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The Art of Community Double Dutch: Knowing When to Jump In

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Introduction

Summer, 1968: Philadelphia, Pennsylvania. New to the neighborhood and hungry for friends, I followed the excited chatter and cadenced patter to find a dozen girls jumping Double Dutch. The beautiful choreography was new to me; in my 10 long years of life, I had only learned to jump with a single rope. Intrigued, I asked questions about everything and witnessed the intense negotiations of neighborhood politics as the players determined the rules of the game: whose rope would be used, who would be partners, who would be turners, and how points would be scored.

I spent the next week desolate, believing that I was too awkward to master what I was now convinced was essential for survival in my new community. By week's end, my mother had recruited Edna — 13 years old and the best Double Dutch jumper on the block — and promised to buy her a new jump rope if she would teach me how to play the game. Under Edna's private tutelage, I trained my mind and body to become an acceptable jumper. Once she felt I was ready, I dug deep into my heart and gathered the courage to use my newfound skills to join a game.

The lessons I gained from this formative childhood episode can be applied when exercising leadership to achieve positive community change. These lessons are the following: (1) follow the noise and find the excitement, (2) ask questions and get into conversations, (3) set the rules of the

Key Points

· This article uses the childhood experience of learning how to play Double Dutch jump rope as an allegory to navigating complicated community leadership through civic engagement.

· There is both an art and a science to deciding when and why to work with a broad base of stakeholders to attempt comprehensive community change.

· The key lessons are the following: (1) follow the noise and find the excitement, (2) ask questions and get into conversations, (3) set the rules of the game, 4) keep score, 5) get the right equipment and players, 6) know when to jump in and when to jump out, and 7) find the courage to succeed.

· By consistently applying standard yet flexible tools that address qualitative and quantitative factors; community support; and sustainability, foundations can create the crucial community conditions for impact.

game, (4) keep score, (5) get the right equipment and players, (6) know when to jump in and when to jump out, and (7) find the courage to succeed.

Community "Double Dutch": Definitions and Context

Community initiatives set out to promote change at three levels: the individual or family, the neighborhood, and the broader, or system-level, context (Aspen Institute, 1997). Community initiatives are focused, multifaceted, holistic approaches to a social opportunity or need, typi-

cally multiyear in duration. This article is written from the perspective of a professional grantmaker working on behalf of a community foundation, yet its precepts and guidance can be applied to any not-for-profit or public-sector implementation of community-based programming. When there are considerations particular to private philanthropic institutions and professionals, this article indicates so.

Components of community initiatives include some combination of specific activities and programs; grantmaking, volunteers, research, connections to institutions and services, public awareness/education, and advocacy. When implementing community initiatives, a foundation typically convenes a group of advisors who might be responsible for all or some of the implementation, but whose main purpose is to actively build a coalition to move the ideas forward.

The "community" in community initiatives is defined by its intent and includes both the population (people) that is the focus of the initiative as well as the places where activity occurs (physical location). Context can be key to uncovering the circumstances in which, and the reasons why, a particular intervention works. These approaches acknowledge that particular contexts can enhance or detract from program effectiveness and that such contexts may include factors that are within or outside the control of program implementers (Auspas, Brown, Kubisch, & Sutton, 2007).

A foundation initiating a community initiative seeking to improve early childhood education would identify childcare providers, academia, schools, policymakers, and youth advocates as its community stakeholders and potential partners. Now, let us say it is agreed that programs will occur in local churches. At this point, not only does each participating church become an initiative partner, but that church's "community" — families, members, neighbors, allies — become a part of the initiative's community as well. These two contexts for community are interwoven and overlapping. In this article I move seamlessly between the two, trusting that you will be able to apply any guidance deemed useful in the

context where you find it most appropriate. This is the nature of the work.

Community foundations are increasingly providing leadership through community initiatives as social problems require more complicated, coordinated solutions among public, private, and civic partners (Hamilton, Parzen, & Brown, 2004). Foundations play many roles in initiatives, including direct initiator, funder, advisor, partner, connector and convener, and advocate. In my professional experience and on behalf of The Community Foundation for Greater Atlanta, I have led the development and implementation of dozens of community initiatives and have gained an understanding and appreciation of this nuanced work. Together with colleagues at the foundation, I have honed a toolkit of processes and approaches to assess, deliberate, price, implement, and transition community initiatives (either by transferring leadership or termination). This toolkit helps to ensure that the foundation is doing the right work with the right partners at the right time and that there is sufficient motivation, resources, and infrastructure to be successful.

