



**Strengthening Community Capacity to
Engage in Community Driven
Development and Healthy Effective
Partnerships:
Learning Community Capacity Building
Evaluation Findings**

PREPARED BY CASCADIA CONSULTING GROUP AND LEIKA SUZUMURA

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Strengthening Community Capacity to Engage in Community Driven Development and Healthy Effective Partnerships:

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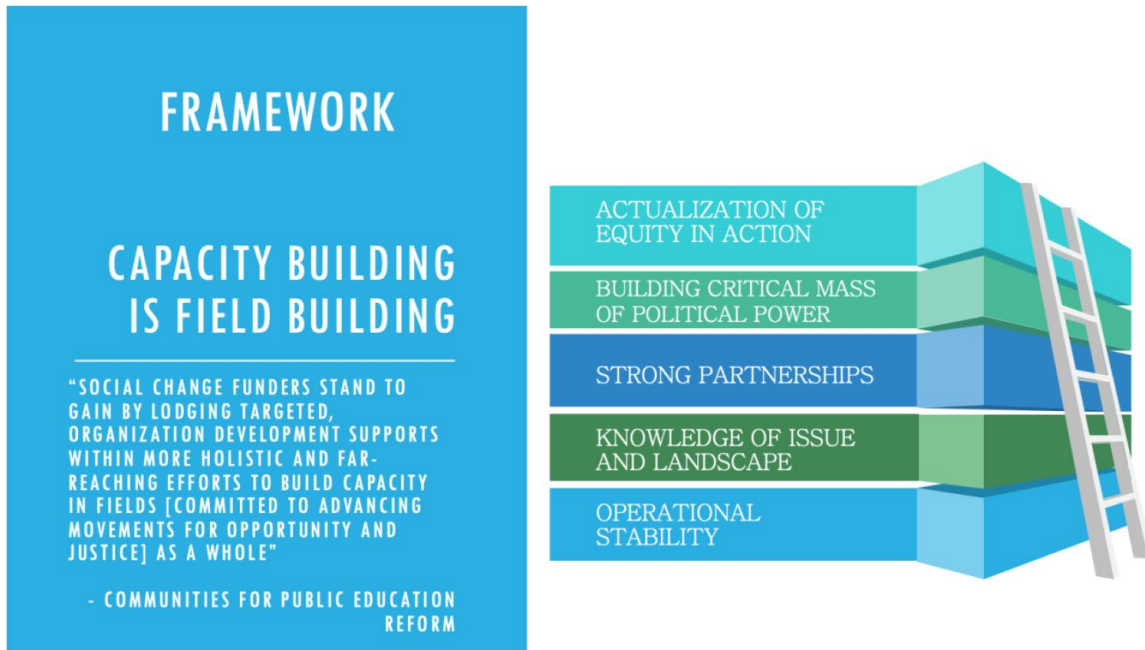
Learning Community Capacity Building Evaluation Findings

Overview

Communities of Opportunity (COO) Learning Community piloted a variety of Capacity Building activities between 2020-21 that aimed to support individuals, organizations, and communities to actualize their goals and build long-term, systemic change by providing free resources to:

- Establish and strengthen operational stability.
- Build knowledge of issues and landscape relevant to community organizations.
- Strengthen and support strong partnerships.
- Build skills and strategies to build power.

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



The COO Learning Community Capacity Building Strategy piloted 24 activities¹ including trainings, peer learning cohorts, and one-on-one coaching. These different offerings focused on supporting one or multiple aspects of the

¹ Note that all activities took place during COVID-19 and were virtual.

capacity building framework and highlighted a range of topic areas. See Appendix B. Capacity Building Activities for a list and description with each of the activities.

This evaluation centered on understanding participant’s capacities built in two topic areas: **Community Driven Development** and **Partnership Support**. This evaluation is designed to understand how the activities in these topic areas built and deepened knowledge of community driven development and supported strong partnerships. Additionally, this evaluation sought to understand how the full suite of activities (across community driven development and partnership support) contributed to overarching operational stability, building a critical mass of political power, and actualization of equity.

Stakeholders including COO staff, Public Health Seattle-King County (PHSKC) staff, COO funded partner organizations, aligned partners, partner organizations leading workshops, and Capacity Building contractors were interested to know what skills participants learned through the activities, how they applied them to their work to further their missions, goals, and effectiveness, both individually and as organizations, and how to improve the array of Capacity Building support offerings.

METHODOLOGY

Individuals who attended 3 or more COO Learning Community (LC) Capacity Building activities related to Community Driven Development and/or Partnership Support 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 16 interviews (14 individuals, 2 focus groups) took place in late 2021. The focus groups were facilitated for the Community Real Estate Stewardship Team (CREST) cohort and the CREST Leadership Team. Each interview was facilitated by Leika Suzumura and notes were taken by staff from Cascadia Consulting Group. The facilitator asked roughly 10 open-ended questions focused on understanding if and how COO LC Capacity Building activities supported participants’ and/or their respective organizations capacity. See **Appendix C. Interview Questions** for more detail on the specific questions asked in the interviews.

Interviews took place over Zoom and were recorded per the participants consent; however, their responses will remain anonymous and confidential. Any identifying information has been removed from this report to protect participants’ anonymity. Each participant received a \$100 stipend for their involvement in the interview or focus group.

Interviews were transcribed and coded using a qualitative analysis software called Dedoose. 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 a health advocate dedicated to uplifting health and well-being in her community. Leika earned her BS in Nutrition from Bastyr University in 2006 and recently completed her Master of Public Health at the University of Washington, specializing in Community Oriented Public Health Practice. She has been working in the Rainier Valley of South Seattle for 15 years, providing experiential and community driven opportunities for people to learn and share food traditions that support health, connect us to our community, and honor the land our food comes from. Leika is passionate about working to resolve issues of social injustice that lead to health disparities. 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.

