
LISTENING WITH
ONE ANOTHER

HOLD SPACE WITH **RECIPROCITY** IN MIND – MUTUALLY AGREE TO CREATING SAFETY AND SHARING **KNOWLEDGE**

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1. BACKGROUND

This report presents the results of an evaluation of the 2024 Communities Rise Cohort Program. 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 strengthening the capacity of organizations to compete for funding opportunities, manage contracts with funders, and build their peer network. The 2024 Cohort Program, funded by the City of Seattle, launched in April 2024, and ended in December 2024. Communities Rise program staff included the Co-Executive Director of Capacity Building, Capacity Building Coach, and two Capacity Building Program Managers.

The Cohort Program engaged community-based organizations in a suite of services that included technical assistance for organizational development. Cohort members engaged in 1:1 coaching, peer learning meetings and workshops, and specialized training. Each of the cohort organizations participated in baseline assessments and collaborated with the Communities Rise Capacity Building Coach to develop nine-month work plans that identified three activities, outcomes, timelines, and outcome indicators. The plans emerged from each agency's organizational assessment. The assumption was that cohort organizations would increase their organizational capacity as compared to baseline indicators reported on their assessment.

Cohort organizations applied to become members of the program. Four of the organizations selected for the cohort program were new first-time applicants to the program and three were participating for a second time. To be eligible community-based organizations were required to have annual operating budgets of \$500,000 or less and be led by and serving immigrants, and/or refugees, communities of color, and other communities furthest from opportunity. They were also expected 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. Organizations received \$8000 stipends for participation in the program.

Communities Rise tasks included participant recruitment and selection, managing and creating a cohort learning community, planning and conducting peer learning sessions and workshops, delivering specialized assessments, technical assistance, individualized coaching, and mentoring services. Communities Rise also provided organizations enrolled in the contract with stipends for completing activities and provided live streaming of meetings and workshops.

2. PURPOSE OF EVALUATION

The purpose of this evaluation is to identify how well the 2024 cohort model worked in its efforts to achieve the capacity building goals of cohort organizations, including those set in their work plans. The reflections of Communities Rise staff and cohort members are woven throughout this report. Communities Rise plans to use the results of this evaluation to make continuous improvements in the cohort model, programming, partnerships, and advocacy efforts.



BE NON-
JUDGEMENTAL
IN OUR
COMMUNICATION
AND INTERACTIONS
TOGETHER

3. 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 clinics in accordance with program requirements to receive stipends.
- 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 Co-Executive Director of Capacity Building and Capacity Building Program Managers responsible for overseeing the program and coordinating peer learning community meetings and clinics.

- Review of cohort assessments, work plans, workshop descriptions, meeting agendas, values statements, and other supplementary 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 values developed by cohort members are prominently displayed in this report.

4. KEY FINDINGS



The organizations selected for the cohort met eligibility requirements set by the City of Seattle; all expressed a commitment to growing their capacity.

The cohort organizations provide essential services to culturally diverse communities who are often underserved and underrepresented. They organizations differ in terms of the services they provide, and types of assistance they need. Examples of their services include “education for critical consciousness” programming for politically disempowered people; respite for care providers; arts and culture-based education; youth empowerment and tutoring; advocacy and services to support rideshare and gig workers; and economic empowerment and social services to persons furthest from opportunity.



COMMUNITIES RISE COHORT 2024

AGENCY	MISSION	PARTIAL DESCRIPTION OF GEOGRAPHIC AREA/ TARGET POPULATION
Experience Education	Provide arts and culture-based education, life skills and experiences for individual empowerment and community well being	Marginalized Seattle and King County cultural groups that are working to not only retain their culture but also working towards their future
Jubilee House Ministries	Support faith-based leaders and behavioral health providers in aligning and expanding spiritual wellness and mental health in our community	Black African American, Hispanic communities who reside in South Seattle and West Seattle
Keep Goin' Foundation	Provide an opportunity for care providers and/or family members to take a break for a few days for those who are dealing with the daily care of someone with cancer and cancer survivors	Black or brown people that have been impacted by cancer, including those who live in Southeast or Southwest Seattle
Pan African Community Services	Make a significant contribution to the social and economic status of immigrant and refugee families through the effective delivery of culturally competent programs and services	East African youth and mothers in the New Holly and Rainier Vista Communities
Seattle Rideshare Drivers Association	Create and promote opportunities to empower drivers and gig workers in the State of Washington	Rideshare and gig workers in the State of Washington; the majority live in Southeast and Southwest Seattle
Skyway Tutoring & Rites of Passage	Provide free onsite and virtual tutoring to Youth ages 5 to 18 to support and enhance their academic performance	Skyway and the greater community
Song2Sea	Multi-ethnic anti-imperialist organization based in the Puget Sound Coast Salish area, with ancestral connection to the Socialist Republic of Vietnam and Asia Pacific and other community organizations	Vietnamese communities in Southwest, Southeast Seattle, and South King County

