



Shifting Organizational Culture and Narrative through Capacity Building Supports:

2022 Learning Community Capacity Building Evaluation Findings

PREPARED BY CASCADIA CONSULTING GROUP AND LEIKA SUZUMURA

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2022

Shifting Organizational Culture and Narrative through Capacity Building Supports



The 2022 COO Learning Community Capacity Building Strategy offered 63 activities including trainings, tools, convenings and one-on-one coaching. A series of **14 interviews** centered on understanding how participation in Learning Community activities are moving organizations towards self-determined, healthy, thriving communities, specifically, how **narrative** and **culture shifts** are happening within organizations.

Findings were grouped into 4 main categories: Learning Community Principles, Learning Community Experience, Outcomes, and Recommendations.

LEARNING COMMUNITY PRINCIPLES

Principles and elements of the Learning Community that make it a transformative space.

Peer Learning

Participants shared how valuable and relatable it was to hear real experiences and challenges that other COO partners are experiencing. COO provides many spaces for peer connection and informal relationship building, which ultimately contributes to partners feeling less alone and more supported by a broader network.

Sharing Lessons learned

COO Network

Collaboration & Co-design

Participants felt heard and seen in the planning meetings, and the process allowed for adaptation based on community-identified needs. Participants celebrated Learning Community activity organizers for openness to feedback, and shifting content based on planning conversations that allowed community to share their stories in the way they wanted to share them.

Respect & Autonomy

Equity

Participants greatly appreciated the activities and resources the Learning Community provided this past year around racial equity in finance and leadership spaces, pay equity, staff wellness, shifting power dynamics and organizational norms.

Centering Community Needs

Participants repeatedly shared gratitude to the Learning Community for feeling listened to and COO's flexibility to meet expressed community capacity building needs.

Responsive Design

LEARNING COMMUNITY EXPERIENCE

Participants, COO Staff, and Learning Community activity organizers shared what aspects of Learning Community activities make these spaces pivotal experiences, and relevant and useful capacity building resources.

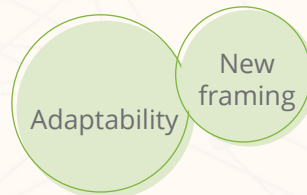
Positive

Interview and focus group participants experienced positive interactions with peers, gained valuable resources, learned actionable skills in a capacity building activity, and had impactful conversations by participating in the Learning Community.



Coaching

Coaching recipients were grateful for the personalized resource to help meet the challenges they were facing. Coaching recipients felt deeply supported by their coaches on a personal level and appreciated having a thought partner (coach) who had faced similar experiences and feelings as them - ultimately making them feel less alone in their challenges.



Challenges

Participants shared that they faced many challenges this past year stemming from external factors and world events, internal organizational operations and norms such as power dynamics with boards, and intrapersonal conflict and finding time for healing and rest.



OUTCOMES

Through participation in 2022 Learning Community activities, participants shared that they deepened and developed capacities, confidence, strengthened relationships, and more to challenge dominant cultures and narratives.

Culture Shift

Activities and resources that provided capacity for partners to shift culture related to how they think about and approach finances, power dynamics, and youth leadership. Coaching support provided tools, financial planning, and communication strategies to push this new approach into actualization.



Narrative Shift

Organizations are shifting how they tell the story of their work to be a fuller, truer story. They feel more power in telling their story how they want to tell it, and a sense of solidarity in hearing stories from others in similar situations.

Confidence

All interview participants shared that participating in the Learning Community activities helped build their confidence as leaders, specifically coaches provided reassurance, tools, skills, demystified vocabulary, and empowerment. Participants specified that gaining confidence enabled them to make narrative and culture shifts, and to push back against unjust and inequitable systems.



Relationships

Relationships and relational work continue to be at the heart of the Learning Community. COO Staff and Learning Community activity organizers strive to build curriculum that offers space for connection, both formal and informal. Many participants shared that after Learning Community activities, they connected with others who were present to continue the conversation, pursue opportunities to work together or align on efforts, and for some, make new friends.

RECOMMENDATIONS

Below are key recommendations from interview participants for how Learning Community can continue to meet the needs of community as they relate to capacity building. **These are different elements to shift culture and narrative through the Learning Community and as an initiative.**

Ongoing Coaching and Mentorship

Continue to offer individualized coaching where participants can have a safe space to work through scenarios, apply knowledge, and build confidence.

Resources for Coalitions

Coalitions continue to identify specific needs and resources for their work both for the coalition as a whole and for the individual organizations within the coalitions.

Funding Approaches

Maintain funding opportunities as a part of the Learning Community, such as the mini grants. Continue to provide platforms (i.e., a grant review team) to shift funding relationships to put power in the hands of the grantee, not the granter, ensure funding aligns with community values, and doesn't infringe on organizations autonomy.

Delivery of Content

Build in Q&A sessions and reflection time

Diversify schedule and engagement methods

Future Learning Community Content

Addressing power dynamics and privilege

Request for Proposal (RFP) webinar

Toolkits

Restorative conflict resolution workshop

Finance Workshop



Learning Community Evaluation Findings

Overview

Communities of Opportunity (COO) Learning Community convenes and resources activities to build capacity, share learning, facilitate new connections, and test transformative models to catalyze and accelerate our collective momentum toward equity. In 2022, the **Learning Community (LC)** piloted a variety of Capacity Building activities that aimed to support individuals, organizations, and communities towards self-determined, healthy, and thriving communities.

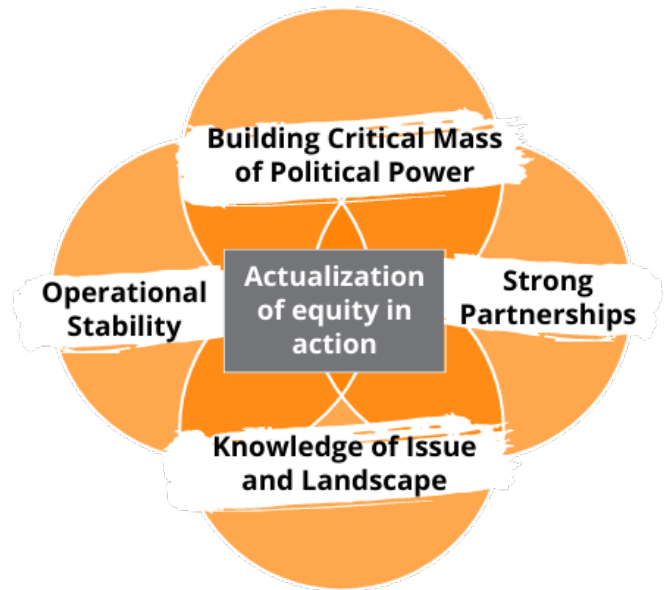
COO defines **capacity building** as “building an organization and partnership’s infrastructure and sustained civic capacity to actualize equity – policy after policy, issue after issue, year after year.” The intention with COO Capacity Building is to design resources and activities that are uniquely aligned with COO’s values and intentions and the priorities of our partners, are additive and complementary to what already exists, and are not duplicative.

Capacity building and shared learning are central to the vision of the COO Learning Community. Programs are co-designed and delivered by external consultants and attended by community organizations, community members, community organizers, and coalition and non-profit organization staff. Through sharing experiences and lessons, COO aims to uplift local endeavors for systems change, bring communities and leaders of change together, and build upon successes for long-term movement towards greater equity, justice, and well-being.