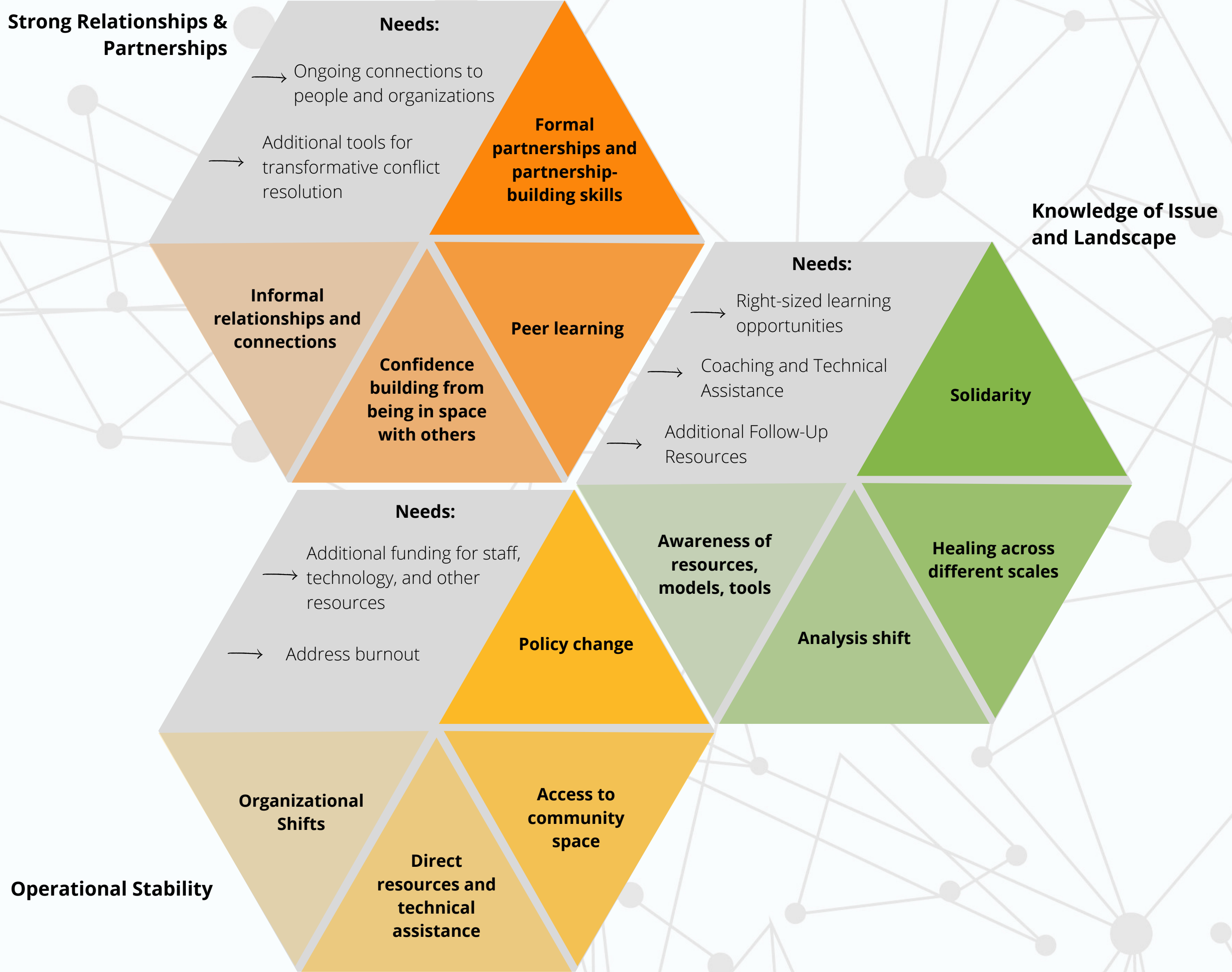
[The COO Learning Community](#) strategy supports community to engage in shared learning and practice, build critical connections, and to foster innovative solutions.

Executive Summary

In 2021, the COO Learning Community Capacity Building Strategy piloted 24 activities including trainings, peer learning cohorts, and one-on-one coaching around community driven development and strong partnerships. A series of interviews assessed capacities built through participation in these activities, remaining needs, and recommendations to expand operational stability, build a critical mass of political power, and actualize equity.

Findings were grouped into three categories: strong relationships and partnerships; knowledge of issue and landscape; and operational stability. Capacities built are shown by the triangles whereas the remaining needs to support the capacity are shown in grey.

CAPACITIES BUILT AND REMAINING NEEDS



RECOMMENDATIONS

PROGRAMMING

Lead with Values	Delivery & Follow Up of Activities	Relationship & Partnership Building
<ul style="list-style-type: none"> Center BIPOC-led organizations. Center equity in programming. Center systemic change. Articulate, co-create, and share values. 	<ul style="list-style-type: none"> Continue 1-on-1 coaching. Mentorship. Additional materials and time to access. Consider how to transfer knowledge from individual to organization. Consider delivery of content. 	<ul style="list-style-type: none"> Continue to connect partner organizations. Provide specific support for coalitions and partnerships.

FUNDER ROLE

Contracts	Funder Role
<ul style="list-style-type: none"> Resource capacity building. Expand amount of time for funding. Allow for negotiations on funding constraints. Streamline reporting. 	<ul style="list-style-type: none"> Regular check-ins. Transparent decision-making frameworks. Leverage role as funder to influence others.

Impacts of Capacity Building

For this evaluation, *capacity* is defined as the ability to act on knowledge, skills, and resources that support the success of an organization reaching its mission. In other words, an individual or organizations' ability to put learning into practice.

Through conversations with community partners, we heard several key themes around the capacities built through participation in COO LC Capacity Building activities, including skills to support strong relationships and partnerships, knowledge of issue and landscape, and operational stability to build community power.

STRONG RELATIONSHIPS AND PARTNERSHIPS

Participants shared a range of impacts regarding relationship and partnership building that the LC Capacity Building activities supported including:

- Informal relationships and connections built.
- Confidence built from being in space with others.
- Increased peer learning.
- Formal partnerships built.

RELATIONSHIPS AND CONNECTIONS BUILT (INFORMAL)

Interview participants noted the power of sharing space with other community organizations and becoming familiar with others' work. They added that exposure to individuals and organizations across different sectors and communities helped to foster relationships. One participant noted that they *"wouldn't have connected with [them] if I had just seen [them] in one space but when you double down and you see people in multiple spaces, you can see that there is connection and align[ment] in many ways."*

"We are making connections through COO and then see [them] in other spaces. We start to figure out how we can collaborate, support, and partner with other organizations."

"This work is about making connections and how you can align with people who have done it before and can offer information. With covid and full schedules, [it is] almost impossible to look up and see what others are doing."

Others noted that they built mutual solidarity with organizations and are in regular conversation to share ongoing project updates and create space for healing. One participant noted that they began scheduling informal meetings with LC Capacity Building participants.

"Being able to do the coffee dates we learned that we had the exact same frustrations, fears, and challenges - all trying to learn how to guide a collaboration through."

Many interview participants specifically called out the ways in which COO centers relationships as a part of its strategy for long-term systemic change.

"We are learning so we can help each other better understand and change how it has always been done."

"[People] show up and are ready to be a part of something because they are valued. They quickly show up to take care of each other in the chat - people are already really connecting virtually and the highlight of it is the community piece."

CONFIDENCE BUILDING FROM CONNECTING WITH AND LEARNING FROM OTHERS

Several people noted the power that comes from forming trusting relationships in which people are able to be vulnerable, to feel seen and heard, and to be able to candidly share successes and challenges. Relationships support the building of confidence by fostering a sense of belonging and what is possible. Several participants noted that there are many capacity needs and systemic barriers that lead to feelings of scarcity and burnout. People noted the confidence that comes from being able to form relationships in which people are able to be vulnerable and learn that their struggle is not theirs alone. One interview participant noted that *“this comes back to the safety and trust in the learning space to be able to share struggles. If you can do that and share where you have gaps, then [you are] able to connect folks to meet those gaps and keep moving forward.”*

Others added that case studies are valuable to break down the feelings of competition and scarcity of resources amongst community-based organizations. One participant noted that hearing case studies from ‘well-established’ organizations was beneficial because it *“gives confidence of what is possible... Learning what people have gone through and been able to do tells me that we are also able to do it!”*

*“I thought I was just going to get a bunch of information to bring back to my team and move on. It has turned out to be a family - a family of information and relationships. Being able to reach out to each other and hear each other’s opinions, see what is going on in other communities, understanding what everyone else is doing, the problems they are running into, and creating the partnerships to help each other if we can. Sometimes there are no answers, because it is a systemic problem - but **to know that someone else is going through a same thing, that gives an awesome amount of relief to go ‘oh this is a problem bigger than me or my organization.’**”*

*“The opportunities to hear what other partnerships were going through was huge! As human beings, **we think we are the only ones going through specific challenges.** Often think ‘we’re horrible and going through all of this crap,’ but then you find out that others are going through that too. It **takes pressure off so we can then focus on the work.** Let’s not worry about what we look like to other organizations or COO and just do the work!”*

“That’s what I need from groups like COO - to feel better - to know that if I walk away, it is still going to go on - there are more and more of us out there doing the work.”