CREATE **JOYFUL** SPACE – HOLD ROOM FOR
LOVE, FOOD AND **CARE**



The cohort organizations were selected because they met the funder's eligibility criteria and were interested in building their organizational stability and sustainability; and ready to take on the work that this would require if they were part of the cohort. Examples of areas they sought to build capacity fell into many different categories, including communication, fund development, event planning, human resources, board and volunteer recruitment, data collection, and reporting.

Communities Rise held information sessions for prospective applicants in January and February of 2024. During these sessions staff provided a brief overview of Communities Rise and their definition of capacity. They also reviewed selection criteria and expectations regarding the target population and geographic area. Applicants were informed about requirements that 80% of the target population be Seattle residents and that at least 50% of the combined board, staff, and management reflect the target population that the organization serves.

My organization is at a place where we were ready to work with a coach and other organizations and shares stories about what we need to be stronger. We knew that if we were in a cohort we would benefit from being held accountable for certain tasks.

--Cohort Member

Twenty organizations submitted applications to Communities Rise. Seven organizations comprised the 2024 cohort. Communities Rise originally recruited 8 organizations but one organization left the cohort in June due to a sudden reduction in capacity. The remaining applicants were determined to be ineligible due to a variety of different reasons, including incomplete applications, and one was not responsive to the cohort requirement to focus on social services. A few were assessed to be too new in their development to fully benefit from engagement in a cohort at this time.

Assessments Guided the Initial Development and Ongoing Implementation and Review of Work Plans

All seven cohort organizations drew upon the results of their organizational assessments, as well as discussions with the coach to develop individualized nine-month capacity building workplans. The work plans specified goals; methods to implement the work; participants responsible for different activities; time frame to make progress; products to be generated; and expected outcomes/deliverables.

Cohort members and the Coach said that a special effort was made to identify realistic, yet ambitious goals that would respond to areas where the organizations needed and wanted to grow. One cohort member reported, "The work plans were a a touchstone and reminder of what we need to focus on to better serve our community." Two cohort members liked that the work plans were concise in the way they specified actions, but flexible in that

they allowed organizations to envision and act on changes in their initial assumptions. A cohort member who was participating a second time in the cohort said, "I could see from the goals we developed that we were moving forward and taking our work to another level – I think all cohort organizations, both new and repeat like that the work plans give us a focus and place to see where the work might take us. I also like that Communities Rise gives us a chance to shift when our ongoing work teaches us that we need to pivot. For example, we envisioned having a fundraising event, and pivoted to using another method of fundraising which involved selling merchandise because we began to see that strategy would be more powerful."

When you receive information from the Coach, and/or the workshop presenters it sinks in in a way that you start to look more critically at what you are doing, and what you are now prepared to take on, or on what you should incorporate in a strategic planning process to tackle in the future.

--Cohort Member

Capacity Building Workshops Were Well-Attended and Rated Highly by Cohort Members

The workshop topics were selected by the cohort members at the beginning of the cohort process. Workshop topics included grant writing, program development, organizational structure, and organizational culture; fundraising; human resources; and strategic planning. Feedback during interviews revealed that workshop participants increased their awareness of effective practices in each of these areas, and some began to apply these practices in their everyday work. Cohort members said that the workshops also increased their access to people and resources in the above areas and helped to inform next step capacity building priorities. Four cohort members particularly liked it when workshops had several different presenters. One cohort member said, "I really felt that the workshops were useful and interesting because presenters often had different points, areas of expertise, and opinions. It made the workshops more dynamic and deeper." Cohort members also appreciated that they received notes from Communities Rise after the workshops that described the workshop content and discussion.

Communities Rise staff reported that the cohort tries to build basic competencies of cohort members in different areas, such as human resources and grant writing. During the interviews it became clear that one cohort member was also interested in more in-depth training and had taken similar workshops and had more experience in the workshop area.