Using the frame of my childhood experience, this article shares these tools and real-life examples. I hope that my colleagues in the field will find them informative and helpful. I have found the tactics to be practical across time and setting: from the gritty streets of 1968 Philadelphia to the sprawling neighborhoods of 2008 metro Atlanta.

Follow the Noise, Find the Excitement

Engaging communities must be approached with respect and passion. Foundations that approach implementation from a clinical or academic perspective that does not honor the community's norms, values, realties, and constraints will compromise their work from the start. Identifying a community by statistical research (e.g., children 0–5) is the easy part. Tougher, yet more important, is finding partners within that community that share the foundation's vision and energy and are excited about the initiative's potential. Therefore it is important to listen for who is talking about the issue and to find out where good

work is going on to bolster your opportunity for success. See EXAMPLE 1.

Ask Questions, Get Into Conversations

Before initiating a community initiative, many questions need to be answered (see Appendix A). The first question should be: "Is there a compelling need for the community initiative, and is the foundation the best organization to implement it?" This conversation will beget more conversations with civic leaders, nonprofit organizations, public agencies, and others. Remember to reach out to those who may not currently be involved in the issue or community but who could become supporters or co-investors by reaching out to the foundation's networks. Social networks exist in every family, community, and institution, yet we often take for granted their power to affect and influence our lives (Jordan, 2007).

Each conversation is deliberate and specific: Is the initiative needed in the community? Who else is working on the same issue or in the same community? Will the initiative support, enhance, or supplant similar, related efforts? How can the initiative be customized to best meet the community's needs? As you converse, remember that the answers to these questions lay the cornerstones of the initiative and crystallize the specific role(s) the foundation should play. Be open to changing your stance depending upon the answers received in your discussions. Remain committed to the dialogue, always keeping an ear tuned to who, if not the foundation, might be more appropriate to lead the effort. *See EXAMPLE 2.*

Setting the Rules of the Game

If, after thoughtful consideration, your foundation decides to move forward, you will need to conduct a careful cost-benefit analysis as the first step of an implementation plan (see Appendix B). Developing this analysis is very tricky. We begin by projecting the following:

1. *Cash and in-kind income* that will be received for the initiative (internal and external).
2. *Baseline costs* for nonnegotiable activities such as reporting, monetary tracking, financials, and access to the foundation's general

EXAMPLE 1: Our foundation was seeking a low-to-moderate income neighborhood in which to launch a healthy eating/active living initiative to improve residents' health. We commissioned a scan of five neighborhoods that involved focus groups with community leaders, one-on-one interviews, and more detailed research assessing public services, businesses, and community-based organizations. During this process we got a good sense of which neighborhood would most embrace this journey with interest and passion. Although we selected only one, we still hear from some of the other communities and are able to share the initiative's progress and resources with them.

EXAMPLE 2: Several years ago a national nonprofit invited our foundation to participate in a regional research and communications initiative to identify the critical issues on people's minds. The effort would require a high-level local advisory committee and fundraising for implementation. Although our foundation was convinced of the value and wanted to participate, our plates were full. During our conversations we learned that the local United Way was about to launch a community assessment. The proposed initiative had the potential to substantially deepen this assessment by identifying a coalition to advance the issues identified. After more discussion, the foundation connected the national nonprofit and United Way, awarded a start-up grant, and joined the advisory committee to help make the initiative a success.

knowledge, expertise, and access. Baseline costs are those that would be incurred in the implementation of *any* foundation initiative.
3. *Incremental costs* that include both operational costs indicated by the implementation plan (staff, training, stipends, events, etc.) and additional costs that the foundation will incur in providing guidance, support, and other agreed-upon services.

EXAMPLE 3: For a period of time our foundation agreed to restart a dormant collaborative of nonprofits providing services to children and families. The foundation hired staff, provided funding, identified other investors, and tapped into its networks to strengthen the collaborative. However, the foundation had funded the majority of the nonprofits participating in the collaborative, and over time many of them began to resent what they viewed as the foundation's "pet project." Furthermore, they postulated that the foundation's funding to the collaborative reduced the amount of funding available to their individual organizations. At the appropriate time the foundation transitioned management of the initiative to the juvenile court system, which was more aligned with the collaborative mission and seen as noncompetitive.