INCREASED PEER LEARNING

Through the process of building authentic relationships, organizations and individuals were able to access additional resources and connections to expand their work and visions of what is possible. For example, participants noted that by sharing their challenges, organizations were connected to coaches who offered real time technical assistance.

Similarly, others added that exposure to new people and organizations helped them polish language and advance the stories around their work. One participant noted that during an activity, they *“shared a story of a learning and another panelist repackaged it in a way that was universally heard in that space.”* This experience made them consider the importance of language in different spaces and how to move different audiences to action.

“The language used, the metaphors, the lived experience of all the panels, the different information...these are all skills of being in this system. This vibration of work has really been helpful in welcoming me into that funnel of energy. In my first year it has all been critical of building those informal tools to navigate this sector.”

“We were able to create content, workshops, and conversations as an organization to figure out where are our commonalities and how do we really work together across communities and root for each other as we are trying to push back against the system and see greater leadership, voice, and power from these communities of color in development spaces.”

"[Another organization] talked about their development project - that was very useful and interesting to learn what other people are doing. They're breaking new ground and doing it differently - not stuck in the paradigm they make you think they are. a real lesson that 'yes, we don't always have to do it the way they've always done it. We can do it differently!"

"...Was good for me to hear and discuss how we award and designate money. it was a lightbulb because I learned we could actually influence this."

PARTNERSHIPS BUILT (FORMAL)

Several organizations noted that they deepened their skills to support strong partnership while others noted that they also developed formal partnerships as a result of being in space regularly with other community partners.

Partnership Skills: Participants noted that they built skills around partnership building including setting clear expectations and managing conflict. For example, one participant noted that through participating in activities, they were *"really intentional from the beginning as we were developing the MOU and how we would work together to talk through what the potential issues could be [and] who is responsible for what."*

Others shared that participating in partnership building activities supported the development of a collective decision-making framework and accountability processes. These participants noted that *"this was something we wish we had done a couple of years ago."*

Partnerships Formed as a Result of Activities: Through interacting in several activities, some participants were able to build relationships and ultimately longer-term partnerships. For example, a trainer from one activity is now on a board for a partner organization after meeting and interacting in several workshops. This points to the importance of exposure to a wide array of organizations as well as the need to continue to center relationship building within activities.

KNOWLEDGE OF ISSUE AND LANDSCAPE AND ABILITY TO APPLY LEARNINGS

Participants shared that the LC Capacity Building activities supported their ability to transfer learnings to their organizations or communities to build long term solidarity and systemic change. The transfer of knowledge happened on a variety of scales:

- Awareness of new resources, models, and tools.
- Analysis shift to deepen understanding of intersecting inequities and bold solutions.
- Healing at the individual, organizational, and community scale.
- Solidarity over isolation, competition, and scarcity.

AWARENESS OF RESOURCES, MODELS, AND TOOLS

Through participating in LC Capacity Building activities, organizations learned about resources and tools to support their operational stability as well as models to nurture long-term, systemic change.

For example, through participating in a wide array of activities, participants learned about what resources are available (e.g., EDI funding) and gained access to specific tools. One participant noted that they *"gained more actionable tools rather than purely high-level concepts. There were clear examples and models of what you could do which are very powerful when working with government owned resources which can be really intimidating."*

"One of the first things I attended was the People's Economy Lab 101 - that was also an area that I needed a bit more background and connection in getting into this work. I was happy to have this offered right around the time I was starting."

Other participants added that the ongoing workshop series helped them learn key concepts and terminology to reflect on their own practices.

“Filling up my personal data bank of the housing language was very important.”

“We gained an awareness about white dominant culture, and how that could be adding to conflict.”

Other participants added that exposure to new language helped to expand their vision of the work to support future communications, funding opportunities, and partnerships:

“One of the great discussions we had was around terminology, there were great phrases or vocab that I was not very familiar with before but that were actually very applicable to the work I am doing which is really powerful to communicate what we do. I didn't know there was this whole word to describe the work we are doing and now I can search for other resources or look for funding opportunities that tag this concept. I can use this word to describe to our partners what we are doing.”

ANALYSIS SHIFT

Participants gained exposure to different models for approaching the work (e.g., community stewardship of land, Just Transition) that helped them to shift their analyses of systemic injustices as well as solutions to drive long term change.

Participants noted that exposure to these concepts through workshops helped expand perspectives:

“One of the things that resonated with me was the People's Economy Lab. Looking at a capitalist society that is all about extraction...whether from people or the environment and [we do] not think about the regenerative aspect. the reciprocal, evolving - how do we give back? How do we regenerate energy? Focus on people first. Approach it with a humanity mindset, not with capital gains.”

“Reaffirmed that this is what community should be. We are so conditioned to a capitalist mindset [and have] dehumanized everything. We have to shift that mindset - how do we treat each other? What does fairness look like?”

“Gave me an idea of where we are headed. Not everyone sees it yet and it may change, but [it's] good for me to see that people are looking at things differently and that's how they change.”

Participants noted that the exposure to new models paired with being in relationship with others deepened their ability to apply the skills and knowledge. Participants noted that coaches “brought in the technical side and lived experiences, [which] allows us to look in a more systemic and sustainable way to build a vibrant ecosystem.”

“Having the coaching sessions was so successful...When it comes to the concept of displacement, [community] ownership, and real estate development, I learned a lot individually. Knowledge is power...”

“[The coach] made the connection point for me – made me feel I could do this work, even though it is a new language, and it takes years to learn. [They] gave me space and grace to learn.”

HEALING ACROSS DIFFERENT SCALES

A common theme from participants in the partnership building activities is that these activities provided space for the individual to unpack the impacts of systemic injustices. Several participants noted the scales at which healing takes place and that they were able to then bring this learning (or unlearning in several instances) to their organizations or communities:

“See patterns and not take the conflict personally.”

“A lot of the conflict resolution starts within ourselves.... The benefit is for the greater good and not just for myself.”

“Using mindfulness to see how we can improve ourselves and how that ripples out to the full group.”

“Spent time going through intergenerational trauma to look at our history and relationships with one another.”

SOLIDARITY

The experience of engaging in a wide array of learning activities and being in relationship with one another built a sense of solidarity amongst partners. This breaks down feelings of isolation, scarcity, and competition. One attendee described their experience participating in the activities and building relationships with others as *“I want to see you win, you want to see me win - let's figure out how we do that together.”*

“Really living out collaboration and not competing with each other to solve a collective issue. especially because someone's small question or something that came up would bring up a shared challenge that people were having. Helped us identify the shared challenges that people were having together.”

OPERATIONAL STABILITY & BUILDING LONG-TERM COMMUNITY POWER

Several partners noted that the access to learning content and new relationships has allowed organizations to expand their operational stability and build power. One partner noted that *“The funding, support, and connections to other people and organizations have changed what we have been able to do.”* Nearly all interview participants pointed to specific impacts that their participation in the LC Capacity Building program has nurtured:

ORGANIZATIONAL SHIFTS

“We are attempting to do as much organizational transformation to put power in the hands of the participants of the projects.”

“Capacity is definitely growing - the grant helped us grow in staff.”

TECHNICAL ASSISTANCE

“One thing that has come out strongly from my partnership is the County providing technical resources directly that organizations or partners may need.”

“Met with someone from the City who said they were on the right path and to stick with it, that stuck with me more than anything - to validate the model I had in mind even though I am not a housing expert.”

COMMUNITY SPACE

“Now our development story has expanded a bit more and we are able to implement the project of having housing attached to our Community Center.”