2024 COMMUNITIES RISE CAPACITY BUILDING CALENDAR

MONTH (2024)	MONTHLY COACHING ACTIVITIES	PEER LEARNING COMMUNITY (PLC) GATHERINGS & WORKSHOPS	FREE COMMUNITY RISE CLINICS
APRIL		4/3/24 via Zoom Cohort Kickoff! (PLC1)	4/1 Grant writing (3:30pm-6pm) 4/22 Fundraising (5:30pm-7:30pm) 4/17 Legal Clinic (5pm or 6pm)
MAY	Organizational Capacity Assessment Work Plan Completion	5/28/24 via Zoom Shared Values & Workshop Planning (PLC2)	5/6 Grant writing 5/22 Legal Clinic (See times above)
JUNE	Work Plan Implementation	6/18/24 via Zoom Program Development (PLC 3)	6/3 Grant writing 6/26 Legal (See times above)
JULY	Work Plan Implementation	7/9/24 via Zoom Grant Writing (Workshop1)	7/15 Grant writing 7/22 Fundraising (See times above)
AUGUST	Work Plan Implementation	8/6/24 via Zoom Org Structure & Org Culture (Workshop 2) 8/20/24 (location TBD, may be on Zoom) Cohort Hang! (Food and Fun Gathering) (PLC4)	8/5 Grant writing 8/21 Legal (See times above)
SEPTEMBER	Work Plan Implementation	9/17/24 via Zoom Fundraising (Workshop 3)	9/9 Grant writing 9/16 Fundraising 9/18 Legal (See times above)
OCTOBER	Work Plan Implementation	10/8/24 – @ Centilia Cultural Center Optional Gathering - CR Community Happy Hour 10/15/24 – via Zoom HR People & Policies (Workshop 4)	10/7 Grant writing 10/16 Legal (See times above)
NOVEMBER	Work Plan Implementation Evaluator Interviews	11/19/24 via Zoom Strategic Planning (Workshop 5)	11/4 Grant writing 11/11 Fundraising 11/20 Legal (See times above)
DECEMBER	Work Plan Goals Complete Celebration	12/6/24 Cohort Graduation Ceremony (PLC5)	12/2 Grant writing 12/9 Fundraising (See times above)

A calendar showing the schedule for Coaching, Peer Learning Community Gatherings and Workshops follows.

Post Workshop Evaluation Forms underscored that the majority (80% or more) of cohort organizations would recommend the workshop sessions to others and would participate in other CR workshops and training. Evaluation data revealed that most also thought the facilitators engaged and empowered participants. In addition, 90% reported that the information was well-organized, up-to-date, and helpful; and increased their knowledge in the subject area.

Four cohort members reported that they benefited from examining their leadership style and from considering what barriers they faced in making progress. Two said that the cohort gathering on organizational culture increased their interest in distributed leadership.

The discussion in the workshop made me think more about what our organization can do to distribute tasks in a way that we can make decisions and have an impact. The slides on shared leadership and picking a structure that works best were interesting.

--Cohort member

CENTER GRATITUDE – FOR ONE ANOTHER, OUR ANCESTORS, AND OUR COMMUNITIES

Communities Rise Coach Services Were Described as Useful, Caring, Relevant, Holistic and Practical.

One cohort member said, “The Coach helped us to take stock of our current capacity and see what logical next steps we should pursue to understand and fully weigh the pros and cons of growth in certain areas. She was a good listener and assessor of what we might want to do first to strengthen our board and communication approaches.” Three cohort members said they frequently called the coach for referrals and advice. One cohort member reported, “She is always ready to answer questions and provide funding suggestions, and ideas that will inform the way we use volunteers and talk to funders.” Yet another cohort member said, “I like that the coach takes a holistic approach. When I needed

some help addressing a personal issue she also listened and provided some guidance. She knows that people who work alone or in small nonprofit organizations are under a lot of stress and are driven to succeed. But she also knows to do so they need support for themselves as well, so that they will be better caregivers to the community.”

Cohort Members Increased their Capacity

A review of work plan activities and interviews with the cohort members and Communities Rise staff revealed that the capacity of cohort organizations increased in at least two of the three areas identified in their work plans. Representative examples of where cohort members are building capacity are presented below.

Fundraising

During the cohort, the following funding sources allocated funds to cohort members: Care Together Fund (\$5,000); Fidelity Charitable (\$500); Grapevine Giving (\$10,000); and Renton Regional Community Fund (\$3,000). In addition, four organizations assisted by the coach accessed Share Fund resources which were all in the \$20,000 range, and awards also included additional funding for self-care.