The difference between no. 1 (income) and the total of nos. 2 and 3 (costs) indicates either money that needs to be raised or the amount the foundation board might agree to invest because of expected benefits. Benefits could be increasing the foundation's knowledge base, attracting new investors to the foundation or strengthening the foundation's brand.

The next part of the cost/benefit analysis is a sound budget (see Appendix C). Incremental costs to support the initiative — overwhelmingly non-initiative staff time — are often overlooked and underestimated. The first time you attempt to estimate these costs is a little like looking into a crystal ball; however, over time your projections will become more accurate. For example, in most foundations the president will spend time in meetings and other venues negotiating, supporting, or promoting the initiative. The vice president for programs might be responsible for supervising initiative staff. The foundation grants administrator will input information into the database and possibly process grants. Financial staff will hire staff and consultants, complete additional payroll, monitor spending, and process

expenditures. Communications staff will have to incorporate the initiative into the foundation's messaging and perhaps develop or supervise the development of materials to promote the initiative. All of these examples represent real time and real costs and should be recognized.

Additional components of the implementation plan to be developed include creating objectives and measures of success, governance and operational structure and policies (including partner roles and expectations), strategies, action steps with a timeline, evaluation (in most cases we use a third party), and a budget that includes income as well as costs. Remember that development of the implementation plan is less problematic when there has been community buy-in and thorough planning.

Finally, remember to consider the "social capital," defined as a wide variety of quite specific benefits that flow from the trust, reciprocity, information, and cooperation associated with social networks (Putnam, 2003) that will be impacted as the foundation accesses relationships to advance the initiative. Like all capital, social capital can be overextended, which could result in a lack of support or negative public perception. *See EXAMPLE 3.*

Keeping Score: Be Sure to Learn as You Work

In my 20 years of doing this work on behalf of both philanthropic institutions and community-based organizations, I have never seen a community initiative timeline proceed as planned. I initially resisted this dynamic, yet over time began to appreciate the ebbs and flows of community work and the need to measure progress differently. Now, when reviewing progress against the plan and timeline, I ask the following five questions:

1. What is happening as planned and why? Instead of prematurely patting yourself on the back, it is more important to understand the specific triggers for progress. Review each action step and milestone and determine the not-so-obvious causes for what may seem to be natural or accelerated progress. Are things going smoothly because of unique staff capac-

ity or connections? A zealous partner? Overly cautious planning for work that could have been completed sooner? Knowing these triggers can help you to recognize what helps a community initiative progress, as well as what to look for when it stalls.

2. What is not on schedule and why? If you are not on track, you want to repeat the review process above. You may be able to pinpoint a cause for delay. However, remember to remain open to the fact that the answer may be that the "community" is moving on its own timetable and agenda.

3. What did you think needed to happen that did not? Just like Double Dutch players who become so aligned that they begin to move seamlessly with the ropes, when an initiative has the right mix of creativity, rigor, focus, and commitment, steps that might have been anticipated in your conference room become moot. What did we forget to think of that is now necessary?

4. How do we adjust the plan and timeline moving forward? If you have approached the initiative planning effort with a healthy respect for the dynamic and interdependent nature of the work, you will be able to have this discussion with initiative stakeholders without shame. So grab that pen (or laptop) and start revising your plan. *See EXAMPLE 4.*

Getting the Right Equipment and the Right Players

Having the right equipment and the right players means having strong, flexible governance, operations, processes, and staff. When designing the initiative's infrastructure, allow room for adjustment once the nuances become clear in implementation. A common mistake is not providing enough *staff* and *staff support* for coordination of the initiative and *time* for relationship building among partners. When staffing the initiative, be open to diverse combinations: interns, community participants, consultants, and staff of partnering organizations. *See EXAMPLE 5.* Our foundation only hires contractors and consultants for initiatives. This eases the transition and sets early expectations for all involved.