“Built on the strengths of our community and created a space for the community to come together and create a giving circle.”

POLICY

“CREST stepped in and gave us info on people we could get in contact with to help with the redistricting. One of the bigger things was helping to get a KC EDI initiative going.”²

Supporting Capacity Needs

Capacity needs refer to gaps people or organizations have with regards to applying skills or resources. These needs include both overarching impacts of systemic inequities as well as needs to support the application of knowledge following participation in LC Capacity Building activities.

Participants shared where there is a need for the LC Capacity Building program to support long term capacity building including:

- Additional support from COO to support relationship building.
- Additionally support from COO to support the transfer of new knowledge, skills, and resources.
- Funding support for staff and other capacity and resource needs.

Participants shared that they experience the following capacity needs as organizations and as participants in LC Capacity Building activities.

SUPPORT FOR STRONG RELATIONSHIPS AND PARTNERSHIPS

Participants shared that they need additional support, tools, knowledge, and skills from COO to build informal and formal relationships.

ONGOING CONNECTIONS TO PEOPLE AND ORGANIZATIONS TO SUPPORT RELATIONSHIP BUILDING (INFORMAL)

Participants expressed a desire to continue to connect with people and organizations to facilitate knowledge and trust building, create peer support systems, and strengthen informal relationships.

“Our community has so many gaps, barriers - don't even know where to start”

“In order for us to survive, we need to build the people/capacity of people around us so they can support us in the work.”

While formal partnerships are essential to capacity building, participants noted that *informal* relationships with individuals and organizations strengthen the sense of belonging and trust between organizations. Many indicated that trust-making between organizations cultivates deeper and more meaningful relationships which then inspire vulnerable conversations and collective power making.

“We move at the speed of trust.”

“Always think about what will it take to make a strong movement for justice? When I think of a movement, I think of leaders, organizations, links that make up the larger connected chain pushing in a coordinated way towards a vision.”

PARTNERSHIP BUILDING SKILLS

² This work emerged out of the original CREST cohort but was not funded through Learning Community.

Interviewees noted that **lack of clear expectations, roles, and responsibilities** often lead to conflict and tension in partnership relationships. Further, participants noted that siloing, inherent power dynamics, and competition amongst member organizations perpetuate tension and conflict. When goals and understanding of the partnership are not aligned, conflicts tend to arise. These conflicts are noted as being particularly prevalent among coalitions, as it is difficult to navigate inherent power dynamics, understand who is representing who, and who is aligned with the coalition. There is a need for clearly aligned values between organizations and bringing a collective vision for the coalition over each organization's mission.

Many organizations expressed the need for additional tools and staff capacity to invest in transformative conflict resolution. This includes more time and skills to define roles and responsibilities, set decision making protocols, and set clear expectations with partners to help mitigate conflict.

“Ability to act within the coalition is a bit slowed down because of the cohesion or shared understanding of goals. Able to do it on a personal level but as a coalition some more challenges with the dynamics. The nature of competition in a nonprofit drives the disconnect in coalition.”

SUPPORT FOR THE APPLICATION OF NEW KNOWLEDGE

Participants shared that they need additional support from COO to apply the knowledge gained from LC Capacity Building activities. They expressed that there is a gap in terms of putting knowledge into practice within their organizations.

RIGHT SIZED LEARNING OPPORTUNITIES

There is a shared feeling that knowledge is power, however many participants found it challenging to transfer skills and knowledge they learned in the LC Capacity Building activities to their organizations. They further noted that it was difficult to apply the skills they learned to their work.

“[I’ve] never been able to duplicate the same experience or consolidate it in a way that was effective.”

“[It’s] hard to sum up everything that we are experiencing through the cohort and teach that information in a short amount or space of time to give our organization everything that we are gaining.”

Participants sometimes felt that the learning was too technical and would like more right sized learning opportunities in the future, to accommodate those at different phases of learning and organizational growth.

COACHING AND TECHNICAL ASSISTANCE

In addition to right sizing workshops, several participants request additional support in the form of **personalized coaching** and **technical assistance**. Some participants felt that participating in technical workshops, particularly the Real Estate Series, was overwhelming and intimidating because they did not feel confident in their baseline knowledge of the topic.

Additionally, partners may feel uncomfortable asking questions in front of others (both funders and partner organizations) due to confidentiality or because they are new to the topic area. Coaching and technical assistance can help organizations and individuals work through their unique challenges and further meet them where they are at.

“Learning about the subject while needing to make decisions, when you're learning you are not as confident in making decisions... can't wait a month for the next workshop.”

RESOURCES

Several participants shared that they would appreciate additional tangible resources, such as short handouts, to share with their organization and reference after the workshop.

"[I] would like to see more takeaway handouts or resources of things that we can reference when we are no longer there. [It's] hard when you're there for a 3-hour workshop to take in everything!"

PEER LEARNING & COLLECTIVE STORYTELLING

The value of and desire for more peer learning was a consistent theme across interviews. For many organizations and individuals, peer learning provides a space within COO workshops to collaborate, network, share knowledge and advice, make connections, promote solidarity, and bridge the transparency gap between organizations. Peer learning was described as a "safe space" that helped participants "see that I wasn't alone" and "broaden my perspective".

"This work is about making connections and how you can align with people who have done it before and can offer information"

Additionally, interviewees expressed the desire for more collective storytelling to facilitate a space to share stories of successes, failures, and conflicts. This can support building trust and relationships.

"Coalition is about unifying forces to achieve a goal versus having the coalition as a standalone and trying to compete with members of the coalition which then triggers disintegration of the coalition itself."

Participants shared that more opportunities in breakout rooms can facilitate more meaningful and vulnerable conversations to support peer learning and collective storytelling.

"The breakout sessions were beautiful, and it was a peaceful experience to be in community with folx working towards equity, liberation and justice."

SUPPORT FOR OPERATIONAL STABILITY

Participants shared that there is a need for support for building capacity through funding and additional staffing support. This may come from COO or other funders. Organizational capacity needs stretch beyond the organization to individuals themselves, many participants shared feeling a sense of burnout and logistical gaps.

STAFFING, FUNDING, AND LOGISTICAL NEEDS

Lack of staffing and funding were two of the most commonly identified overarching capacity needs. Largely correlated, lack of funding was noted as inhibiting staffing abilities and vice versa. Moreover, a lack of staffing and funding was often said to contribute to additional logistical needs including a sense of burnout, lack of representation, as well as technology and meeting space needs.

One organization mentioned that 70% of their community does not have access to technology, and even more that lack digital literacy, while others noted inconsistent messaging and app platforms as their biggest organizational barrier.

SENSE OF BURNOUT

Busy schedules and limited free time were repeatedly mentioned as barriers to increasing organizations' capacity to invest in professional development (i.e., LC Capacity Building activities) and make decisions such as how to move forward as a collaborative. Along with scheduling and time constraints, emotionally taxing and often unpaid work leads many participants to feel drained and unmotivated.

"Tension and competing priorities around time and capacity."

Recommendations

From the many fruitful discussions with COO LC Capacity Building participants, partners, coaches, and staff, we heard the following key recommendations for the future.

RECOMMENDATIONS FOR LC CAPACITY BUILDING PROGRAMMING

As participants in the various types of capacity building programming offered, there were recommendations for how COO can improve, and in the future, develop and plan for capacity building programming that will meet the needs of LC Capacity Building partners.

LEAD WITH VALUES

Participants shared that it is important to them that COO clearly articulate its values and develop future programming around these shared values.