The **Capacity Building Framework** (see [Appendix A. Capacity Building Framework](#) for more detail) defines the necessary elements, including the skills, relationships, and analysis needed, to change processes, practices, and policies that lead to more equitable community conditions.

The Learning Community offers six types of activities:

- **Trainings & Workshops** - these are short-term, one-off activities, typically lasting a few hours to one day. These types of activities are meant to give participants insight into a specific skill or area of knowledge.
- **Cohort** – this is a long-term group activity. Cohort activities may include multi-session gatherings, trainings, and/or classes that work with a cohort of participants to develop skills and capacity and build relationships.
- **Coaching** – another type of long-term activity. Participants are paired with a coach to work with over a longer term period in a one-on-one or small group format to develop skills and build capacity.



- **Tool development** – these are resources meant to give participants foundational assets and guidance into a specific topic area for organizational capacity. Examples include [Community Collaboration Toolkit](#), [Alternative Leadership Toolkit](#) and more.
- **Convenings** – larger events, lasting all day or multiple days. These types of events are meant to bring COO community partners (partner network) together to build connections to one another and to larger movement work.
- **Mini-grants** – these grants provide resources to partners at a variety of levels. They support the partnership-building operations of key organizations and coalitions, support new models and shared learning, and provide resources to support the health and well-being of collective groups and networks, and their shared infrastructure.

The 2022 COO Learning Community Capacity Building Strategy offered 63 activities¹ including trainings, tools, convenings, and one-on-one coaching. These different offerings focused on supporting one or multiple aspects of the capacity building framework and included a range of topic areas. See [Appendix B. Capacity Building Activities](#) for a list and description of each of the activities.

2022 Evaluation

This evaluation centered on understanding how participating in Learning Community activities are moving organizations towards self-determined, healthy, thriving communities. Specifically, how **narrative shifts** and **culture shifts** are happening within organizations who participated in activities such as the GROUNDED Speaker Series,² finance, leadership and organizational coaching, workshops, trainings, partner convenings, and the Finance Helpline.³ For this evaluation, COO is defining “narrative” as how an organization tells their story. “Culture” is related to organizational values and the ways in which organizations approach their work both internally and externally as they advocate for systems and policy change, push against the status quo, and reshape norms that promote equity.

METHODOLOGY

This year’s evaluation focused on participation in the GROUNDED Speaker Series, one-on-one coaching for finance and organizational leadership, and Finance Helpline activities. Participants included those that were frequent activity attendees, coaching recipients, coaches, Speaker Series organizers, Speaker Series panelists, and COO staff. Individuals who attended 3 or more Speaker Series events, were a panelist in the Speaker Series, or participated in one-on-one coaching or the Finance Helpline were invited to participate in a 60-minute interview or focus group. These activities are referred to as Learning Community (LC) Capacity Building activities in the body of this report.

A total of 14 interviews (11 individuals, 3 focus groups) took place in November and December 2022. Each interview was facilitated by Leika Suzumura and recorded for note-taking purposes only. There was a total of 3 Speaker Series focus groups, one for participants facilitated by Speaker Series organizers, Roxana Pardo Garcia and Manny Flores, and two focus groups facilitated by Leika Suzumura for Speaker Series panelists and organizers.

¹ Note that all activities were virtual apart from two hybrid events: A Conversation with Robin Wall Kimmerer and End of Year Celebration.

² The GROUNDED Speaker Series was a free, online event series that was designed to learn from the efforts of community-driven programs, projects, initiatives, and organizations that moved from cultivating to grounding, and from storytelling to conversations on implementation.

³ The Finance Helpline provided 1:1 support for organizations seeking support for financially related questions.

The intention of the finance helpline was to support leaders’ growth and learning in the areas of finance capacity and financial oversight.

The facilitator asked roughly 10 open-ended questions focused on understanding if and how COO Learning Community Capacity Building activities supported participants’ and/or their respective organizations’ capacity and culture shifts. See [Appendix C. Interview Questions](#) for the specific questions asked in the interviews.

Interviews were conducted virtually using Zoom, and were recorded with participant consent for note taking purposes only. All responses will remain anonymous and confidential. Any identifying information has been removed from this report to protect participants’ anonymity. Each participant (with the exception of COO staff) received a \$100 stipend, and an additional \$30 lunch gift card was provided for focus group participants.

Interviews were transcribed and coded using the qualitative analysis software Dedoose.⁴ All interviews were analyzed and coded to themes that emerged using an inductive reasoning approach. Codes were developed based on patterns and themes observed in the data. See [Appendix D. Methodology](#) for more information on the codes developed and applied to the interview transcripts. The codes were used to develop an outline and excerpts from the interviews were used to build out the content of the report.

ABOUT THE AUTHORS

Leika Suzumura is nutrition educator and community-based evaluator dedicated to uplifting health and well-being in her community. Leika earned her BS in Nutrition from Bastyr University and completed her Master of Public Health at the University of Washington, specializing in Community Oriented Public Health Practice. When Leika is not cooking and eating with the community, she can be found playing Capoeira or hosting an event at the Union Cultural Center where she and her husband are the Guardians, along with their two children.

Cascadia Consulting Group supports communications, evaluation, and coordination of the COO Learning Community. Cascadia Consulting Group is a certified small, women-owned consulting firm working to foster sustainability in communities, businesses, and organizations.

ABOUT COMMUNITIES OF OPPORTUNITY

[Communities of Opportunity](#) (COO) is a public-private-community initiative supporting healthy and more equitable communities in King County, funded by the Seattle Foundation and King County through the Best Starts for Kids Levy.⁵

[The COO Learning Community](#) strategy supports communities to engage in shared learning and practice, build critical connections, and to foster innovative solutions.

⁴ [Dedoose](#): A cross-platform app for analyzing qualitative and mixed methods research with text, photos, audio, videos, spreadsheet data and more.

⁵ Best Starts for Kids is a King County voter-approved initiative to support every baby born or child raised in King County to reach adulthood happy, healthy, safe, and thriving.

Learning Community Principles

Interviews were designed to gain a deeper understanding of participant experience and what aspects of the Learning Community process and environment contributed to experience beyond explicit activity goals. Specifically, participants shared what principles and elements of the Learning Community make it a transformative space, or place to come together.

The Learning Community activities were intentionally created to promote a meaningful experience that honors the deep need for relationships and different ways of knowing reflected among the participating organizations. The principles outlined below were elevated from the interviews as interviewees spoke of their experience as a participant, facilitator/coach, or COO staff member. These principles cultivate the transformative space that participants experienced in the Learning Community activities.

PEER LEARNING

Peer learning is foundational to the Learning Community framework and continues to be highly appreciated by participants. Participants shared how valuable and relatable it was to hear real experiences and challenges that other COO partners are experiencing. Peer learning opens the door for partners to hear and share lessons learned from others in different stages of the process, ask questions directly to a presenter or panelist, and fosters opportunities for collaboration. COO provides many spaces for peer connection and informal relationship building, which ultimately contributes to partners feeling less alone and more supported by a broader network. For certain activities, such as the Speaker Series, participants and staff alike noted the high level of support from participants in the chat when others shared their story or experience. Peer learning lets participants, panelists, coaches, and staff feed off each other's energy and ideas to push against the status quo and work towards actualizing equity.

“Learning circle where we provide a container based on what we heard, and the learning itself is developed by participants.”