Fund Development Planning

Five organizations increased their awareness of grant sources, and three submitted but have not yet heard back from funders, including Inatai Foundation and Neighbor to Neighbor. Four were working on templates that could be used by board members and volunteers to use for promoting the funding needs of their organization.

Communication

Three organizations developed materials to go on their webpage or newsletter, and three developed materials to share with staff, board and volunteers that described their roles and responsibilities.

Policy Procedures and Governance

One organization developed materials to describe how their staff, council and board would interact and use the voice of all to guide the work. Three cohort organizations delved into the way that they would collect data and reflect on progress made in their grants to inform organizational priorities. One organization worked on a policy and procedure handbook.

Board Development

Three organizations engaged in board recruitment efforts, and two recruited at least one new member. In addition, three improved their board onboarding processes.

Legal Services

Two organizations needed help to work on 501c(3) nonprofit paperwork. The paperwork and the billing process with the Communities Rise legal team were not complete as of the writing of the report, underscoring the great strain on Communities Rise and other pro bono legal resources in the community. While waiting for legal resources, the Communities Rise coach provided useful nonprofit start up information to the cohort members who need these services.

Cohort Members Began to Connect to Other Organizations in the Cohort

Most of the cohort members were unfamiliar with other members when the cohort started, but some were already forging deeper relationships. For example, one cohort member said that they attended a healing event sponsored by another cohort organization. This person reported that, "Our organizations are very different, but our need for healing and respite is shared." In addition, two organizations were contemplating how they might share resources, and three had already referred community members to other organizations.

Feedback from Communities Rise staff reveals that they would like to have an alumni program for cohort members who have gone through the cohort but want further engagement and need compensation to support such an effort.

Cohort Members Were On Track to Earn Stipends

Cohort members were required to attend the cohort retreat; 8 of the 9 coaching appointments; 4 of the 5 Peer Learning Community meetings and at least 2 of the 4 workshops or clinics. All seven of the cohort organizations are on track to earning full stipend payments at the time of writing this report. The payments totaled \$8,000 paid in two separate increments of \$4,000. Thinking forward to 2025 Communities Rise staff report that the incentives will likely be more crucial now than ever before given the precarious nature of funding and pervasive sense of unease regarding the presidential election, and potential influence on the level of support for nonprofits.

**HONOR ONE
ANOTHERS
BOUNDARIES
AND NEED FOR
CONSENT**

5. COHORT AND COMMUNITIES RISE STAFF REFLECTIONS AND RECOMMENDATIONS



Pre-Plan Workshop Breakout Sessions

One cohort member suggested that when the workshop topics are identified it might be helpful to spend a little time seeing if people had specific sub-topics in those areas. He said, "Maybe when we identify the workshop themes, we could identify one or two potential breakout sessions connected to that topic that we might want to be prepared to explore in more detail when that workshop is offered. When people know the breakout topics in advance, they may be more talkative." This person said, "We are interested in fundraising but want to know more about different types of fundraising events, and the pros and cons of these in terms of cost and potential impact. This might be something we could talk about in a breakout session. And regarding human resources, we are interested in how we can ensure that volunteers are supported in ways that fully utilize their talent and recognize their generosity."

Carefully Track the Level of Engagement in Breakout Sessions and Intervene if Needed

One cohort member said that she did not particularly like breakout sessions because people were not as engaged in them. She thought this was because cohort members are exhausted and noted that breakout sessions "put on another layer of demands which can be stressful." She suggested that Communities Rise assign a staff member to breakout sessions who can be prepared to step in, share promising practices and incite discussion if the group is not showing any energy in responding.

Continue the Integrated Cohort Model of Service Delivery

Three cohort members said it was the combination of 1:1 coaching services and workshops and peer learning communities that distinguished the Communities Rise cohort model, and "made it more effective." One person said, "People have different learning and engagement styles. What is good about Communities Rise is that they recognize that organizations have unique and different capacity building needs, and that people within organizations learn differently. The different technical assistance approaches they use (1:1 coaching, Peer Learning Community gatherings and Workshops) are helpful."

CREATE SPACE FOR SHARING AUTHENTICALLY AND SHOWING UP WITH INTEGRITY

Communities Rise staff expressed a strong interest in conveying to the City of Seattle that the cohort remains a highly crucial vehicle for nonprofit learning and building capacity of community-based organizations. The feedback from cohort members also echoes these sentiments.

Continue to Offer Virtual as Well as In Person Gatherings

Most of the cohort members suggested that Communities Rise continue to offer virtual workshops as this mode of service delivery saves time and money and is particularly helpful for cohort members who have children. At the same time, all said that at least two in-person gatherings would be welcome, perhaps at the launch and graduation. Communities Rise staff are also interested in potentially offering more in-person gatherings.