Center Black, Indigenous, and People of Color (BIPOC)-led organizations and individuals to lead sessions

- Participants shared that it is important to have BIPOC-led programming for BIPOC-participants since they possess familiarity and contextual awareness needed to make learning spaces the most applicable to participants.
- BIPOC-led programming and instructors are able to relate and share experiences and tips with participants regarding entering new areas of work.

Center equity and ensure cultural responsiveness of programming

- Trusted messengers, cultural responsiveness, understanding, and humility are critically important when developing new programming and offerings to reinvest in community.
- Equity and cultural responsiveness need to be baked into programming so that community can know how to navigate and access resources.
- If planning new programming, work with those who are interested in participating to help build what the program looks like. Or bring in those who previously participated to help shape programming for the next year.

Center systemic change

- With the understanding that there are governmental/legal restrictions on funding, advocacy is a critical aspect of community capacity building and leadership. There is a need to allow community leadership to determine how to best use resources once allocated based on where and what type of work is needed.
- Develop programming with the idea in mind that it will be used as a playbook of sorts for the community to learn how to navigate new areas of work and subjects.
- Ensure that all programming is sharing the same messaging and aligned towards creating real, systemic change. Some participants noted that it can be misleading if some programming is based around breaking down current, extractive systems while others are focusing on fixing current systems.

Shared values as a connection point

- Articulate, define, co-create, and disseminate COO values with everyone. How do we practice them at the governance level and with both staff and community partners? How do these shared values show up in our space and how do we develop programming around them?
- As a funder, it is important to communicate to partners that COO has values that they will abide by, and that COO expects partners to be engaging and abiding by the shared values with each other in relationship.

- Leverage shared values between COO and partners as a way to build successful programming and a way to walk the talk.
- Shared values can be leaned on in times of tension and conflict between COO (funder) and partners, as well as between partners themselves.

DELIVERY AND FOLLOW UP TO APPLY KNOWLEDGE

Partners provided ideas to help the retention and application of knowledge learned through LC Capacity Building activities.

Continue to provide individualized coaching

- Continue to offer, and expand upon, individualized coaching, where participants can have a safe space to work through scenarios, apply knowledge, and build confidence.
- Several participants noted that there is a gap between the learning and action, which can be filled by individualized coaching to help individuals and/or organizations make the bridge into action. For example, some participants noted that they struggled to understand how to apply learning content around conflict styles to their organization or partnership. Individualized coaching could support tailoring content to specific organizations.
- There are individualized needs that coaching or technical assistance could fill, specifically in the capital campaigns or foundational capacity and infrastructure and support areas. Specifically for funding a leadership team structure, it will require more time, intention, support and funding for a facilitator and more time to co-develop and realize the leadership structure.

Provide mentorship opportunities

- Mentorship and peer learning opportunities would be able to provide a safe, confidential learning space within or after workshops for individuals/organizations to build confidence with guidance from mentors.
- To make the most of mentorship opportunities, it would be beneficial if participants completed a needs assessment.
- Potential to offer mentorship opportunities between like-minded organizations. A space to co-learn from others who have been through similar processes or working in the same spaces.
- Building human capacity through mentorship as individuals contribute to the larger community and organizations.

Additional materials and time to access

- Specifically for community development, there is a need to create a shared database/library of BIPOC-owned resources (such as builders, architects, etc.) for organizations who are looking to build or start the process. Funding information and sources available could be a part of this database. This could be a joint effort by the County, City of Seattle EDI, coaches, and organizations who work in this space.
- Design programming that can be accessible at varying times by participants, such as offering the content online and a place to have discussion.
- Sharing out participant lists from events or workshops with participants might help foster informal networking between those in the virtual room.
- Opportunity to provide a 1-pager or email summary sharing content (slides, recording), participants/panelists/speakers/coaches, key topics and themes covered, questions and comments shared, and who was in the room.

- Create a website, or within the current COO website, where all the content from Lunch and Learns, case studies/examples, workshop summaries, and other tools could be made available after the sessions for participants to be able to review.
- Having different models and ways to access knowledge/resources is helpful for individuals and organizations since every community engages and participates differently.

Consider how to expand knowledge transfer from individual to organization

- Handouts and access to content after workshops helps to facilitate transfer of knowledge between a participant to the rest of their organization.
- Help participants learn how or gain skills to facilitate spaces to share back the knowledge learned in a meaningful way.

Delivery of Content

- **Break Out Rooms** - Continue to provide small group learning spaces to foster discussion and review examples.
- **Coaching** - Opportunity to offer tailored learning and technical assistance with coaches to supplement workshop programming.
- **Online versus In-Person** - Opportunity to provide hybrid options, especially around topics that heavily rely on relationship building and creating closeness only available in-person.
- **Level of detail/depth** - Offer a pre-questionnaire, or multiple levels of workshops, to scale content to the appropriate levels for participants.
- **Materials and resources** - Provide access to handouts or recordings after longer workshops covering technical topics.

CONTINUE RELATIONSHIP BUILDING WORK

Participants expressed that building relationships between communities and organizations is critical to continue to advance systems change work. They shared that COO can help foster relationship building by continuing to connect people and provide support for coalitions.

Continue to connect partner organizations

- Continue to create peer-learning spaces where organizations can connect and operationalize solidarity through connections made. COO knows who is working on what and can continue to connect organizations where there is a need.
- Being in space together, showing up and supporting each other is critically important. Offer resources for helping people/organizations convene and mobilize together.
- Leverage funding sources as a way to connect organizations, work, and communities rather than trying to divide.

Provide specific support for coalitions and partnerships

- There is a need for coaching for coalition building and handling conflict within coalitions. Current programming would be able to supplement the larger vision/foundation of building coalitions.
- Set cohorts, partnerships, and coalitions up for success by investing in all participants for longer periods of time (e.g., 2-3 years) to help foster more of a co-design process. Consider how funding and reporting requirements impact roles and dynamics for cohort members.
- Provide more time, intention, and specific resources for supporting and setting up a leadership team model and/or coalitions.

- Write grants that advocate for coalitions. Funding coalitions would help limit competition between organizations while encouraging people to work together who are doing similar work to meet the critical needs of communities.
- Participants noted that they increased understanding of different styles of conflict and harm and suggested that additional learning is needed to deepen understanding of how to apply to their specific partnerships.

RECOMMENDATIONS FOR BROADER COO INITIATIVE

Participants shared that there are many opportunities for COO to support capacity building including through dedicated resources, to serve as a connector to other organizations, and to invest in partners longer term.

CONTRACTS

Integrate resources for capacity building in contracts

- Currently, capacity building activities are not tied to contract deliverables for partners and compete with other priorities around time and capacity. Opportunity to build in capacity building activities into contracting/scope/deliverables from the outset and would help drive programming and navigate participation.
- Integrate capacity building into the heart of COO through contracts and RFPs.

Expand amount of time for funding

- Consider extending funding timelines for cohorts, leadership models, and systems change work. It takes time to build relationships and trust. Investing in this type of work is long term.

Allow for negotiations on funding constraints

- There is a need to be able to pivot if a new need or project direction arises that could be met with current funding.
- Think through longer term implications of what it means to fund systems change and community leadership work, and what that really means in action.

Provide resources for future visioning and planning

- Provide resources to support the long-term visioning of the work that community has started, what is available now and what it can look like in the future, and what medium- or longer-term support is needed.

Streamline reporting requirements

- Reporting requirements look different for different members of a cohort/leadership team and who held the primary responsibility for submitting the requirements.
- Consider offering check ins as an alternative to reports, and fewer reporting requirements for mid- and year-end reports.