“Capacity Building is not just a side extracurricular activity, it's a way to learn about you and the larger network we are all a part of. It shouldn't feel extra, but core to how we are practicing together.”

Sharing Lessons Learned

Significant value came from participants hearing the lessons learned from other organizations, especially around funding strategies. The Learning Community brought different peoples' experiences and perspectives together and cultivated a space for people to ask questions, challenge dominant norms and ways of doing things, and to help generate new ideas or new solutions.

“Learning is the richest when the wisdom in the community is acknowledged and shared across organizations.”

“Opening doors and inviting everyone into the conversation.”

“It made everyone aware of everyone's work - they were able to see the communications plan - the goals in each department - have a space to share ideas and comment on what people focus on and get fresh ideas”

COO Network

Funded partners, COO staff, coaches, and Learning Community activity organizers all coexist within a larger COO Funded and Aligned Partner network. This larger COO network offers many opportunities to share experiences and learn together across various topic areas. Peer learning opportunities help to bridge the gap between different funded strategies within COO, as well as help make connections for collaboration and funding.

“Important that we have internal and external buy in as a collective - not just a portfolio of grants, but how these organizing efforts exist in an ecosystem together. We can learn from each other; we might have

conflict with each other. But we are here in the community together. COO can strengthen and leverage that connectedness in ways that build a more truly equitable community together.”

COLLABORATION & CO-DESIGN

Participants shared positive feedback about the amount of collaboration and co-design from Learning Community activity organizers. Participants felt heard and seen in the planning meetings, and the process allowed for adaptation based on community-identified needs. Participants celebrated Learning Community activity organizers for openness to feedback, and shifting content based on planning conversations that allowed community to share their stories in the way they wanted to share them. Specifically, Speaker Series panelists shared gratitude for the Speaker Series organizers and their co-collaboration during design and planning for the 2022 GROUNDED Series.

“Collaboration can mean that you end up somewhere you didn’t intend to.”

“We [Learning Community activity providers] had an idea from the planning end, things we wanted to hear from folks for the session, but creating space, shifting and adapting made sense to make sure that were telling the stories that they wanted to tell, and not what we wanted to hear from a planning bias or lens.”

Respect & Autonomy

Across the board, participants, coaching recipients, and Speaker Series panelists felt respected by COO staff and Learning Community organizers. In the planning and design phases of the Speaker Series, panelists felt that they were given agency and autonomy despite not leading the activity.

“Felt that we were putting our time into a panel that reflected the priorities of those on the panel. [We] felt very listened to, and it felt very authentic. We felt heard and seen with planning, and it evolved to reflecting what you were saying versus being talked at.”

EQUITY

Participants greatly appreciated the activities and resources the Learning Community provided this past year around finance and leadership, particularly around naming and challenging the historical whiteness of these spaces. COO staff noted that racial equity considerations around finance and leadership topics were explicitly built into activity offerings this past year as a response to expressed community need.

Equity also came up for activity participants regarding pay, staff wellness, and shifting power dynamics and organizational norms. COO staff shared that as an initiative, COO has the ability to uplift the stories of partners and to influence other funders to shift power. Learning Community activity organizers shared how equity played a critical role in who was brought on to provide activities that are shifting systems to be equitable.

“The cool thing about coaching - finances are a place where white supremacist systems have kept people out of conversation - fear, too complicated, gate keeping language - it’s the money so it’s the core of white supremacist systems. The most beautiful thing about the conversations was just talking through what’s normal and not normal. Everybody that participated said ‘I am better at this than I thought I was.’”

CENTERING COMMUNITY NEEDS

In line with themes shared above, participants repeatedly shared gratitude to the Learning Community for feeling listened to and COO’s flexibility to meet expressed community capacity building needs. The Learning Community demonstrated commitment to adapting based on partner feedback from formal processes, like reporting, to activity offerings, such as bringing in Robin Wall Kimmerer to speak with community partners. Partners appreciated intentional efforts to hold space for focusing on relations and healing. Partners felt less alone in the work because they felt seen and heard. The coaches and COO staff also appreciated the flexibility and feeling valued by partners for their contributions to meet community needs in the process.

“It was helpful because [she] had worked in a similar role so she understood the pressure and stress I was going through. She could relate, ‘it’s not just you and you’re missing the ball.’ This work is hard and requires a set of skills that gets developed over time. I was asking myself, what am I doing wrong - so to hear that this work is hard - it took me out of the stress and out of the tunnel vision and try something differently.”

“I also appreciate the flexibility to move where the groups want to go. We laid out the scope of work but by the end, you may have only worked on one or two of those things. I appreciated that COO allowed for that flexibility.”

Responsive Design

COO has responded to expressed community needs through responsive topics in resources, trainings, workshops, the Speakers Series, coaching, and keynote speakers. Participants shared that they had access to new resources such as toolkits and Finance Helpline and saw responsiveness to the expressed need for spaces for restorative conflict. Partners came with the understanding that if they wanted to create something new, they would be supported by COO with resources to help create their vision and meet their needs. Partners noted that certain resources, such as the Finance Helpline, were excellent entry points for beginning to navigate unfamiliar topics. Coaching continues to be highly regarded by partners (see [Coaching](#) in Experience section below).

“People have implicitly and explicitly demanded more space, support, and resources, and healing - healing in togetherness because we’ve been separated, there is a deep yearning to feel safe and a sense of belonging to one another.”

“We want to make sure we are aware of places the community is giving input and we can align with. We as COO are doing some engagement, and there are other organizations doing that and we can build off that. Feedback from our other processes, like grantee reports give suggestions on what to do in our processes.”

Learning Community Experience

Participants, COO staff, Learning Community organizers, and coaches shared gratitude and appreciation for the ability to participate in Learning Community spaces and share pivotal experiences with other community leaders. Specifically, participants noted and appreciated how the Learning Community has adapted over the years based on their learnings and continue to provide relevant and useful capacity building resources and experiences.

POSITIVE

Interview and focus group participants experienced positive interactions with peers, gained valuable resources, learned actionable skills in a capacity building activity, and had impactful conversations by participating in the Learning Community. Unique to the Learning Community culture, participants felt deeply supported through the many offerings and resources available, and the space centered on helping each other learn and grow – from the funders to the participants and staff.

Supportive & Safe Environment

Learning Community staff, coaches, and organizers embed safe and supportive environments throughout its offerings. Participants noted that they felt respected and comfortable sharing their experiences and challenges in Learning Community settings and were able to get the most out of the resources. Partners shared that they felt genuinely seen, heard, and held in space.

“The coaching experience that is confidential for these exhausted and lonely leaders to have an outlet, they don’t need to modify their language, they can talk real and honestly.”

Meeting Structure & Schedule

Regular meetings with consistent structure between coaches, coaching recipients, contract managers, and partners helped to deepen relationships while providing a space to talk with a thought partner. COO staff and Learning Community activity organizers shared that regular meetings with partners also helped them hear and understand their partner's needs.

“Structure of our meetings - meeting once a month was really helpful to get ideas and then put it into practice - new ways of thinking of the work differently - it was theory and practice in real time.”

Content & Format

Learning Community content, format, and virtual options helped to foster community connection. Participants shared that having access to the online recordings of the activities to rewatch was greatly appreciated and allowed them to share with others who were unable to attend.

“Love that it was accessible on YouTube after. I want to rewatch and share with others so it's helpful to have them available after the fact.”

