## AGENDA
**GOVERNANCE GROUP**  
**December 14, 2018 3:30 – 3:45 pm**  
**Chinook Building**  
401 Fifth Ave, Room 126  
**Call-in: 206-263-8114 #6923351**

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Action &amp; Materials</th>
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<tbody>
<tr>
<td>3:30</td>
<td>Welcome</td>
<td>Accept and Approve Agenda, Minutes</td>
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<td></td>
<td>Consent Agenda</td>
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<td>3:33</td>
<td>Learning Community Catalyst Funds</td>
<td>Action: Vote</td>
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<td>Andrea Akita</td>
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<td>3:45</td>
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**After the meeting concludes, there will be a BDS Evaluation Workshop from 2:00 – 3:30 pm**

**Next Meeting: January 18, 2019  2:00 to 4:00 p.m. Seattle Foundation**  
with Video/Phone Conferencing Available

### Governance Group Members

- Lydia Assefa-Dawson
- Michael Brown
- Deanna Dawson
- Andrea Estes
- Ubax Gardheere
- Matelita Jackson
- Paola Maranan
- Gordon McHenry, Jr.
- Alison Mendiola
- Jenn Ramirez Robson
- Marguerite Ro
- Sili Savusa
- Nathan Smith
- Tony To
**COMMUNITIES OF OPPORTUNITY**

**GOVERNANCE GROUNDING**

**RESULTS STATEMENT**

Create greater health, social, economic and racial equity in King County so that all people thrive and prosper, regardless of race or place.

**GUIDING PRINCIPLES**

- Consistently demonstrate the values of equity, respect and partnership.
- Ensure low-income communities and communities of color affected by inequities develop and own the solutions.
- Advocate for and change institutional policies and processes to support equity goals.
- Encourage investments (both funding and in-kind resources) in long-term community capacity building and in systems, policy and practice changes that lead to greater racial and economic equity throughout King County.
- Catalyze alignment of funding streams and partner across issues and sectors to seek preventive strategies that address root causes of today’s inequities.
- Be transparent and show how data and community expertise inform initiative strategies.
- Continuously learn, improve and share work publicly.
- Focus on geographic communities with the greatest needs, while simultaneously sharing lessons learned and building relationships across King County – *We are one King County.*

**VALUES**

*We commit to guide Communities of Opportunity using these values:*

**Equity:** work intentionally to eliminate racial, ethnic, socio-economic and geographic disparities in health and well-being

**Process Equity:** an inclusive, fair and open process

**Community Engagement:** authentic community engagement that involves listening to and understanding the unique histories of communities

**Driven by quantitative and qualitative data:** Data will track and report progress, as well as support given for promising and evidence-based practices

**Innovation:** Recognize that change involves risk and value an adaptive approach that views failure as an important part of the learning process
Members Present: Tony To, Marguerite Ro, Michael Brown, Jenn Ramirez Robson, Gordon McHenry Jr, Ubax Gardheere, Paola Maranan On Phone: Sili Savusa, Alison Mendiola

COO Staff: Andrea Akita, Cristina Gonzalez, Kai Domingo, Amanda Kay, Kim Tippens, Amanda Mancenido, Aaron Robertson, Dionne Foster, Dan Bernard

Additional Attendees: Alena Sorensen (Case Western Student), Katrina Nelson (Seattle University Student)

Consent Agenda: Governance Group (GG) approved the November 16th, 2018 consent agenda which included meeting minutes from October 19th, 2018.

Social Network Analysis, Alena Sorensen

Alena Sorensen, who is studying Social Work and Public Health at Case Western Reserve University, has focused her research on social connections that are formed in communities. She received a grant to conduct a social network analysis and chose to work with us.

She presented her findings via Skype from her research with Communities of Opportunities partners conducted from June 2018 - August 2018. Social network analysis is a quantitative way to assess a snapshot of social relationships between members of a community, in this case, the nonprofit community that are in partnership with COO. Alena’s research and analysis yielded quantitative network metrics, multiple visualizations of relationships within this network. Her study provided an example of how COO could gather data from organizations to inform community building efforts.

Governance Group were impressed by Alena’s research. They were curious about how the network analysis could be used to understand some policy change efforts over time. They wondered if, in addition to the connections among and between community-based organizations, what the ‘map’ might look like if we surveyed legislative aides, government officials and others, about their information networks.

Alena thanked the Governance Group for the opportunity to work with COO. She will share the results of her work with COO’s nonprofit partners who participated in her survey/research.

Institutional, Systems & Policy Change:

Dionne Foster is taking the lead for the COO systems and policy change implementation work. She reviewed the current status of the 2018 systems and policy grants -- 27 awards for the period of March 2018 through January 2019. Grantees are participating in a cohort group to develop a COO systems/policy agenda that will be completed in February/March 2019. Dionne Foster has been fielding questions from current grantees participating in the current Policy Agenda cohorts about the way we structure our work, the length of funding cycle, and when the RFP notices are coming out.

Since there will be a gap between the current grant terms and completion of the policy agenda, Staff presented a timeline and options for implementing 2019-2020 COO Systems and Policy Change funding. Three proposed approaches were outlined: an open RFP; open RFP with results of Policy Agenda; or an extension of funding for current grantees for an additional year, until new grant process is developed. Under the third option, grantees would be able to continue systems/policy work, however these issues may not necessarily be part of future policy agenda priorities. Current 27 grantees may not be funded at same level, and dollars and extensions would take progress made in the past year into account.
Governance Group directed staff to (1) work on plans to extend contract awards to current partners with funding in 2019, and (2) develop a process for 2020 and beyond using systems and policy agenda framework. GG asked staff to address ways to allow for flexibility and emergent issues/opportunities that may not have been identified through the policy agenda, sustainability in case of changes (i.e., 2020 elections and BSK funding extension), pivoting to keep it relevant, and length of funding.