FUNDER ROLE

Facilitate regular check-ins

- Create a structure to have regular touchpoints with partners to discuss available programming and if it still feels timely and what other needs may be coming up.

Increase transparency of decision-making frameworks

- Partners would like COO to be more transparent in how decisions are made, to ultimately shift control of resources and governance to community.

- Share decision making around timelines and amounts of resources; be open to negotiations about what funds can be used for.

Leverage role as funder to influence others

- Continue to provide tools and opportunities for learning and growth, and support work plans and deliverables without micromanaging.
- Use funding to encourage organizations to team up for funding to meet community needs.
- Use applications for funding as a resource to anticipate where there are needs for capacity building in the community.
- Continue to put trust in organizations through investing time and resources.



Appendix A. CAPACITY BUILDING STRATEGY REPORT

COMMUNITIES OF OPPORTUNITY
Learning Community

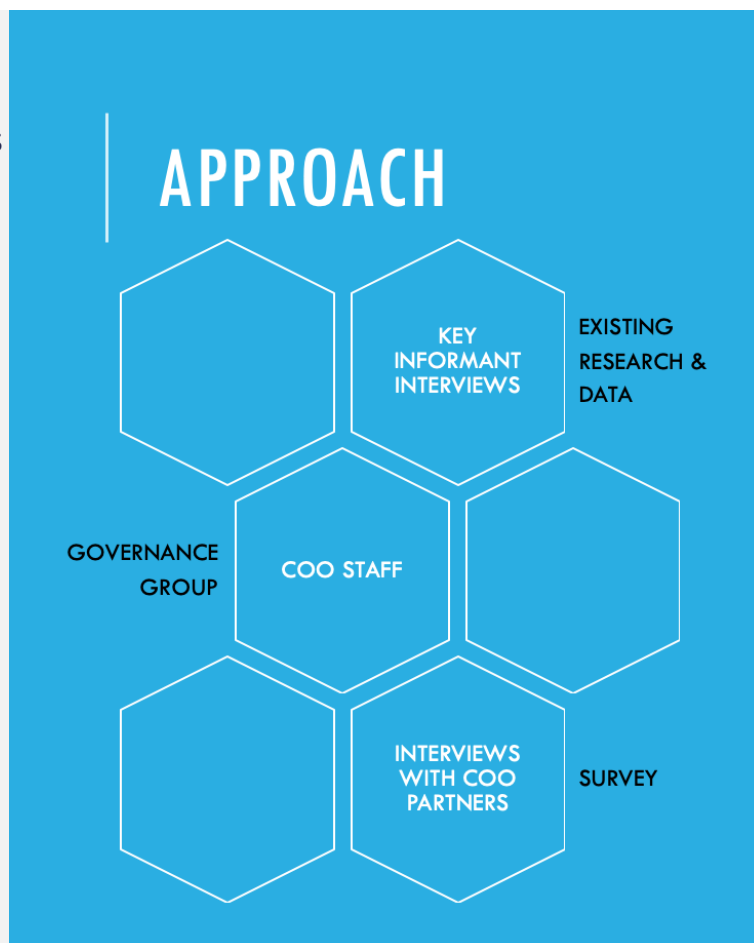
SEPTEMBER 1, 2020

COMMUNITIES RISE
Authored by: Sarah Tran

BACKGROUND

ASSESSMENT

In Summer 2019, an assessment was conducted to gather input from across the COO community (including early shapers of the COO initiative, current COO staff, and COO funded partners – with the primary emphasis being on COO funded partners) to guide the development of the COO Learning Community Capacity Building Strategy. Participants generously shared successes and challenges with their COO work and offered ideas on the unique role and supports that COO could provide.



Key questions centered on:

- Capacity needs on an organizational level
- Capacity needs within partnerships/coalitions, both COO partnerships and with aligned partners
- What would be an appropriate and effective role for COO to take in providing capacity building support to COO partners
- What are the different vehicles of delivering capacity building support that partners want to see in different issue areas (one-off workshop/trainings vs. coaching, templates/tools, product development, additional people power, etc.)
- (For COO partners only) What are the strengths/skills/resources that individual organizations or partnerships possess that they would like to share/offer to others in the COO community

CORE FINDINGS

The themes that emerged from the assessment reflected a broad range of capacity building needs that organizations are simultaneously grappling with as they work to advance racial, economic, and health equity.

The most frequently mentioned needs were for support on building and maintaining strong partnerships, strengthening leadership, and more convenings for mutual learning and cross-organizing. Operational stability was another frequent theme due to the ongoing impacts of systemic under-resourcing of both equity work and communities of color.

Upon reviewing all of the data, it became clear that in order to effectively put “equity in action” as COO aims to do, the approach to capacity building would need to be multi-faceted. In fact, the conversations with COO partners were reminiscent of Abraham Maslow’s Hierarchy of Needs – when partners lacked operational stability, they did not have the access or bandwidth to pursue deeper skill-building in specific issue areas or to engage in strategic partnership work and scale their impact. The reverse also held true. Organizations with more operational stability were much more likely to be actively engaged in cross-organizing efforts and leading systems and policy change.

This ultimately led to the development of COO’s definition of Capacity Building as well as its Capacity Building Framework which identifies four different levels of capacity building that organizations need in order to reach their highest level of impact.

THEMES
Building Strong Partnerships
Convening COO Partners
Strengthening Existing and Emerging Leadership
Fund Development
Board Leadership
Budgeting and Finance
Policy Advocacy
Community and Housing Development
Influencing other Funders*
Communications
Technology
Community Organizing

Listed in order of priority with the most frequent themes at the top

CAPACITY BUILDING FOCUSES ON BUILDING AN ORGANIZATION
AND PARTNERSHIP'S INFRASTRUCTURE AND SUSTAINED CIVIC
CAPACITY TO ACTUALIZE EQUITY – POLICY AFTER POLICY,
ISSUE AFTER ISSUE, YEAR AFTER YEAR.

WHAT DOES CAPACITY BUILDING MEAN FOR COMMUNITIES OF OPPORTUNITY

We propose that 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.”

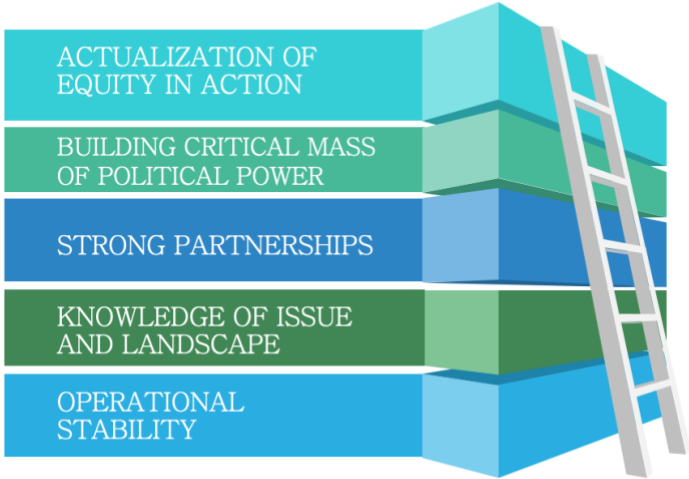
Historically, capacity building has been one of the most under-funded investments in both the public and private sphere. Organizations are expected to “just do the programmatic work” but systems change requires highly skilled and strategic staff, robust infrastructure and operations, and critical networks and skills in cross-organizing and engaging decision-makers, processes, and institutions. Even when capacity building has been funded, it has traditionally been relegated to the realm of individual organizations rather than realizing that partnerships and coalitions also need these supports adapted in ways that fit their particular structures, compositions, and cultures. To build capacity is also an investment in the long-term – a recognition that a truly equitable society will not be won through a single campaign or even one generation’s worth of campaigns. It is about building the infrastructure and the sustained civic capacity to actualize equity - policy after policy, issue after issue, year after year until we can achieve a truly equitable society that not only dismantles injustices, but creates and sustains equity.

