# AGENDA

**GOVERNANCE GROUP**  
September 20, 2019  2:00 – 3:30* pm  
Chinook Building, Room 115  
401 5th Avenue, Seattle, WA  
Call-in:  206-263-8114   #6923351

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:00</td>
<td>Welcome &amp; Introductions</td>
<td>Michael Brown, Marguerite Ro</td>
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<tr>
<td>2:05</td>
<td>Consent Agenda</td>
<td>Michael</td>
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<tr>
<td>2:10</td>
<td>Learning Community: Capacity Building Priorities &amp; Needs</td>
<td>Sarah Tran, Wayfind</td>
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<td>Discussion/Direction</td>
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<td>3:00</td>
<td>Decision: Place-Based and Cultural Community Funding Process</td>
<td>Blishda Lacet</td>
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<td>Slide Deck...Powerpoint</td>
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<td>3:20</td>
<td>Briefing: COO Headline Indicators</td>
<td>Roxana Chen, Marguerite Ro</td>
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<td></td>
<td>Briefing</td>
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<tr>
<td>3:30</td>
<td>Adjourn</td>
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*A planning / executive session with Governance Group Members will immediately follow the Governance Group meeting from 3:30 to 4:00 pm

**Next Meeting: October 18th**

**Governance Group Members**

Lydia Assefa-Dawson  
Michael Brown  
Deanna Dawson  
Andrea Estes  
Ubax Gardheere  

Rod Dembowski  
Matelita Jackson  
Paola Maranan  
Gordon McHenry, Jr.  
Jenn Ramirez Robson  
Yordanos Teferi  

Marguerite Ro  
Sili Savusa  
Nathan Smith  
Tony To  
AJ McClure
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
We Belong Here
We welcomed Frank Nam, who manages the *We Belong Here* project, convening multi-sector representatives to enhance belonging and civic muscle in order to co-create solutions that tackle the root causes of inequity. *We Belong Here*, part of Seattle Foundation’s *Civic Commons* initiative, works to strengthen the region by strengthening relationships. "Our hypothesis is that we have taken belonging for granted," Frank says. "We've stopped doing the things that created and nurtured a sense of connection."

You can read more here: [The Value of Belonging](#)

**Systems and Policy Change RFP**
Dionne reviewed a set of proposed changes for the next cycle for systems and policy change award. A working group that included Ubax, Paola, and Marty have provided direction for the RFP that will be released in early August. Proposed changes are in response to feedback from partners through the policy agenda cohort and from grantee reports.

Changes include:
- Increasing the funding cycle to two years, with potential to extend awards for an additional year, pending availability of funding.
- Removing funding tracks and allowing all applicants to apply for the same amount of funding. (Awardees previously applied for different tracks - ‘capacity building’ or ‘implementation grant.’)
- Allowing place-based partnerships or organizations to apply for funding.
- Using Policy cohort priorities to focus investments.
- Adding a diversity and relationship screen to help organizations demonstrate they are led by the communities they serve.

The Governance Group asked about support of smaller grassroots organizations, the potential for funding fewer grantees, and ensuring there were clear limitations to direct services. They were pleased with the RFP's focus on funding organizations that have are clearly invested and trusted partners within community, not merely transactional partners.

**Action:** A motion to approve the proposed approach and changes for the Systems and Policy RFP was moved by Ubax Gardheere, seconded by Lydia Assefa-Dawson. The motion was unanimously approved.
In April 2020, contracts with the six Place Based and Cultural Community partnership in Kent, Seattle Central Area, Snoqualmie Valley, and through the Transgender Economic Empowerment Coalition, Comunidad Latina de Vashon, and Seattle Urban Native Nonprofits will expire. Staff provided a briefing on proposed process to extend contracts with existing partnerships, with additional funds through December 31, 2021. Blishda provided information on how COO could determine contract extension awards. She envisions that we would use a process similar to Systems and Policy 2019 gap funding. The proposed criteria for funding is:

- Grantee is in good standing
  - Partnership lead/grantee meets regularly with project lead
  - Partnership has been meeting regularly
  - Completes all required reporting
  - Currently meeting all milestones
  - Will be able to meet current deliverables outlined in the scope of work

- The proposed project **uses an equity lens, focuses on policy, system and environment changes** and **builds** on what the partnership is currently working on. *Projects focusing on direct service will not be funded.*

- The proposed project is **feasible and can be completed during the extension period and with amount funded**. Partnership has described how will complete the work and how will document progress.