EXAMPLE 4: In an initiative to increase awareness and commitment to HIV/AIDS prevention, there were more than 40 individual and group meetings with varied stakeholders over a nine-month period. Stakeholders included doctors, scientists, social service agencies, health departments, faith leaders, parents, business leaders, and persons living with AIDS. The initiative's planning and implementation used many of the processes included in this article. However, after nine months of discussion, our foundation was unable to garner consensus and energy to move forward. During analysis, we realized that Atlanta's unique history in HIV/AIDS work required us to approach this community initiative in a more focused, entrepreneurial fashion. So, despite the fact that we had recruited some of the community's most revered leaders, published an ambitious schedule with a projected completion date, and had an expensive contract with an international consulting firm, we pulled back, released the consultants, and hunkered down to regroup. Were we disappointed? Yes. Were we nervous about public perception? Yes. However, because we had demonstrated early our commitment intent to be thoughtful, inclusive, and impactful, we retained the support and encouragement our stakeholders.

In Double Dutch, both turners must provide even, coordinated manipulation of the ropes to avoid a lopsided jumping experience. Likewise, community initiatives need a corps of steady, strong and compatible partners (even-handed turners) who help the initiative get on the right track and keep it there. See EXAMPLE 5.

Knowing When to Jump in and When to Jump Out

Having the right rope also means knowing the "end game" — the expected life cycle of the initiative relative to the role(s) the foundation is willing to play and the role(s) of partners — recognizing that the initiative may cease before planned or extend

EXAMPLE 5: An initiative focused on helping foster youth required them to take financial literacy training before opening a matched savings account. For two years our foundation attempted to outsource this function — to both traditional financial education organizations and more entre-preneurial efforts. However, the youths' transient lives made consistent training and follow-up impossible — few accounts were being established and money was lying idle. During a review two and a half years into the five-year effort, an agreement was struck with the bank to provide on-site financial literacy training to youth when they opened their accounts. The training was solid and effective — and best of all, free. New bank accounts doubled immediately. A long-term contract with one provider, failure to track progress, or refusal to keep trying alternative delivery methods would have continued the morass.

EXAMPLE 6: A community initiative advisory group had been fully engaged and instrumental to its success. As the initiative was being transferred to other organiza-tions, the programs fit neatly into other community agencies (each of which had its own governance and volunteers), and there was no clear role for advisory members. This was a sensitive issue: these were foun-dation volunteers who remained enthusias-tic and had become advocates, beyond the initiative, for the issue. Therefore a decision was made that our foundation would con-tinue to convene the group on a semiannual basis to update them on progress.

longer than planned (consistent monitoring will re-veal this and allow you to make adjustments). This long view is critical and should shape who is invited to participate in the initiative at the beginning.

An essential of Double Dutch knows when to jump into the conflux of ropes. Communities are

much the same. When a foundation "jumps in" to implement a community initiative, it should do so where there is openness and be mindful of potential pockets of resistance. Yet, still, the toughest part will be jumping out. How a founda-tion terminates or alters its involvement in a com-munity initiative should be done as carefully and respectfully as how it begins, with lots of planning and discussion well in advance. When monitor-ing progress, give careful attention to the transi-tion process throughout the life of the initiative to tweak it continuously as needed. Consider a process that slowly decreases the foundation's involvement in an initiative and, if appropriate, at the same time positions other entities with fund-ing and other support to assume roles that the foundation played (see Appendix D).

The foundation's ability to maintain positive public will after transitioning out of an initiative is linked to the level of research, dialogue, engage-ment, and planning done before implementation. Even when the foundation is no longer the key actor, it should determine what role — advisory, policy advocate, funder — it will play to advance the issue. *See EXAMPLE 6.*

Finding the Courage to Succeed
Community initiatives are a proven philanthropic strategy to support positive social change. Yet precisely because philanthropy exists to support the common good, it is essential that foundations implement community initiatives with care and respect for others, recognizing that the well-being of each of us is connected to that of all of us. Like the game of Double Dutch, there is both an art and a science to implementing community initia-tives, and both are important. However, to truly excel, a foundation that launches a community initiative must also have the heart to be open, the courage to be bold, and the will to succeed.

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APPENDIX A

Community Initiative Criteria for Foundations

A foundation's decision to implement a community initiative is driven by the belief in the potential and responsibility of philanthropy to promote positive community change. Each community initiative is unique in its inception, design, funding, duration, and targeted constituency. When approving community initiatives, a foundation board of directors should affirm that the initiative aligns with the foundation's mission and values, is important and value-added, and will be implemented in ways that benefit the community. When deliberating the implementation of a community initiative, foundation board and staff must rely on careful analyses of community trends and issues, appropriate research, and frequent convening of nonprofit professionals, civic leaders, and others to determine the foundation's role.