FRAMEWORK

CAPACITY BUILDING IS FIELD BUILDING

“SOCIAL CHANGE FUNDERS STAND TO GAIN BY LODGING TARGETED, ORGANIZATION DEVELOPMENT SUPPORTS WITHIN MORE HOLISTIC AND FAR-REACHING EFFORTS TO BUILD CAPACITY IN FIELDS [COMMITTED TO ADVANCING MOVEMENTS FOR OPPORTUNITY AND JUSTICE] AS A WHOLE”

- COMMUNITIES FOR PUBLIC EDUCATION REFORM



The COO Capacity Building Framework is premised on the belief that capacity building is field building – the field being movements for racial, economic, and health equity. Each level is critical to achieving the actualization of equity in action. The framework does not necessitate that organizations “climb the ladder” in any particular order, with the exception of Operational Stability capacity building being a necessary core foundation in order to sustain and scale impact. In addition, at the core of the framework and embedded in every learning activity and support is a commitment to racial equity – both as a practice and as a destination. Below are descriptions of each level of capacity building as well as examples of the types of activities that could be included in that area of support.

Levels of Capacity Building

Operational Stability: Operational Stability is focused on strengthening the infrastructure, internal leadership, financial health, and strategic alignment of the organization to its mission, values, and communities served.

Examples of capacity building supports in this level: cohort program on organizational development, leadership coaching and coaching on topics such as finance and grantwriting/storytelling, and training on governance and management.

Knowledge of Issue & Landscape: Knowledge of Issue & Landscape is focused on developing subject matter expertise and skillsets needed in the specific issue areas that COO partners work in.

Examples of capacity building supports in this level: workshops, trainings, and coaching on issues such as: real estate development, land stewardship, co-op models, racially equitable workforce development, and policy agendas for a Just Economy

Strong Partnerships: Strong Partnerships is focused on strengthening the infrastructure and connective tissue that holds partnerships together and facilitates effective collaboration. This level is particularly complex and vital as partnerships are impacted by both technical challenges such as needing better collaboration tools and contracts as they are impacted by history and community politics, cultural differences, power differentials, and interpersonal relationships.

Examples of capacity building supports in this level: Legal Toolkit on negotiating collaboration agreements, workshops on the history of different communities of color, training on coalition-building and transformative conflict, and grants to support partners in self-determining and accessing the type of partnership support and provider that would best meet their needs.

Building Critical Mass of Political Power: Building Critical Mass of Political Power is focused on developing the kinds of skills, networks, and shared analysis needed to engage in transformative cross-organizing, cross-sector work to advance equity.

Examples of capacity building supports in this level: Trainings on power mapping and community organizing, developing shared policy agendas and communications strategy, learning and practicing intergenerational organizing, and developing skills in mind-body technologies helpful in movement building such as generative somatics

IMPLEMENTATION



Implementation Vehicles

Lastly, implementation vehicles for the Capacity Building Framework include but are not limited to:

Mini Grants: Small grants to support partners in accessing self-determined learning activities or capacity building providers in specific areas where a highly customized fit is critical to meeting their needs such as Partnership Supports.

Coaching: One on one coaching to develop/refine strategy and skills that help advance a COO partner's work

Technical Assistance: Brief one on one consultations (usually 1-3 times) on specific issue/skill areas such as: management, legal, finance issues

Multi-Group Training: Trainings or workshops with individuals from different COO partners or other groups participating

Research Action Visits: Partners have the opportunity to apply for a small grant to cover their expenses to attend a regional/national training or visit another organization working on the same issue area but utilizing innovative approaches that could be beneficial to COO work. Partners receiving the grant would share their learning back to the COO Learning Community

Convening by Result Area: Opportunities for mutual learning sessions, network building, and cross-organizing amongst the COO partners.

Appendix B. Capacity Building Activities

TABLE 1: COMMUNITY DRIVEN DEVELOPMENT CAPACITY BUILDING ACTIVITIES

Activity Name	Description	Format
Land Stewardship Workshop	Displacement of communities of color, immigrants, and refugees has accelerated in pace and scale. We have seen communities across King County impacted by property prices and rents increasing significantly faster than household income. While communities of color and low-income communities have long-developed resiliency strategies to survive and thrive, despite systemic barriers, the pace of gentrification and scale of real estate price increases have strained their ability to bounce forward from the displacement crisis. Our experience has found that the most effective ways to mitigate displacement, and reverse its impacts, is through community-driven development and local stewardship of land. Specifically, we believe models of Community Stewardship in which locally-led organizations and institutions – with strong community accountability – take land out of the speculative market through owning and developing projects that respond to, and reflect, the unique needs of their community are a key tactic to stabilizing communities under threat of displacement.	Workshop
People's Economy 101 Part 1	In the first workshop we will explore and understand the history of our current economic system and what is contributing to an extractive economy and using the Just Transition framework, explore community-based strategies to build an economy and economic practices that are transformative, equitable, and regenerative. We will learn how we transition to and practice systems of production, consumption, and distribution that are cooperative, democratic, and resilient to our current economic forces of exploitation rooted in white supremacy and colonialism.	Workshop
People's Economy 101 Part 2	In the second workshop, we will focus on the need to create and build new economic structures rooted in the experiences of our community. Utilizing the Just Transition framework, People's Economy Lab will share the Greater Seattle Ecosystem Map created by trusted BIPOC community economic leaders and dive deeper into exploring ecologies of interventions, projects, relationships, and opportunities to create equitable pathways toward a shared vision.	Workshop
Capital Campaigns 101	We will do a high-level overview of capital campaign fundraising concepts and terms including campaign feasibility study, prospect research, gift pyramids, and other fundraising activities within the context of a capital campaign. We will also review typical capital campaign timelines (quiet phase, public phase, etc.) and examine the donor-centric roots of traditional campaign fundraising strategies that are often at odds with organizational and community values.	Workshop

<p>Capital Campaign Readiness and Organizational Capacity</p>	<p>We'll do a deep dive into capital campaign readiness and the importance of organizational capacity for effective capital campaign fundraising. Regardless of where you are on your campaign journey, if you know a capital campaign is on the horizon, taking steps now to build out your fundraising capacity is critical to your organization's long-term success. Comprehensive campaign fundraising is an opportunity for organizations to think strategically about their relationship to money and implement internal systems for data tracking and relationship management, including investment in fundraising strategies that center long-term relationships with funders and donors while tracking potential revenue opportunities.</p>	<p>Workshop</p>
<p>Community Development Lunch and Learn</p>	<p>COO is collaborating with the Equitable Development Initiative (EDI) and the National Development Council (NDC) on a series of 7 monthly lunch and learn sessions about community development!</p> <ul style="list-style-type: none"> • April: Setting community development projects up for success. • May: Seattle Chinatown International District Preservation and Development Authority discussing development partnerships. • July: Darren Medina discussing when in the development process it can be most useful to bring in an architect and general contractor. • August: White Center CDA sharing their case study and discussing their White Center HUB project. • September: Panel with Leslie Byrd, Iyibo Jack, and Brian Surratt. • November: Office hours and peer support session from KC COO, Seattle EDI, NDC, and others • December: NDC reviewing tax credit financing for community development projects. 	<p>Workshop</p>
<p>Real Estate 102</p>	<ol style="list-style-type: none"> 1. The sequence of Real Estate Development: Which part do I start with? 2. Preparing for Credit analysis: How to Get Your Financial House in Order 3. Land Valuation and the Appraisal Process: Most projects are driven by property decisions. How do you evaluate your property and what should you look for? 4. Funding Construction and Operations: Understanding the interplay between Program and Finance 5. When to form housing development partnerships to deliver on specific program goals: Property considerations are specific and necessary for housing and may conflict with program goals or make financing more difficult. When do they work? What are alternatives paths? 	<p>Multi-day training</p>
<p>CD Coaching with Patty Julio</p>	<p>1-on-1 coaching with consultant Patty Julio to support CBOs with one or more of the following:</p>	<p>Coaching</p>