- The proposed work will impact **at least three of the following COO Result Areas** (community connections [must be included], economic opportunity, health, housing)

- The proposed project is **led by the impacted community (ies)**, has an engaged partnership working to implement, and a clear process for evaluating the work and strengthening the partnership.

There have been some challenges with the first year of funding around; developing trust and strengthening partnerships, aligning the work the partners, overcoming obstacles with limited resources.

Some successes have been creating surveys/assessment tools to conduct data collection and analysis, and an increased focus on policy, systems, and/or environmental change strategies.

COO has a clear responsibility to ensure the success of these partnerships. A suggestion was to conduct non-punitive performance reviews with a timeframe to work on the challenges. Members of the Governance Group volunteered to be mentors as well.

The plan is support the partnerships in being successful and COO staff are providing resources to strengthen partnerships. For example, COO has provided resources for partnerships to work together with a facilitator/consultant. The Governance Group was very interested in continued solutions to help groups firmly establish partnerships. Andrea also mentioned that the Emerging Issues funding along with other Learning Community activities will be used to continue to support the partnerships.

In September, GG members will be asked to vote on the process and funding allocation to make contract extensions for place-based and cultural community partnerships.

Regular Session ends 4:06
Governance Group Agenda Items

The agenda for the Governance Group meeting includes the following three topics:

1. **Discussion of the Learning Community Capacity Building**
   Sarah Tran of Wayfind, Lead Consultant for co-designing and implementing a capacity building framework for COO, has completed the initial stage of her work. The presentation/discussion on Friday will highlight how she's engaging COO stakeholders in identifying opportunities to build capacity through technical skills and knowledge building, organizational development/operational stability, and strong partnership. The ways in which COO prioritizes our support of these levels of capacity building will be the subject of our discussion on Friday.

   A reminder on background: the Learning Community framework adopted by the Governance Group includes two investment components: Community Building and Community Catalysts. Within the Community Building investment strategy, COO selected consultants to help set up systems and support for Capacity Building through Events/Convenings, Learning Circles, and a Capacity Building framework. (Update on activities was included in the August Governance Group staff report and in this month’s update on pp 3.2-3.3).

2. **Decision on Place-Based and Cultural Community Funding for 2020-2021**
   We are seeking the Governance Group’s approval to extend contracts with the six Place Based and Cultural Community partnership in Kent, Seattle Central Area, Snoqualmie Valley, and through the Transgender Economic Empowerment Coalition, Comunidad Latina de Vashon, and Seattle Urban Native Nonprofits, based on a process and criteria proposed by staff. Current contracts with these partnerships will expire in April 2020.

   Blishda Lacet will provided information on how we propose to determine contract extension awards. Please refer to the July Governance Group Meeting Notes, page 2 for a summary/recap from Blishda's presentation at our last meeting for background information. During our meeting, she'll walk through the Slide deck included in the packet, pp 4.1-4.9)

3. **Headline Indicators Briefing**
   COO returned to the King County Health, Housing, and Human Services (HHHS) Committee on August 20th to provide a summary of the 2018 outcomes report on COO's original place-based sites and specifically how COO has made progress toward meeting the goal set in the BSK Implementation Plan for a 10% improvement in headline indicators, over a 10 year period. COO’s outcomes report indicates a trend in improvement across all three sites for poverty, employment/economic opportunity, housing cost burden, and physical activity indicators.

   On Friday we will review the information that we shared with Council on encouraging headline indicator trends we are observing in the original place-based sites (included in your packet, pp 5.1-5.2).
PROGRAM UPDATES
Additional staff updates on COO’s Place-based partnerships, Learning Community, Economic Development/Economic Opportunity, and Evaluation are described below.

Place-based Community and Cultural Community Partnerships

2018 Outcomes Report approved by Council
The HHHS Committee forwarded the motion to King County Council. The Council approved the 2018 outcomes report on COO’s original place-based sites of Rainier Valley, White Center, and SeaTac/Tukwila, in compliance with King County Biennial Budget Ordinance 18835, Section 95, Proviso P1, as part of their Consent Agenda on August 21st. In preparation for the HHHS meeting, we met with Council Member Gossett. During the meeting, we received a request to meet with Council Member Lambert.