Variety of Funding Resources

Participants were grateful for COO's support through adaptive funding and variety of resources available to them to help meet their needs. For example, participants noted that funding could support a variety of activities, including hiring mediators, consultants, or coaches and awarding mini grants.

“We got \$10,000 for capacity building that helped us so much when we got financial support and to become part of a body that supports the overall transformation of the community, whether place based or the other areas. The visibility and funding we got was helpful.”

COACHING

In 2022, coaching resources were provided by Amy Michael (Finance Helpline and finance coaching), and Aileen Balahadia (organizational and leadership coaching). Organizations and individuals were matched with the coaches by Capacity Building Consultant Sarah Tran.

Coaching recipients were grateful for the personalized resource to help meet the challenges they were facing. Coaching recipients felt deeply supported by their coaches on a personal level and appreciated having a thought partner (coach) who had faced similar experiences and feelings as them - ultimately making them feel less alone in their challenges. Coaches shared that workshops were helpful baselines for recipients and the coaching helped activate the individuals and organizations to engage in learning and the subject matter. Coaching recipients were thankful they could receive personalized support to meet them where they were in the process.

“Normalize numbers and finance - focus on what's wrong with the system and language. Everyone is where they should be and doing great work. Opening doors and inviting everyone into the conversation.”

“It's my job to pull that out and have their instincts kick in. It's about centering the person and their knowledge and experience, asking probing questions and bringing in my experience.”

New framing

Coaches provided a safe space and supportive partner for recipients to view challenges with a new framework or mindset. Coaches helped guide recipients through difficult situations, take time for reflection, develop action plans, and prepare for board presentations. Coaches adapted their support and resources as time went on to continue to meet coaching recipient needs.

“Amy helped with the equitable pay and helping the board see the value and get on the same page. Being able to learn from Amy helped with the language to speak this work and address the questions the board has and back it up with data - raising salaries now and how it would go out into the future. It was a value shift”

Adaptability

Coaches were able to adapt their support and resources to meet coaching recipient needs as they evolved over time. Some coaching recipients brought in other members of their organization to participate in the coaching sessions. The ability to scale up, scale down, pivot, and change course based on needs was noted as one of the most valuable aspects of coaching.

“Adapting as the time went on - meet organizations where they are and have multiple resources to pull for their needs.”

“For all the Executive Directors I worked with, they all had specific issues they ran into - board development, board conflict, issues with staff, sometimes individual or morale issues, some were unionized and dealing with grievances, and strategic planning and thinking about their future, looking for the right funding sources, for 1-3 years out.”

CHALLENGES

Participants shared that they faced many challenges this past year stemming from external factors and world events, internal organizational operations and norms, such as power dynamics with boards, intrapersonal conflict, and finding time for healing and rest.

Finance Challenges & Scarcity Mindset

Participants consistently shared they felt alone in decision-making related to financial and leadership challenges. Navigating financial relationships with governance boards and planning for the future in times of uncertainty were particularly challenging.

“How to normalize the money conversations ... [for] people that don't have a background in finance, and they feel really uncomfortable and afraid to talk about numbers - when we don't understand things, we get scared, we avoid what we don't know.”

Participants shared that funding challenges and differences between staff and board members pushed organizations into a scarcity mindset to meet deliverables.

“The need to hold onto the money and not using it to hire people, it was [designated] for doing work in the community and get deliverables finished. It all comes back to the scarcity mindset... How to move away from scarcity mindset - need to bring new people into the board and new perspectives who had experience in non-profits.”

Burnout & Staff Capacity

Partners expressed feelings of burnout, challenges prioritizing self-care, time constraints that hinder one's ability to show up fully, and difficulty delegating. COO Staff noted an additional challenge to providing spaces for capacity building while knowing that communities are “tapped out.”

“There is a lot of burn out and they need to stay well to do this work. When they get tired, they can't do the work. The same things, I have a livable wage, health insurance, flexibility. It's a drain from community when organizations can't provide this for their staff.”

Limited time & Accountability

Coaches shared that limited time was a challenge, specifically the time needed to develop a trusting relationship and build the space where participants felt comfortable sharing. Likewise, participants did not feel they had enough time with their coaches. Coaches specifically noted the challenging position participants are left in when coaching ends.

“My role as coach included some accountability role... Many meetings would start with reviewing what was talked about in the last meeting, and checking in how things went - for sure, a big piece was accountability and following up on how things were going... After coaching ended, where did the accountability role land?”

Navigating Internal Systems

Learning Community activity organizers noted it can be difficult to maintain regular communication with funded partners to know if Learning Community and capacity building offerings were still relevant to community needs throughout the year. Learning Community organizers needed to work through existing internal systems to connect with funded partners to continue to check back in on what participants want most in a space - learning, sharing, or building skills. Specifically, there was feedback about navigating internal requirements to be able to provide direct, responsive resources to the community. COO Staff shared that funded partners are not alone in navigating and challenging dominant norms within institutions.

“Somewhere along the way and constraints of being government funded, it got a little lost or harder for COO to not just give grants but supporting folks to connect and share together open our minds to new narratives and models and approaches that build community power for equitable community.”

“Seeing the comments in the speaker’s series, they are ideas that are challenging the dominant norms, how people work together and build relationships... Even in our staff, there are so many challenges of the dominant system and to have these spaces that tell us ‘we’re not alone’ and even the cross section of institutions in the same space.”

Virtual Format

COO Staff and Learning Community participants noted that more in-person opportunities and celebrations would be appreciated. While virtual format does have its benefits, there is also a desire for in-person connection and healing.

“Was a Zoom webinar, couldn’t see many people.”

Sharing Organizational Progress

Some participants noted challenges to share organizational progress and develop communications plans. They feel a conflict between knowing the work is ongoing while also sharing the stories of progress and milestones achieved. For others in coalitions, there were feelings of disjointed storytelling and a need to collectively develop shared values.

“How do we present [the] organization is striving and never selling that we have arrived at something”

“It’s an area we struggle with - because there are so many different groups and different stories and sometimes feels dislocated - we have said let’s come up with a communications plan”

Outcomes

Key outcomes of the 2022 coaching, trainings, workshops, key-note conversations, and Speaker Series included culture and narrative shifts, deepening and developing capacities such as confidence, self-advocacy, youth leadership and strengthening relationships.

CULTURE SHIFT

2022 Learning Community activities and resources provided capacity for partners to shift culture related to how they think about and approach finances, power dynamics, and youth leadership. Participants shared how the Speaker Series and coaching helped them to think about things in a new way. For example, moving from a deficit

mindset to abundance and pushing for thriving wages for staff. Coaches provided tools, financial planning, and communication strategies to push this new approach into actualization. COO Staff and participants highlighted the keynote conversation with Dr. Robin Wall Kimmerer as particularly impactful to fostering new thinking around relationships and working in community. Dr. Kimmerer spoke about relationships with each other, other beings, and the land, and how modern culture has come to commodify relationships such as these, and how we can begin to flip this thinking on its head to transform systems and begin to heal.

“Power building - communities have the tools and agency and resources to be able to enact the changes they want to see... strong community-based organizations, organizing tools for policy change, shared analysis, and the time to work together.”

“It’s about revealing the underlying system and what can transform those systems.”

“It was important to build this suite of finance supports - finance coaching, finance helpline, and workshops. Important to find a provider that deeply acknowledges and understood and wanted to transform those oppressive dynamics.”