	<p>1) Walking through the “why’s and how’s” of the various real estate phases and overall process, including capital sources.</p> <p>2) Understanding partnerships with real estate developers and identifying the assets / contributions of the community owner/partner/steward.</p> <p>3) Identifying and solidifying opportunities for community ownership of land or community wealth building.</p>	
CREST	<p>Puget Sound Sage’s Community Real Estate Stewardship Team (CREST) is a nine-month long learning circle, designed to support and train grassroots organizations led by and for low-income communities and communities of color in pursuing community driven development, land stewardship, and strategies for long-term affordability.</p>	Cohort

TABLE 2: PARTNERSHIP SUPPORT CAPACITY BUILDING ACTIVITIES

Activity Name	Description	Format
Communities of Practice Cohort	<p>Provides space to engage in peer learning and facilitated activities and conversations to develop, learn and practice effective techniques and skills to build partnerships with shared vision, deeper relationships, trust, and conflict resolution skills.</p>	Cohort
Partnerships Mini Grants	<p>COO will issue 7 mini grants of up to \$20,000 for eligible partnerships to support processes and activities to support the overall structure, cohesion, health, and stability of specific partnerships. COO acknowledges that partnerships are coming to COO with a variety of partnership structures, needs, and challenges. Thus, COO is providing a total of \$140,000 in mini grants to support partnerships. The Partnership Mini Grants are intended to support partnership vision, stability, sustainability, and/or address immediate or on-going conflict. These Partnership Mini Grants are developed based upon feedback we have received from partners on how COO can provide responsive funding to support partnerships.</p>	Small Grant
Vision Change Win (VCW) Cohort	<p>COO is partnering with Vision Change Win Consulting (VCW) to hold a Generative Conflict: Cohort Learning Opportunity. VCW is a Black-led team of queer and trans people of color with deep roots and commitments to social justice movements. COO partnered with Ejeris Dixon, Founding Director of Vision Change Win in the Winter of 2019 to hold multiple Conflict Transformation trainings with COO stakeholders and we are excited to have the team return for a more comprehensive experience.</p> <p>We are piloting a (6) month collaborative learning community in the form of a cohort for 20 participants to expand access to and reduce costs associated with formal learning around organizational safety and generative conflict.</p>	Cohort

Appendix C. Interview Questions

Outcomes

- **Defining Capacity:** Are there any other ways that you describe capacity for your organization?
- **Capacity Needs:** What capacity needs does your organization, or you individually, need to reach your Community Driven Development goals? For Partnerships?
- **Desired Outcomes/expectations:** When you signed up for COO Learning Community activities what were the outcomes you were hoping to get from these capacity building supports?
- **Capacity Growth:** Can you tell me what your organization’s capacity was before you started engaging in the COO Learning Community activities, and how it has changed over the course of your participation?
- **Skills/Application:** Can you share an example of how you applied a new skill, knowledge, relationship, practice, or systems approach that you learned in a COO activity?
- **Dosage:** As we spoke about earlier, you participated in a variety of activities to build community driven development. In what ways do you think attending _____ has supported your capacity building efforts?
- Are there specific ways the activities enhanced or supported the other activities?

Process

- **Delivery:** What formats of activities best fit your needs for learning and growth? (Formats included workshops, lunch and learns, coaching, cohorts, mini grants, peer learning groups)
- **Virtual Platform:** How well did the virtual platform fit your engagement needs?
- **COO’s Role:** What role do you think COO should have in supporting your organization to grow its capacity?
- **Recommendations/Opportunities:** What recommendations would you give to the COO leadership team to improve the Capacity Building supports?

Appendix D. Methodology

The following codes were developed in response to interview participants describing what capacities were built through participation in LC Capacity Building Activities. 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).

▼	0 Capacities Built
	3 Anti-racism
	6 Awareness of new resources
	16 Expanded ability to do the work
	12 Perspective shift
▼	0 Relationship Capacity Built
	21 Confidence building from connecting with ...
	11 Partnerships built (formal)
	29 Relationships and connections built
	7 Scale of transformation (from individual to r...
	19 Sharing knowledge/mindfulness
	19 Skills Learned: New Models and Terminology
	7 Skills Learned: Personal Growth
	4 Solidarity

The following codes were developed to analyze what needs interview participants described:

▼	0 Capacity Need
	10 Ability to transfer knowledge to organization
	16 Application of new skills/knowledge
	25 Capacity Need: Coaching
	12 Capacity Need: Connections to People, Orga...
	39 Capacity Need: Funding
	29 Capacity Need: Staffing
	11 Collective Storytelling
	14 Healing from burnout
	6 Meeting Space
▼	0 Relationship Need
	12 Autonomy
	8 Belonging
	23 Need for clear expectations or agreements...
	14 Need for partnership building (formal)
	28 Need for relationship building (informal)
	14 Tools to navigate power dynamics within re...
	20 Transformative conflict resolution skills
	20 Trust/confidentiality
	3 Representation
	5 Technology
	20 Time

The following codes describe the various recommendations shared by interview participants.

- ▼ **6 Recommendations**
 - 11 Additional materials and time to access
 - 3 Center BIPOC-led organizations and individua...
 - 3 Center equity and ensure cultural responsiven...
 - 4 Center systematic change
 - 7 Clarity on roles and expectations
 - 5 Consider how to expand knowledge transfer f...
 - 9 Continue to connect partner organizations
- ▼ **0 Contracts**
 - 4 Allow for negotiations on funding constraints
 - 9 Expand amount of time for funding
 - 3 Resources for capacity building in contracts
 - 4 Resources for visioning for the future
 - 7 Streamline reporting requirements
 - 9 Leverage role as funder to influence others
 - 1 More applicable workshops
 - 7 Provide Mentorship Opportunities
 - 6 Provide individualized coaching
 - 10 Provide specific support for coalitions
 - 1 Regular Check Ins
 - 3 Shared values as a connection point
 - 2 Transparent decision making frameworks

The following codes are additional descriptions of the LC Capacity Building activities.

- ▼ **1 Delivery of Content**
 - 6 Delivery: Breakout Room support
 - 28 Delivery: Coaching
 - 13 Delivery: In Person vs Online
 - 19 Delivery: Level of Detail/Depth
 - 1 Delivery: MURAL hesitant
 - 14 Delivery: Peer Learning
 - 13 Delivery: Timing and Schedule
 - 14 Delivery: materials/resources
- ▼ **0 Experience**
 - ▼ **3 Negative**
 - 1 Did not connect with trainer/facilitator
 - 1 Did not meet expectations
 - 3 Training style/delivery did not resonate
 - ▼ **9 Positive**
 - 11 Engaging trainer or facilitator
- 5 Partnership Building
- 48 Peer learning
- 15 Quotes