Highlight: Snoqualmie Valley Partnership – A Supportive Community for all (SCFA)
On August 21, 2019, Sheila Capestany (DCHS BSK Lead) and Blishda Lacet met with King County Council Member Lambert to brief her on the COO work taking place in District 3. We highlighted several of the Snoqualmie Valley Partnership – A Supportive Community for All (SCFA) projects with CM Lambert, including an equity and inclusion training, the creation of the workgroup that included youth, seniors, families using services and other community based organizations. SCFA is focused on strengthening community connections by building an inclusive coalition of service providers and key community stakeholders around a shared vision of coordinating human services to better meet the basic needs of community members. The geographic area where SCFA’s work is taking place is the Snoqualmie Valley (North Bend, Snoqualmie, Fall City, Carnation, Duvall, and all associated unincorporated areas included in the River View and Snoqualmie School Districts). The partnership currently includes the following organizations: Snoqualmie Valley Community Network (SVCN), Mt. Si Senior Center (MSSC), Snoqualmie Valley Food Bank (SVFB), Encompass, and Hopelink.

One August 12, the partnership hosted a summit with over 150 attendees, including CM Lambert, where Berk Consulting presented their findings from a needs & assets assessment that reached 530 respondents. Some of the issues that were noted by CM Lambert in the report included suicide prevention, coordinating food bank efforts, and identifying affordable healthy senior housing.

Andrea Akita and Blishda will meet with her on September 19th to continue this conversation and provide an overview of other COO activities across King County.

Learning Community

Learning Circles
Community Real Estate Stewardship (CREST) Learning Circle will hold its third session on September 21st, covering the project development process, and is open to participants, additional staff members from the organizations represented in the Learning Circle, and COO staff supporting the Learning Circle.
The Equitable Development NOW! Learning Circle received over 30 applications. A cohort of 14 participants were selected, bringing together a diverse representation of geography, interest, sector and cultural background of leaders engaged in Economic Development work and accountable to the Black community in King County.

Emerging Needs and Learning Fund
In July, partners were notified of COO’s Emerging Partnership Needs and Sponsorship/Registration funds. Nearly $56,000 has been requested from three of the Place Based and Cultural Community partnerships, two of the Systems and Policy partnerships and four individual organizations. The requests include co-sponsorship of convenings to share COO work to the broader community, attendance at state and national conferences and communications needs, including: supporting The Awakening, an ancestral healing conference, symposiums and workshops created to focus on Black families, cultural patterns, and holistic approaches to mental health; “Being Brave Together” training/retreat for the Transgender Economic Empowerment Coalition members; and attendance at the CA Renters Assembly, an opportunity to learn from organizers involved in nationwide strategy through Homes for All California and Right to the City to build a base for housing justice.

Food Justice Work Group
COO partners working on Food Justice have asked to meet with partners working on similar work. Staff will bring together COO partners across place-based/cultural community partnerships and systems and policy cohorts in a workgroup facilitated by a COO consultant in early/mid-October. The scope of the consultant will include building relationships with other King County Food Justice programs and initiatives, including the Local Food Initiative, to ensure that COO can align with other stakeholder groups, link partners to relevant resources and does not duplicate work already happening in King County.

Workforce Development / Economic Opportunity
Diversity in Construction Trades Event
On the evening of Wednesday August 14, Communities of Opportunity (COO) and King County Priority Hire partnered with WorkSource, ANEW, Partner in Employment (PIE), and the Construction Center of Excellence to host the Diversity in Construction Trades Event at the City of SeaTac Community Center. The event increased awareness of and access to commercial construction trades apprenticeships for more local women, people of color, and youth, especially those from diverse and historically underrepresented communities. Of the 126 people who attended the event to hear about in-demand, living-wage construction apprenticeship opportunities, 72% were people of color, 35% were women, 40% live in COO place-based communities, and 66% live in Priority Hire zip codes.

Attendees heard directly from construction trades apprentices, employers, and apprenticeship programs about apprenticeships and working in construction trades. An employer panel featured representatives from King County Priority Hire, Hoffman Construction, MidMountain Contractors, and Granite Construction. An apprentice & journeyworker diversity panel featured women and men of color working as cement masons, carpenters, and operating engineers who shared stories about their paths to apprenticeship and successful construction trades careers. The panelists spoke about the challenges and rewards of the work. Some spoke openly about their previous life challenges and jobs, and how
their decision to enter into construction trades through pre-apprenticeship and apprenticeship provided them the second chance opportunity to work hard, be challenged, create things, and earn livable wages & benefits to care for themselves and their families.