“Healing for communities that are most impacted by oppression, it’s a time to be in connection with themselves and others, restore relationships, investments in areas they may not have had the ability to self-determine for themselves. Rebalancing. An opportunity to come together without expectation but more relational and find joy and celebrate.”

Organizational Shifts

Learning Community resources and activities facilitated culture shifts within organizations themselves, such as helping to show value to boards for a different way of doing and thinking. For others, resources helped provide support for shifting into leadership roles and navigating complex relationships with elders. Participants shared that organizational shifts happened when there was increased communication, planning, and unification around values between the two distinct sides of their organization - the administrative and the programmatic. For those in coalitions, they made intentional steps to reflect on internal culture first, such as power and relationship dynamics, and how those manifest in coalition work.

“The culture shift was that planning can look different and you have to listen to your organization and if folks aren’t ready or able to do it, you have to follow their needs.”

“They aren’t used to answering to someone who’s more of a “junior” staff - in an embodied way - they aren’t used to that but now they are in a position to listen to someone else they see as a junior - it took time to break down - it took time to see that things weren’t working and needed to change”

Youth Leadership

The co-design process for the **GROUND**ED in Youth Speaker Series event had a positive impact on shifting the approach to promoting youth leadership. Youth panelists noted there is a delicate balance between youth stepping up and adults stepping back. Youth need to feel supported and have grace to make mistakes, and adults facilitating the space need to elevate youth voice without leaving them feeling they are burdened with the problem and finding solutions alone. Youth panelists, Speaker Series facilitators, and COO staff all noted the co-design process helped provide affirmation of their current work and the need to listen to youth about their priorities and putting resources behind it.

“How to create a culture for young people to lead.”

“A lot of reframing from the conversation to be centered more, less talking about youth leading the charge to more about supporting youth as they take on leadership.”

“Organization was all about advocacy, let’s talk to this person or this policy. That work can be short sighted - what if they say no, then all the work loses momentum - they wanted to shift from advocacy to organizing

for the long haul. To bring youth in and identify the specific issue areas and develop the campaign - develop the base and the long term and develop power.”

NARRATIVE SHIFT

Organizations are shifting how they tell the story of their work to be a fuller, truer story. They feel more power in telling their story how they want to tell it, and a sense of solidarity in hearing stories from others in similar situations. For coaching recipients, talking to funders and others about the financial side of the work was difficult. Partners who participated in coaching shared that they usually shied away from money conversations but were now confident in changing the conversations they have with boards, colleagues, and other organizations to best represent the fullness of their work. Others noted that the changing tone and attitude in conversations about difficult topics helped to view them in a new light and be more open to trying different approaches and solutions.

Specifically, the GROUNDED Speaker Series honed in on shifting narratives, and ultimately culture, through their 5 part series that highlighted BIPOC and youth perspectives and approaches. The Grounded in Youth workshop shifted their ideas around working with youth and building youth leadership.

“How do we share a truer story - not just what you would share with the funder - how do we share a well-rounded group of people coming together to learn how to do work together and sharing similar projects and changing things. This would be great in sharing our story, it was such a big part of our experience”

“[Coach] is able to frame it around more work now is less later. She provides so much hope and that makes it fun. It’s so empowering for a person to take risks and not be afraid.”

“Shift the conversation with the board – [that’s] where I saw the biggest narrative shift - including the financials - used to tell the programmatic story but avoid the financial story.”

CONFIDENCE

All interview participants shared that participating in the Learning Community activities helped build their confidence as leaders. Several participants noted building confidence from events such as the Finance workshop and coaching. Coaches provided reassurance, tools, skills, demystified vocabulary, and empowered coaching recipients. Coaches shared that all are exactly where they needed to be, it was just looking at things in a new light, confirming their intuitions, and identifying opportunities to learn. Participants specified that gaining confidence enabled them to make narrative and culture shifts, and to push back against unjust and inequitable systems.

“One thing [she] drove home was that I was the expert in that space and so when I go through finances with a new staff person, now I feel more proud about showing them the systems because it took us a while to get here and I can frame it in a way that makes people curious and not run away.”

“[She] makes finance so much fun to learn about and makes you feel so smart when you figure out.”

“And this year, the (coaching recipient) felt confident in their own skill and navigating finances, but also their sense of power to push back on funders when they weren’t acting equitably. They were able to take a sabbatical before the budget cycle because they felt confident in their right and skill to push back on funders and be an equal partner and not just a recipient.”

“We needed support on how to do strategic planning - it was a great learning experience for all of us to ask big questions, some we can’t even answer, but it really made all the ideas we’d been talking about feel more clear - here’s how we’re taking action, here’s how we’re communicating this with our community.”

Leadership

Learning Community activities and coaching helped further develop and deepen leadership skills in participants. Participants felt more confident in their knowledge and skills to be able to step up into leadership roles and take on tough conversations. Coaches provided safe spaces for leaders to debrief and strategize without judgement.

“Trickle effect after saying what was really going on - showing my teeth- people thanking me for bringing up these discussions about equity - leadership should be working themselves out of a job so more investment into the upcoming leaders.”

“They are in these challenging situations, where do they turn to ask questions or have someone really hear them. The coaching experience that is confidential for these exhausted and lonely leaders to have an outlet, they don’t need to modify their language, they can talk real and honestly.”

Self-Advocacy

Participants noted feeling more empowered to advocate for themselves and challenge dominant norms, especially related to funding and staff support.

“Concrete strategies especially as a young worker to advocate for myself and advocate for a shifting culture especially as someone who works in nonprofit management.”

“A shift toward creating abundance. For example, ask for the perfect amount, I’ll accept great, but I will reject good enough.”

RELATIONSHIPS

Relationships and relational work continue to be at the heart of the Learning Community. COO Staff and Learning Community activity organizers strive to build curriculum that offers space for connection, both formal and informal. Many participants shared that after Learning Community activities, they connected with others who were present to continue the conversation, pursue opportunities to work together or align on efforts, and for some, make new friends. A Speaker Series panelist shared that because of their participation in the GROUNDED Speaker Series, they were connected with a philanthropist who invited them to be a part of their board. COO staff shared they want to continue to prioritize relationship building into the Learning Community culture because it strengthens the collective power to change systems.

“We aim to build relationships and establishing trust, values are embedded in the work, so that pre-work allows them to take leadership and vision and for them to go for it.”

“Ripple effects - new connections like us connecting after the workshop. As we continue to connect with folks and why organizing is important,”

Recommendations

Interview participants, COO Staff, coaches, and Learning Community activity organizers made key recommendations for how Learning Community can address the needs of community as they relate to capacity building and skill building needs, delivery of content, funding, and reporting processes.

These are different elements to shift culture and narrative through the Learning Community and as an initiative.

ONGOING COACHING AND MENTORSHIP

Continue to offer individualized coaching where participants can have a safe space to **work through scenarios, apply knowledge, and build confidence** as a culture shift within individuals and organizations. Consider extending the duration that participants can access coaching as well as expand subject areas for coaching. Provide mentorship

and peer learning opportunities to provide a safe and confidential learning space for individuals/organizations. Youth specifically want to build confidence with guidance from mentors.

"I hope they continue providing coaching. The coaching was one of the best things for me, having the coaches as a thought partner, and leading, and it helped me be more of a participant in these processes rather than just a facilitator. We've had so many changes in our org, tremendous growth, it's helped me move things faster to have these thought partners, build a tool, and take the ideas and write it for me."