The following criteria can guide staff and volunteers in making recommendations about participation in community initiatives:

1. The subject area is a foundation priority and addresses a critical community issue, documented by research, dialogue, and assessment.

2. The initiative provides long-term benefits to the community.

3. An assessment has been conducted to determine the financial and human resources needed to support the initiative. A positive decision will be based in part on the availability of required resources.

4. There must be evidence of broad-based community interest and the potential for financial support (if required) to support the initiative. Board approval to participate in an initiative presupposes that the fundraising capacity exists in the foundation. The level of financial support and other resources from other funders, partners, and interested parties will be clearly established before the initiative is launched.

5. If the initiative does not include funding for administrative support from an outside funder, foundation in-house capacities are sufficient to meet the need

6. A plan including objectives, measures of success, governance and operational responsibilities, strategies, budget and time schedules, evaluation, duration of the initiative, and what will happen at completion is created and approved by the board.

When to consider transferring leadership or terminating an initiative:

· The outcomes established for an initiative have been achieved.

· Other community organizations have taken responsibility for significant portions of the initiative's agenda.

· If supported by foundation grants, the funds have been exhausted and there is no need to raise additional funds.

· The social environment has changed significantly, and the initiative can no longer be justified or sustained.

· A plan has been developed to effectively communicate the foundation's decision to all affected stakeholders as well as the community at large.

APPENDIX B

Community Initiative Board Review Form

Name of Proposed Initiative:

Description:
- · Origin:
- · Scope:
- · Partners:

Rationale for foundation involvement:
- · How does this initiative support foundation priorities?
- · Why is the foundation uniquely positioned to become involved?

Resources needed to participate:*
- · Staff:
- · Cash:
- · In-kind support (specify):
- · Co-investors, board and volunteers:
- · Other:

Expected outcomes:
- · What will the foundation gain from participation?
- · How will the initiative support/advance a critical community issue or need?
- · How will the effort be maintained, transferred or terminated?

Prepared by:

Date:

* Include services grid (Attachment C).

APPENDIX C

Service Grid for Community Initiative Assumptions

- · There is fee is for base-line services. The final fee will be determined by agreed-upon services.
- · Each initiative can add or subtract services.
- · Estimated costs should include in-kind and direct costs.
- · Only pass-through initiatives and short-term initiatives are offered. The possibility of integrating an initiative into the foundation permanently will be discussed only after an initiative has existed for three years and when it makes sense for the foundation to do so. Table can be used to determine costs for services for both Pass-through Initiatives (1) and Short-term Initiatives (2).

TABLE 1 Cost for Services

Services	1. Pass-through Initiatives	2. Short-term initiatives (3–5 years)
Fee	· 2–5% · Standard: 3%	· 5–10% · Standard: 5%
Fundraising	· Approve funding solicitations · No other involvement	· Letter of support · Advice and counsel · Intro to funders · Grant requests
Gift acceptance	· Limited (number of checks processed) · Use normal processes	· Full · Includes unusual gifts
Grantmaking	· Limited	· Full · Standard process
Major events	· None	· None
Financials	· Pay operating expenses · Standard financial statements distributed monthly · 1099 compliance	· Customized P& L statement and balance sheet: quarterly · Pay operating expenses · 1099 compliance
Investment vehicles	· Money market rates · Quarterly statement · Online access · Investment fee	· Money market or foundation pool · Quarterly statement · Online access · Investment fee
Communications	· Standard listing in foundation annual report	· Logo · Web site page · Image/style guidelines · Annual report
Funder relations	· None	· Connect with funders as appropriate
Research	· None	· Yes · Access to staff knowledge · Must pay for research costs
Policy	· None	· When it supports overarching objectives of foundation
Staffing	· Consultants, no selection/ supervision	· Time-limited staff and consultants · Supervision included · Selection TBD
Space	· None	· Possible
Administrative/ technical support	· None	· Yes
Governance	· None	TBD

APPENDIX C   *continued*

TABLE 2   Sample Annual Community Initiative Budget

	Hours per month	Weighted rate	Total
Key staff coordination[a]	15	$195.68	$5,222
Other foundation staff[b]	5	$382.25	$22,935
Staff total			$58,157
Administrative /base costs (determined by costs for general overhead, including space; office equipment, accounting services, etc. May be a set amount or negotiated as a percentage of contract.			$20,000
			$78,157
Operations			
Consultants			$30,000.00
Monitoring/evaluation			$10,000.00
Meetings			$3,000.00
Travel			$5,000.00
Communications			$5,000.00
Miscellaneous (unanticipated expenses)			$5,000.00
			$58,000.00
Total year 1 staffing/administrative/operations costs			**$136,157**

[a] VP, Programs; (2) program officers; (1) administrative assistant.