Evaluation
Technical Assistance
The Communities Count led two evaluation workshops for COO partners in August on evaluation planning and process evaluation. These workshops are part of the Learning Community catalyst resources approved by Governance Group in 2018. Communities Count is planning to hold at least one workshop per quarter to build and share knowledge on data/evaluation topics identified by the COO Evaluation Advisory Group and partner organizations. Communities Count is also available to provide tailored technical assistance to COO grantees. As the Place-Based & Cultural Community Partnerships enter an implementation phase, workshops for Developing Logic Models may be offered in the coming months to help these partners in grounding their priorities for implementation activities.

Reporting Tools
Original Place-based Partnerships are submitting their evaluation plan narratives and the performance measures that relate to their specific partnership activities. Roxana Chen is reviewing submitted plans and will provide feedback to partners on their plans and next steps.

Staff is reviewing and revising mid- and annual reporting templates; the templates will be finalized in September and made available in an on-line format for grantees. Staff (King County and Seattle Foundation) are working on logistics, using Survey Monkey as the on-line platform for these reporting tools. We will provide training/TA to grantees on using the online platform in October or November. All of the place-based and cultural community partners will be expected to report on progress for January through December 2019, due early January 2020.

REQUESTS FOR PROPOSALS
Systems and Policy Change RFP closes on September 16th
The new funding opportunity is two-year, will prioritize efforts aligned with community policy priorities, and allows organizations to apply for $100,000 while coalitions may apply for up to $200,000. As of last week there were at least 76 entries in the on-line submission portal. While many of these appear to be tests and not final applications yet, we anticipate a large number of proposals to be submitted.

Commercial Affordability Pilot RFP closes on September 26th
The Commercial Affordability Pilot seeks to identify and develop models, tools and services that increase community ownership as part of an anti-displacement and equitable development strategy and slow the displacement of businesses within the Communities of Opportunities region. The RFP document is posted on the King County Solicitations website.
Agenda

- Recap from July meeting
- Criteria and proposal for extending contract/funding
- Proposed timeline
- Questions/Discussion
Action Needed: Decision

Governance Group is asked to approve staff recommendation to extend the contracts for the six place-based and cultural community partnership based on the process and criteria proposed by staff:

- Set the amount of funding available for each partnership. Total funding proposed is $3,250,000.
- Extend contract term for 20 months, through December 31, 2021.
- Approve process and criteria for extension of funding.
Contract Renewal Process

- COO awarded six place-based and cultural community partnerships (PBCC) a total of $3.1 Million. All six place-based and cultural community partnership contracts end on April 30, 2020.

- PBCC partners have spent the first year developing/strengthening their partnerships and conducting asset & needs assessments, as well as conducting leadership training for their focus communities.

- Using information from assessments, partnerships are determining priorities and needs for implementation.

- Partnerships will be asked to submit an application that includes a logic model, work plan, and evaluation plan.

- Applications will focus on policy, systems and/or environmental change strategies (no direct service).
Criteria for continued funding

- The proposed project will impact **at least three of the following COO Result Areas** (community connections*, economic opportunity, health, housing)

- The proposed project **uses an equity lens, focuses on policy, system and environment changes** and **builds** on what the partnership is currently working on. *Projects focusing on direct service will not be funded.*

- The proposed project is **feasible and can be completed during the extension period and with amount funded.** Partnership has described how will complete the work and how will document progress.

- The proposed project is **led by the impacted community (ies),** has an **engaged partnership** working to implement strategies, and a clear **process for evaluating** the work and **strengthening the partnership.**

*must be included
Criteria for continued funding

A current grantee’s contract will be extended if the grantee is able to meet all of the following criteria.