"It would be great to have a yearlong investment, ongoing coaching - someone who could help me make a plan to review the organization, the finances, and also learn more about me and how to match the organizational shift."

"Helpful to have the coaching who was an outside third party - didn't need to hold back or feel like I was gossiping - this is my experience and I can share without feeling guilty or judged."

"Coaching is my favorite thing ever! I wish I could be doing it all the time! I hope they understand this is a really important resource for leaders and generative in so many ways, it's tough to measure, it's seeped into everything, our growth, strategic planning."

"Investing in the leaders is an investment long term to go towards healing."

RESOURCES FOR COALITIONS

Coalitions continue to identify specific needs and resources for their work both for the coalition as a whole and for the individual organizations within the coalitions. Coalitions have specific needs around coordinating strategies among all the coalition members and ensuring values are aligned from the beginning. Coalitions have a strong capacity need related to conflict resolution and honoring various cultural norms within the coalition.

"There should have been coaching for both the fiscal sponsor (head of the 6-organization coalition) - in the future, should have involved the fiscal sponsor because needed the leadership and maybe amp it up, the capacity building support needs to be amped up."

FUNDING APPROACHES

Maintain funding opportunities as a part of the Learning Community, such as the mini grants. Continue to provide platforms (i.e., a grant review team) to shift funding relationships to put power in the hands of the grantee, not the granter, ensure funding aligns with community values, and doesn't infringe on organizations autonomy. Coaches shared it would be helpful context to understand what other funding and capacity building support organizations may be receiving from other funders to not double up on efforts. As an initiative, COO should continue to strengthen ways to shift broader funding practices and funding culture.

"Learning Community funding has decreased - unsure how much control COO has over that versus [what] the County allots them, but that sucks. Speaker Series is part of the Learning Community, and decreased funding is going to reduce the number of opportunities for the community."

"Philanthropy and grants, the way that people have to bend over backwards to meet deadlines, pander to donor populations, a lot of requirements, reporting requirements. Why is it that the people with the money get to set the metrics for success and infringe on our autonomy?"

"Grant review team, helpful to have a shared vision and community values for when they are looking at grants."

DELIVERY OF CONTENT

Build in Q&A sessions and reflection time

Build in more opportunities for participants to ask questions to facilitators or hosts. Consider building in 5-10 minutes at the end of each workshop for folks to reflect on their experience, instead of sending out a reflection survey.

“Build a platform to ask questions. It’s nice to get access to experts in a group setting”

“Maybe hold a quarterly training and open up for Q&A”

“Reserve the last 5 minutes to talk about what went well, that’s been better than the surveys that get sent out”

Diversify schedule and engagement methods

Design programming that can be accessible at varying times by participants, such as offering the workshops and events at various times throughout the day and offering some in-person engagement opportunities.

“Loved the various topics, my time didn’t allow me to join in on all the sessions. [I] have standing meeting [during the lunch hour] so hard to join all the time”

“First year we tried to balance evening and lunch hour, this year we did all lunch hours. If people had to go, people were always asking for the link. If we did it next year, maybe we wouldn’t do all of the sessions during lunch hour. Maybe do it in person?”

FUTURE LEARNING COMMUNITY CONTENT

Finance workshop

Participants shared that the finance coaching, Finance Helpline, and workshop were extremely helpful resources in 2022. They recommend continuing to build out this line of capacity building offerings, such as designing a workshop or series that focuses on finances.

“The consistency I’m looking for is mindset and how I’m looking at finance and the scope I’m looking it in. It’s related to the rigidity and steer towards negativity, be more consistent in the positivity.”

“I’d love to see something on how to set up your grants and finance to talk to each other. Or maybe QuickBooks non-profit, what spreadsheets to use to track things, to see what other people do. I’d like to see one on anti-racism in finances because it needs to be talked about more.”

“There are other skills that I want to get, finances and practical things like that. I’ve mostly worked on people and that’s not my role but that’s something I’d like to develop.”

Restorative conflict resolution workshop

COO staff and participants noted the difficulty of working through conflicts as they arise internal and external of an organization. They recommend designing a training for staff or provide facilitators to work on restorative conflict.

“...if someone highlights a conflict of strategy, I don’t feel like we always do a great job of that next step of having the transformational conversation inside that conflict or disagreement. I think having facilitation for staff will be helpful that includes the restorative conflict skill.”

Addressing power dynamics and privilege

Participants recognize there is still much work to be done to shift power dynamics and change systems. They recommend designing workshops that can unpack the power dynamics between funders and receiving organizations and ensure those in power learn about their unearned privileges and ways to share their power.

“Setting up the structure to be relational based and talking about power dynamics in partners, between funder and partners, between partners, between me and partners to respond to their needs and desires around capacity building. How are we in relationship together? What is the relationship, what are the power

dynamics there, is it in a way that sets up movement and justice or is it set up in a way to impede that, how do we get in the driver seat of that.”

Request for Proposal (RFP) Webinar

Design a webinar or workshop that guides attendees through the RFP process to demystify and reduce barriers to the process.

“RFP process with the county was very lengthy and is a barrier. Have a webinar for how to apply RFP process.”

Toolkits

Continue to develop toolkits and widely share out existing toolkits. Specifically, participants requested a future toolkit for multi-year budgeting.

“Loved idea of taking toolkits and breaking them down for young workers. Toolkits are the way I can advocate for myself and a way to address internalized dominance.”

Conclusion

The 2022 Evaluation Interviews helped to gain a fuller picture of Learning Community participant experience and what capacities and skills were built to ultimately shift narratives and cultures. Key principles of peer learning, collaboration and co-design, equity, and centering community during the design phase of activities resulted in highly attended and appreciated Learning Community activities. Coaching continues to be highly regarded by COO funded partners. Participants shared that they built skills and confidence to challenge dominant norms and narratives. Key recommendations for the Learning Community as an initiative include continue to provide coaching, resources for coalitions and to shift funding approaches to put power into the hands of the grantee.

Appendix A. Capacity Building Framework



COO's Community Power-Building Approach:

To create policy, system, and environmental (PSE) changes, COO supported efforts to build and expand the existing power in communities. COO partners (i.e., agencies participating in one or more COO investment strategy) held community events, educated and mobilized community members, and developed community leaders in efforts to strengthen community power.

COO Learning Community:

Convenes and resources activities to build capacity, share learning, facilitate new connections and test transformative models to catalyze and accelerate our collective momentum toward equity.

Learning Community Activities:

- Trainings & Workshops
- Coaching
- Cohorts
- Tools
- Mini grants

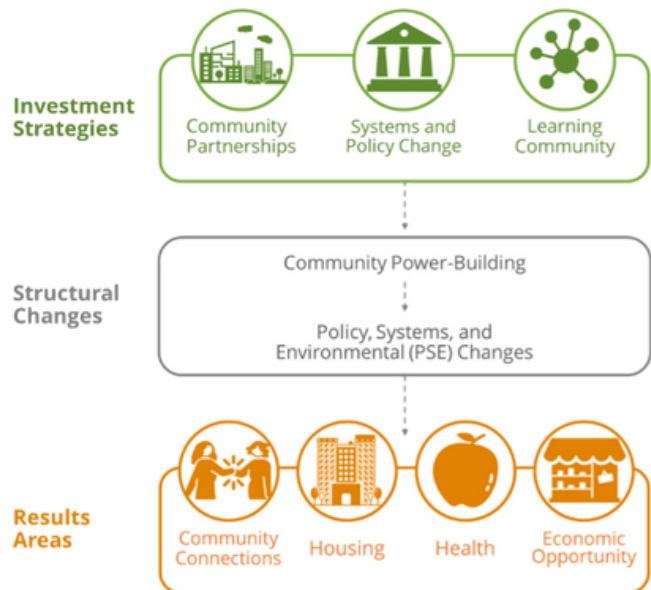
Communities of Opportunity (COO):

is a community-public-private partnership between King County and the Seattle Foundation that began in 2014 and expanded in 2016 with funding from the Best Starts for Kids tax levy. COO is a Best Starts for Kids investment strategy, fostering community conditions that create equitable opportunities for children, youth, and families.