CENTER THE NEED FOR JUSTICE FOR BIPOC/ MARGINALIZED COMMUNITIES IN OUR WORK AND THE THINGS WE DO TOGETHER

Continue Offering Flexible, Responsive Services

Three cohort members said that their organization has had much more contact with the Communities Rise coach than they initially were told to expect. One cohort member said, “We are so grateful that the Communities Rise coach was flexible and open to providing the additional guidance we needed.” Another cohort member also raised this point and said, “Communities Rise recognizes that all organizations are unique and may require different levels and types of support. They strive to respond to and fit our needs.”

Continue Offering Stipends

Cohort members and Communities Rise staff emphasized the importance of offering stipends as they compensate organizations for the time they spend, and make it possible for their staff to attend workshops, gatherings, and coaching sessions. One cohort member said, “Stipends send the message that our work and time is valued, and that investing in our organizations is a way to invest in the overall community.”

Continue Reserving Slots for Cohort Members to Participate a Second Year

Three cohort members were participating in a second year of the cohort. Two of these organizations had participated in 2023, and one in 2022. One second year cohort member suggested however, that if there was a way to have separate Year 2 cohorts or to “tier” the

workshops so that those with additional skills in certain areas could participate in breakout sessions that would be beneficial.

Continue to Share Promising Practice and Resource Information with Cohort Members

Four cohort members said they hoped to receive ongoing information about funding, program development, and advocacy opportunities, and any referrals for in-kind services that might benefit the community members served by their organization. Four also requested information about community events, and fundraising activities sponsored by other cohort members.

6. FINAL REFLECTIONS

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When reflecting on their participation in the 2024 Capacity Building Cohort, the responses of cohort members were overwhelmingly positive. All described the work they did as being useful and productive. They particularly liked that the work plan goals were realistic and designed to build their capacity in carefully selected areas. They also enjoyed getting to know other cohort members, and liked participating in activities with peers. Discussions in the workshops and with the coach helped three organizations clarify where they needed to implement new tools and strategies that incorporate the voices of underrepresented people and use their suggestions to guide the work.

The comments and suggestions of cohort members suggest that Communities Rise may want to be very intentional in ensuring that cohorts selected for a second year of service are informed that some workshops may include information they already know. Overall, offering a second year of services was highly effective, however, as cohort members were clearly building on prior learning and activities and making more progress. They also were acting as mentors to others in the cohort.

Some of the newer organizations found it particularly useful to explore how to prioritize, time and position their actions in a way where the organization would not be overwhelmed but would continue to intentionally grow at a pace that was sustainable. The coaching services were frequently described as being the most important strategy to help organizations weigh the pros and cons of different activities, and as being instrumental in helping cohort organizations stay focused on the priorities they set in their cohort work plans.

When asked what they hoped to focus on in the future four cohort members indicated that they wanted to focus more on documenting what they are doing and describe why this work is needed, and on conveying to funders what resources they need to be successful. It might be useful for future cohorts to specifically assess at the onset of the program the skills and materials that cohort members have in these areas, and if necessary, include a work plan activity dedicated to helping them cultivate these skills.

Lastly, the evaluation interviews occurred during a time when many cohort members expressed a great deal of trepidation about the future of their organizations. Despite this, all generously shared their reflections and recommendations and dreams for the future. Their energy and commitment to keep working for their communities was both daunting and inspiring.

**APPROACH
ONE ANOTHER
IN GOOD FAITH –
TRUST THAT THERE
IS GOOD INTENT
BEHIND OUR
INTERACTIONS**

ASK EACH
OTHER HOW
WE LIKE TO
BE CARED FOR,
AND FOLLOW
THROUGH

ATTACHMENT A. COMMUNITIES RISE INTERVIEW TOOL

7

SEATTLE CAPACITY BUILDING COHORT PROGRAM INTERVIEW TOOL – 2024

1. **Prior Involvement in Communities RISE:** Before participating in this project what did you know about Communities Rise?
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? 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?

RESPECT AND
LEARN FROM
EACH OTHER'S
DIFFERENCES –
THEY MAKE
OUR GROUP
STRONGER

ATTACHMENT A. COMMUNITY RISE INTERVIEW TOOL

SEATTLE CAPACITY BUILDING COHORT PROGRAM INTERVIEW TOOL – 2024

- 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?
- 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 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.

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