**Learning Community**

Staff provided additional information and an update to the implementation of the approved Learning Community framework.

Kalayaan Domingo was introduced as the lead for the Learning Community capacity building activities, which includes the learning circles. A Request for Applications (RFA) for these components closes on November 20th. This RFA experienced a number of delays due to internal County procurement issues, which have since been resolved. Despite some of the RFA hiccups, COO staff was able to introduce Learning Community activities in 2018 with the policy agenda work, communications workshops, and funding for video storytelling projects in the Rainier Valley and other original place-based partnership sites. We also provided opportunities for grantees to draw on a resource pool of photographers for community-building events.

**DATA CATALYST:** Through the work and feedback from the Evaluation Advisory Group, COO will create more support for partners by providing data and evaluation technical assistance, training, and support for combining data in effective storytelling and advocacy. We plan to provide funding to work in conjunction with Communities Count to make local data, information, and resources more accessible for our partners, their communities, and COO funders.

**COMMERCIAL AFFORDABILITY CATALYST:** Community partners are aware of the potential for displacement of neighborhood small businesses and have expressed concerns about commercial affordability. Through COO’s partnership with Seattle Foundation, we have been exploring options for Learning Community capital investments for a commercial affordability pilot. While we have many tools and financing models available for affordable housing development available, there are fewer tools in place for commercial affordability. GG members noted the state prohibitions on lending of credit and use of public funds that limit approaches for neighborhood/community development for small businesses. COO is looking at ways to work with community development financial institutions (CDFIs) and third party intermediaries to create effective pilot programs in partnership with the local small businesses. If we use anti-displacement ideas and ISPC, we can use that leverage to make changes in policy agenda. Important opportunity for case studies – other cities experiencing and demonstrate an opportunity for change.

Regular Meeting Adjourn at 3:27

Executive Session started at 3:30, and adjourned at 4:10 pm
3. Governance Group Action: Funding for Learning Community

PROPOSED ACTION
The Governance Group commits the remaining balance of 2017-2018 COO program funding for the purpose of implementing the Learning Community framework activities. The Learning Community framework activities have been approved by the Governance Group for community and capacity building and for community catalyst funding.

BACKGROUND
The Governance Group received information and an update on the implementation of the approved Learning Community framework. At the December 14 governance group meeting, members will be asked to approve use of the remaining balance of 2017-2018 King County BSK COO funding for two specific Learning Community activities: (1) Data Catalyst – Technical Assistance Resources; and (2) Commercial Affordability Pilot Project. The remaining balance of funds were budgeted for Learning Community activities, but have not yet been committed in existing service agreements/contracts or are pending commitment through an active proposal (RFP/RFA) process.

1. DATA CATALYST:
COO will work in conjunction with Communities Count to make relevant data, information and resources accessible for communities and organizations. The catalyst funding will be used for technical assistance, training, and support for data and evaluation, including utilizing data for effective storytelling and advocacy. COO funding may be used for staff and consultants, data and information platforms, training, etc. COO will leverage King County funding, where possible.

2. COMMERCIAL AFFORDABILITY PILOT:
The commercial affordability pilot project will be designed to combat financial and environmental pressures that small businesses are experiencing with the rapid growth and development in Seattle/King County. Commercial affordability involves a complex and interrelated set of issues that affect small businesses in a variety of ways. Both financial and environmental contribute to the displacement of established businesses that are experiencing higher rent prices for commercial space, low vacancy rates, inventory that may not meet needs, and inequitable access to small business loans.

Funding for this pilot will be awarded through a RFQ process in which lead will be selected to provide services which may include, but not be limited to: (a) financial and technical assistance to strengthen and support small businesses; (b) work with public agencies and community based organizations to evaluate commercial space to make it available to existing businesses/community partners; (c) work with funders to address commercial affordability funding solutions supportive of small business; and (d) ensure that economic benefits accrue to underserved businesses/community partners. Examples of how pilot funding may be used may include: staff technical assistance, capital improvement/reserves, predevelopment funding, etc.
## Communities of Opportunity Learning Community Framework

### I. COMMUNITY BUILDING

**LEARNING COMMUNITY**

Estimated 25% - 35% of Learning Community Funding

**LEARNING COMMUNITY CAPACITY BUILDING**

Activities will include workshops, clinics, training, webinars, convenings, roundtables, learning groups, independent coaching, and mentorship, on topics that will help community leaders, groups, coalitions and organizations more effectively achieve the aims of the COO initiative.

**LEARNING CIRCLES**

The Learning Circles will develop a set of recommendations for proposed policy, system and/or infrastructure supports; recommendations for ongoing learning and growth; and activities for others aligned with the same strategies in the respective topic area.

- Community Ownership
- Environmental Justice
- Community Development & Real Estate
- Healthy Communities

### II. COMMUNITY CATALYST

**STRATEGIC INVESTMENTS & TECHNICAL ASSISTANCE**

Estimated 65% to 75% of Learning Community Funding

A. COMMUNICATIONS: Communications within and between communities, community partners and COO as a whole

- Workshops/Training/Skill Building
- Video Production
- On-Call Assistance: Photography

B. COMMUNITY DRIVEN and OWNED DATA

- Communities Count
  - Data and storytelling
  - Training, Technical Assistance
  - Evaluation support

C. COMMUNITY OWNERSHIP, CAPITAL INVESTMENT and TECHNICAL ASSISTANCE

- Access to Capital - Commercial affordability
- Small Business Support – Financial and technical assistance to small businesses
  - Improvements to tenant space
  - Lease negotiation
  - Ensure economic benefits accrue to underserved communities