- COO grantee is in good standing
  - Partnership lead/grantee meets regularly with project lead
  - Partnership has been meeting regularly
  - Completes all required reporting
  - Currently meeting or on course to meeting all milestones
  - Will be able to meet current deliverables outlined in the scope of work
Funding Recommendation

**Extension period:** May 1, 2020 to December 31, 2021

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Current funding amount (May 2018 – April 2020)</th>
<th>Proposed amount available (May 1, 2020 to Dec 31, 2021)</th>
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<tbody>
<tr>
<td>A Supportive Community for All</td>
<td>$540,000</td>
<td>$600,000</td>
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<tr>
<td>Comunidad Latinx de Vashon</td>
<td>$450,000</td>
<td>$300,000</td>
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<tr>
<td>Kent Community Development Collaborative</td>
<td>$550,000</td>
<td>$550,000</td>
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<tr>
<td>Replanting Roots, Rebuilding Community</td>
<td>$500,000</td>
<td>$600,000</td>
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<tr>
<td>Seattle Urban Native Nonprofits</td>
<td>$550,000</td>
<td>$600,000</td>
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<tr>
<td>Transgender Economic Empowerment Coalition</td>
<td>$550,000</td>
<td>$600,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$3,140,000</strong></td>
<td><strong>$3,250,000</strong></td>
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Proposed Timeline

- **July 2019**: Present criteria and recommendation for extending contract
- **Sept 2019**: Present final proposal to GG for decision
- **Oct 2019**: Send application to PBCC grantees/info session/TA
- **Nov-Dec 2019**: Application due November 31, 2029
- **Jan 2020**: Review application and provide feedback
- **March 2020**: Update GG on Final Contract Awards
- **May 1, 2020**: Contract starts May 1, 2020
Questions?
Headline Indicator Summary

We’ve seen improvements across all three sites in:

- **Housing cost burden**: decrease in percentage of households paying more than 30% of income on housing.
- **Poverty**: decrease in percentage of households at or below poverty.
- **Employment/Economic opportunity**: increase in percentage of youth and young adults employed or in school.
- **Physical activity**: increase in percentage of adults who exercised in the past month.

In White Center and SeaTac/Tukwila, we’ve also seen improvements in **youth with an adult they can talk with**.

For additional information on headline indicators, see Table 2 Indicators of Health & Well-Being, Original Sites, p. 24, 2018 Outcomes Report on Original Place-Based Sites.

**Notes for interpreting outcome data**

- Given limited sample size in three communities, data should be interpreted cautiously. Qualitative data is necessary to provide further interpretation.
- Data compares percent change between two time periods: 2010-2014 and 2013-2017. COO funding for the three sites began in 2014.
- Sources of data include: Healthy Youth Survey, American Community Survey, and Behavioral Risk Surveillance Survey.
- As we get further from the census, data may be less reliable given changes in demographics within communities.
## PERCENT CHANGE OVER TIME (2014 to 2017)

<table>
<thead>
<tr>
<th>Category</th>
<th>King County</th>
<th>Rainier Valley</th>
<th>SeaTac/Tukwila</th>
<th>White Center</th>
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<tbody>
<tr>
<td><strong>Housing cost burden</strong></td>
<td></td>
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<tr>
<td>Households paying more than 30%</td>
<td>↓ 11.3%</td>
<td>↓ 10.9%</td>
<td>↓ 5.4%</td>
<td>↓ 14.1%</td>
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<tr>
<td>of income on housing.</td>
<td></td>
<td></td>
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<tr>
<td>Households paying more than 50%</td>
<td>↑ 0.7%</td>
<td>↑ 2.7%</td>
<td>↓ 0.6%</td>
<td>↓ 5.6%</td>
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<tr>
<td>of income on housing.</td>
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<tr>
<td><strong>Economic Opportunity</strong></td>
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<tr>
<td>Households at or below poverty*</td>
<td>↓ 8.6%</td>
<td>↓ 7.9%</td>
<td>↓ 11.1%</td>
<td>↓ 16.1%</td>
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<tr>
<td><strong>Community Connection</strong></td>
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<tr>
<td>Youth with an adult they can</td>
<td>↑ 0.7%</td>
<td>↓ 1.1%</td>
<td>↑ 5.8%</td>
<td>↑ 21.5%</td>
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<tr>
<td>talk to</td>
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<tr>
<td><strong>Health</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Physical activity: Adults who</td>
<td>↑ 1.1%</td>
<td>↑ 9.2%</td>
<td>↑ 7.3%</td>
<td>↑ 5.4%</td>
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<tr>
<td>exercised in past month</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life expectancy</td>
<td>↓ 0.1%</td>
<td>↑ 1.4%</td>
<td>↓ 1.1%</td>
<td>↓ 0.1%</td>
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**Color Coding Key:**

- Greater than 1% improvement
- Flat: 0 to 1% change
- Less than 1% improvement