COO's mission: to create greater racial, health, social, and economic equity in King County through investments in community-driven solutions and partnerships.

COO Investment Strategies:

- Community Partnerships
- Systems and Policy Change
- Learning Community





Capacity building and shared learning are central to the vision of the COO Learning Community. Programs are run by external consultants and attended by community members and organizers.



Through sharing experiences and lessons, COO aims to uplift local endeavors, bring communities and leaders of change together, and build upon successes for long-term change.



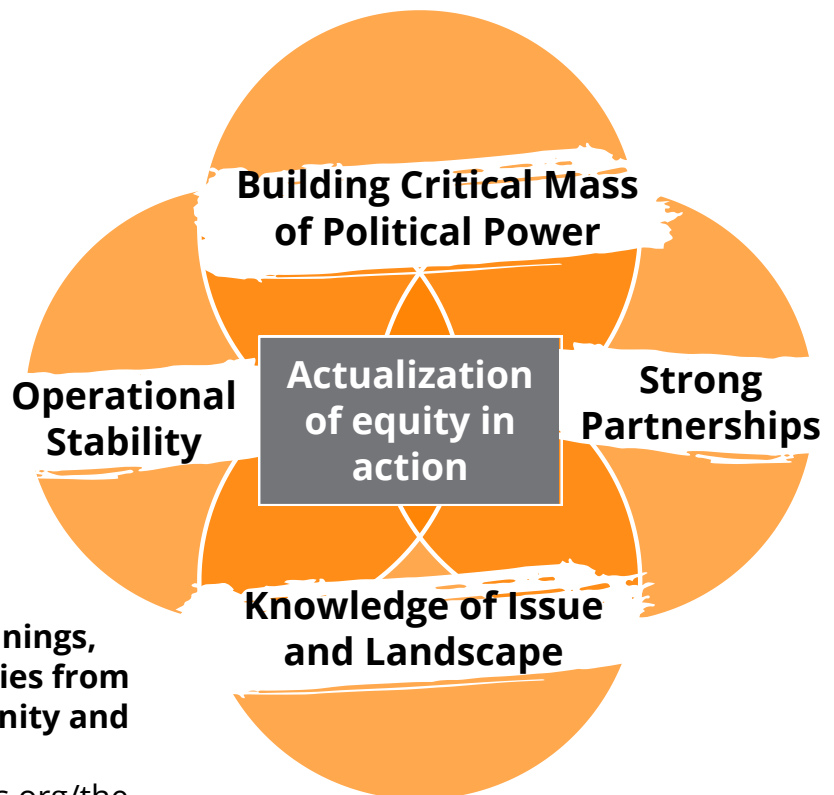
Many of these program consultants are King County community organizations or companies that do other community work in addition to their contributions to the Learning Community.

Capacity building: building an organization and partnership’s infrastructure and sustained civic capacity to actualize equity – policy after policy, issue after issue, year after year.

Capacity building approach:

Our intention with COO Capacity Building is to design resources and activities that are uniquely aligned with COO’s values and intentions, the priorities of our partners, are additive and complementary to what already exists, and not duplicative.

- Strength-based
- Relational
- Acknowledge inherent power dynamic
- Reciprocity
- Iterative
- Learning from partners and opportunities to lift up partners as leaders



Check out our tools, trainings, resources, and opportunities from the COO Learning Community and aligned partners
<https://www.coopartnerships.org/the-learning-community-resources>

Appendix B. Learning Community Activities

TABLE 1: 2022 LEARNING COMMUNITY AND CAPACITY BUILDING ACTIVITIES

Activity Type	Activity Name	Description	Format
Capacity Building	Fiscal Sponsorship Workshop	This workshop will focus on sharing the basic fundamentals of what fiscal sponsorship is - including a particular focus on exploring how to best support youth-led groups who are interested in being fiscally sponsored. We will also get to hear from groups who have had successful experiences as a fiscal sponsor and/or as a fiscally sponsored group and what contributed to a healthy relationship.	Training
Learning Community	Speaker Series: Grounded in Belief	During the pandemic, we witnessed many places of worship transform into places of access and resources for many in our communities. In this workshop, we will learn from faith leaders how places of worship contribute to community building and transformation.	Training
Learning Community	Speaker Series: Grounded in Space & Place	Having connection to land, space and a sense of home is integral to our lives - these places create opportunities for belonging, history and Community. In this workshop, our presenters will discuss strategies around reclaiming, and making of home, in the age of displacement.	Training
Learning Community	Speaker Series: Grounded in Youth	We have learned that the vision youth have for this world is a powerful one. In this workshop, youth and youth workers will unpack the importance - and the ways - of creating a culture for youth to lead.	Training
Learning Community	Speaker Series: Grounded in Abundance	Abundance is possible and it's time to shift the narrative away from scarcity. In order to transform our local economies, we must reflect, analyze and shift our internal organizational economies. In this workshop, we will learn from our presenters how to create equitable and sustainable budgets that are rooted in race equity principles.	Training
Learning Community	Speaker Series: Grounded in Storytelling	Storytelling is a powerful tool our communities utilize - to document, to fundraise, and to keep tradition alive. Being able to tell our stories, in our words, is incredibly powerful. In this	Training

Activity Type	Activity Name	Description	Format
		workshop, we will learn how to have a voice in crafting our own story.	
Capacity Building	A conversation with Robin Wall Kimmerer: In-person and virtual	We will be hosting an in-person conversation with Robin Wall Kimmerer, mother, scientist, decorated professor, enrolled member of the Citizen Potawatomi Nation, and author of Braiding Sweetgrass: Indigenous Wisdom, Scientific Knowledge and the Teachings of Plants. COO intends for this conversation with Robin Wall Kimmerer to provide inspiration to think deeply about what it means to be in relationship with one another and the land; and to deepen thoughts and practices around reciprocity and gratitude, repair, and healing; and the wisdom that exists in elders and youth – including all living beings.	Event
Learning Community	End-of-year Partner Celebration: In-person and virtual	We will celebrate the work of the COO network and our collective impact over the last 8 years. Re-connect with new and old friends as we reflect on the first stage of COO and the contributions of the COO network to building a more equitable King County. COO will share findings from our first evaluation report to highlight and celebrate the ways that our collective has deeply impacted the community conditions and relationships to move us closer toward a more just and equitable King County. COO is honored to host a virtual key-note speech from Ejeris Dixon, movement organizer, political strategist and Transformative Justice practitioner; to inspire our network to sustain and center our relationships in our work moving forward- as we face changes and uncertainty we can center our commitments to the broader work and each other.	Event
Capacity Building	Finance Helpline	As leaders of community based organizations, we are often called on to manage a broad scope of responsibilities, including finance – an area in which many of us haven't had formal training. Smaller nonprofits often have excellent bookkeeping and accounting support but may not have room in the budget for strategic level financial oversight and support. COO is piloting a finance helpline to provide 1:1 support for	Training