[b] President; comptroller; VP, communications; (2) program officers; (1) administrative assistant; (1) grants manager.

APPENDIX C *continued*

Table 3 is a model based on staff time and rates that our foundation uses to project costs for incremental foundation support to initiatives. I begin by projecting what specific staff will need to be involved and then get from our comptroller a single weighted rate that includes all of their salaries. Although it is possibly too sophisticated for some initiatives, I use this model faithfully to keep myself cognizant of the real costs to do our work.

TABLE 3 Foundation Staff Pricing Model

					Pricing		
					Staff		
	Hourly rate[a]		Hours/week to initiative		Weekly	Monthly	Annual
					4	52	
President (assistant)	50	×	4	=	$200	$ 800	$10,400
Finance (VP, comptroller, AP/AR)	40	×	2	=	$80	$320	$4,150
Programs (VP, officers, etc.)	30	×	8	=	$240	$960	$12,480
Communications (VP, writer)	20	×	6	=	$120	$480	$6,240
General staff	10	×	16	=	$160	$640	$8,320
Total			**36**		**$800**	**$3,200**	**$41,600**

[a] Rate is a function of salary, overhead, and opportunity costs.

APPENDIX D

Planning for the Initiative Transition

While creating the implementation plan, the foundation should include planning for the eventual termination and/or transfer of the initiative.

1. Create a vision for what the Initiative could look like after transition and work with stakeholders to get agreement on the vision.

2. Develop a plan for financial needs after transition. Consider current funding, needs and gaps, how to better utilize existing resources, opportunities to imbed initiative components into other organizations, creating public private partnerships, and generating new revenue (see Table 1).

3. Build community support and organizational capacity. Identify all transition options and build a broader base of support by cultivating key champions. Consider financial support to help partners to manage components of the initiative in the future.

4. Write it down. This will serve as a guide to decision making and resource development.

Evaluate Initiative Components

Answer the following questions to assess each component (strategy/activity) of the initiative to identify and prioritize those that might be transferred to other partners:

·   What condition or cause did this strategy or activity address?
·   What is the evidence of its effectiveness?
·   How hard was it to implement?
·   Is continuing financially feasible?
·   Is there political support?

Set the Scope

Once you have prioritized the strategies and activities that you want to transfer to other partners, determine the following:

·   What do initiative stakeholders want the component or partner to maintain/achieve (see Table 2)?
·   How long should the component be implemented?
·   Who are the potential partners?
·   What do we know about how the work should be structured, managed, and connected?

Plan Your Exit

Be deliberate and plan your strategy:

·   Consider slowly decreasing the foundation's involvement in an initiative and, if appropriate, provide funding and other support to partners for continued implementation.
·   When terminating all or some of the initiative's strategies and activities, develop a plan to effectively communicate the foundation's decision to all affected stakeholders as well as the community at large.

APPENDIX D *continued*

TABLE 1 A Pricing Strategy for Community Initiatives

Baseline (fixed) + Incremental Costs (variable) – Foundation Investment			
	Base services:	Oversight:	Benefits:
Description	Reporting, financial records, data entry	Operations, staff management, fund raising, grantmaking	Knowledge sharing tracking, co-branding, co-investment

TABLE 2 Sample Partnership Roles and Responsibilities

Role	Lead	Support
Volunteers/leadership management	Partner A	Partner B
Nonprofits · Information and orientation · Pre- and post grant review and awards/monitoring	Partner B	Partner A, B, C
Convening/public awareness · Training/briefings · Communications (reports, media, etc.)	Partner A	Partner C
System influence · Public/private-sector briefings · Research/policy papers	Partner C	Partners A, B
Evaluation · Nonprofit capacity · Initiative (money leveraged, replicability)	Partner C	Partners A, B
Administrative · Staffing oversight · Reports, meetings, etc.	Partner A	Partner B