Activity Type	Activity Name	Description	Format
		organizations seeking support for financially related questions. The intention of the finance helpline is to support leaders' growth and learning in the areas of finance capacity and financial oversight. Coaching will be provided by Amy Michael (she/her), an experienced nonprofit CFO, consultant, teacher and trained coach. Amy partners with leaders and organizations in building sustainable, healthy organizations that do great work and value the people who do it.	
Learning Community	HSE Orientation	Healthy & Safe Environments (HSE) new funded partners onboarding orientation.	Training
Learning Community	Communities of Practice	We will be holding two drop-in sessions as an informal space for reflections, an opportunity for peer-learning, and a time to celebrate successes for COO's Community Partnership leads and your amazing work. The drop-in sessions are organized by Ishmael Nuñez of BDS Planning and Roxana Pardo Garcia of LaRoxay Productions.	Training
Capacity Building	Leadership and Organizational Coaching	Coaching services for four COO grantees and aligned organizations identified by COO Program Leads focused on strengthening their leadership and organizational development capacity. Specifically, coaching services will include up to 45 hours of coaching over a 5-month period and the co-creation of coaching goals developed by the coach and organization	Coaching
Capacity Building	Finance Coaching	Financial coaching services for COO grantees and aligned organizations focused on increasing financial management capacity and financial fluency. COO Strategy Leads will identify up to five organizations to receive up to 10 hours of personalized coaching.	Coaching

Appendix C. Interview Questions

Coaches

PROCESS

- **Summary:** Can you give me a brief summary of the coaching supports you offered organizations?
- **Philosophy:** How would you describe your coaching philosophy?
- **Tactics:** What tactics did you use to coach organizations to promote a shift in thinking, or approach?
- **Barriers:** Did you observe any barriers that organizations faced to make shifts in their culture?
- **Lessons Learned:** What did you learn through this year of coaching that will inform how you will coach organizations in the future?

OUTCOMES

- **Culture Shift:** Can you share a story of when you witnessed an organization make a shift in their thinking or approach?
- **Narrative Shift:** In what ways did you see the narrative shift at the organization through your coaching process?
- **Recommendations:** Do you have any recommendations on ways COO can support culture and narrative shifts for organizations as they plan future activities?

Coaching Participants

OUTCOMES

- Can you tell me a little about how you heard about the Finance Helpline/Coaching and what made you reach out to the Helpline?
- Can you share a short summary of your experience with the coaching process/finance helpline:

CULTURE

- Can you share an example of how participating in the coaching/finance helpline brought new thinking or ideas to how your organization approaches its work?
- When you think about your organization's core values, can you share any examples of how these values have shifted by participating in the coaching or finance helpline?
- To what extent have challenges or barriers come up as your organization has attempted to shift internal culture?

NARRATIVE

- How does your organization tell your story?
- Can you give an example of any shifts in how your organization tells its story from the coaching you received?
- In what ways has this narrative shift given your organization more power over its own story?

- Can you name any barriers that have come up for your organization to share its story in an authentic way?
- Can you name any ways that your organization would like to share its story in the future?

RECOMMENDATIONS

- Do you have any suggestions on ways COO can support culture and narrative shifts for organizations as they plan future activities?

Speaker Series Focus Groups

PROCESS

- Can you share what your goals were when designing the Speaker Series?
- How would you describe the benefits and limitations of the co-design process?
- In what ways did the series change or adapt through the 5 panel discussions to better promote shifts in thinking, approach, and messaging?
- What did you learn in this series that will inform how you would plan a series in the future?
- What considerations did you have when thinking about who you invited to each panel?

OUTCOMES

- Can you give an example of when you witnessed or received feedback that indicated someone's ideas or thinking shifted by something presented in the series?

Learning Community Organizer and COO Staff

PROCESS

- How did you develop the Capacity Building activities to promote a shift in thinking, approach, and messaging for organizations participating in COO?
- In what ways did your planning adapt through the year to better promote a shift in culture and narrative?
- What considerations did you have when thinking about who you invited to lead the activities?
- What did you learn this year that will inform how you will plan in the future?

OUTCOMES

- Can you give an example of when you received feedback that indicated someone's ideas or thinking shifted by participating in an activity?
- How do you think this shift is meaningful towards moving organizations towards self-determined, healthy, and thriving communities.
- Did you get feedback from organizations that surprised you or was unexpected that supported positive change towards equity?

RECOMMENDATIONS

- Do you have any suggestions on ways COO can support culture and narrative shifts for organizations as they plan future activities?

Appendix D. Methodology

The following codes were developed to analyze key themes and takeaways from the 2022 Evaluation Interviews. The numbers to the left indicate how many times the code was applied to the interview transcripts (note that for some interviews, a code was applied multiple times).

Image 1. Learning Community Experience Codes



Image 2. Learning Community Culture Codes

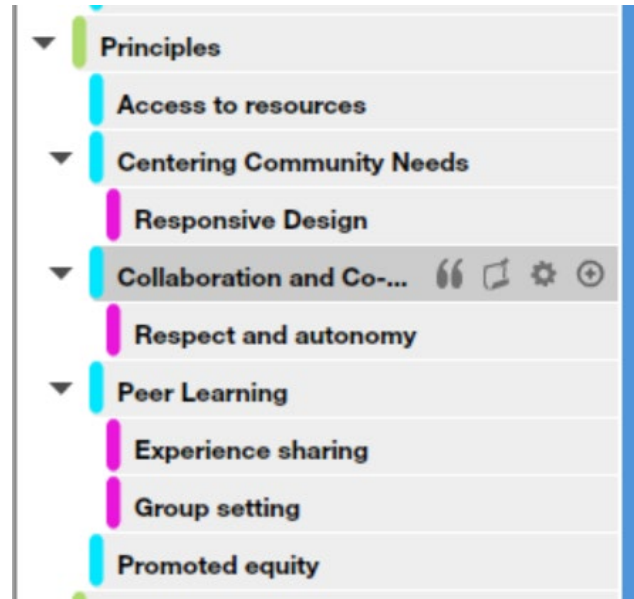


Image 3. Learning Community Outcome Codes



Image 4. Recommendation Codes

▼ 9 Recommendations	▼ 8 Supportive resources
▼ 0 Delivery of Content	5 Addressing power dynamics and privilege
2 Center community accomplishments	1 Coordination with other BSK/COO support
1 Connect resources to speaker topics	1 Improve RFP support/process
1 Content/language accessibility	1 Intergenerational collaboration
2 In-person opportunities	2 On-site training/support
3 Q&A sessions	1 Strategies for youth safety
2 Schedule variation	2 Support youth leadership
▼ 2 Funding	5 Toolkits
2 Additional funding	
2 Funding process	
4 Funding values	
▼ 4 Future content	
1 Conflict resolution	
4 Equity/inclusion/belonging	
2 Financial impacts for youth leaders	
5 Finance workshop	
2 Indigenous perspectives	
6 Leadership and white supremacy culture	
3 Program outcomes	
1 Social media	
14 Ongoing coaching/mentorship	