



## AGENDA

**GOVERNANCE GROUP**  
**December 20, 2019 2:00 – 4:00 pm**  
*Seattle Foundation,*  
*1601 5<sup>th</sup> Avenue, 19<sup>th</sup> Floor Seattle, WA*  
*Call-in: 206-263-8114 #6923351*

<u>Time</u>	<u>Agenda Item</u>	<u>Facilitator</u>
2:00	Welcome & Introductions	<i>Michael Brown, Marguerite Ro</i>
2:05	Consent Agenda	<i>Michael</i>
2:10	<b>Invitation and Announcements</b>	<i>All</i>
2:15	<b>Decision:</b> Systems & Policy Change Grants	<i>Dionne Foster</i>
2:40	<b>Update:</b> Learning Community: Capacity Building Activities	<i>Kalayaan Domingo and Sarah Tran</i>
3:20	<b>Inspiration &amp; Innovation</b> Sharing news from partners	<i>All</i>
3:50	Adjourn	

### **Governance Group Retreat: January 23-24, 2020**

#### ***Governance Group Members***

*Carolyn Busch*  
*Lydia Assefa-Dawson*  
*Michael Brown*  
*Deanna Dawson*  
*Ubox Gardheere*

*Kacey Guin*  
*Matelita Jackson*  
*Paola Maranan*  
*Jenn Ramirez Robson*  
*Yordanos Teferi*

*Marguerite Ro*  
*Sili Savusa*  
*Tony To*  
*AJ McClure*

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# COMMUNITIES OF OPPORTUNITY GOVERNANCE FOUNDING

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## 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

## 2 - Communities of Opportunity - Governance Group Meeting Notes

Friday, November 15<sup>th</sup>, 2019 2:00 pm - 4:00 pm

Location: Chinook, Room 115

**Members Present:** Michael Brown, Jenn Ramirez-Robson, Marguerite Ro, Ubax Gardheere, Tony To, Yordanos Teferi, Kacey Guin, AJ McClure, Sili Savusa

**COO Staff:** Andréa Akita, Amanda Kay, Aaron Robertson, Roxana Chen, José Camacho Martinez, Cristina González, Kim Tippens

**Other Attendees:** Kris Hermanns (Seattle Foundation), Haregu Kidane (RV Partnership)

**Consent Agenda:** Governance Group (GG) approved the consent agenda that included meeting minutes from October 19<sup>th</sup>, 2019.

**Announcements:** Kasey Guin will be taking the place of Andrea Estes as one of the two Seattle Foundation Governance Group seats. Carolyn Busch will be taking the King County Council seat vacated by Alison Mendiola. Andréa introduced the language of "Invitation" rather than "Public Comment" to create a more inclusive time for all to share, and the Governance Group agreed.

### Commercial Affordability RFP - Recommendation and Decision

Last month we reviewed the goals for the Commercial Affordability Pilot, the RFP process, and role of the Governance Group in the process. José walked the Governance Group through recommendations from the Review Committee. The Governance Group was asked to make a decision on awarding of this contract.

The partnership groups proposals were focused on the Seattle proper area, but one of the conditions of the award, was that we want to see what types of programs can be applied in the South King County area as well. The Governance Group asked questions about the partnership team moved forward for selection, and the review team provided background that speaks to the strengths and support that each member provides to the pilot of the team.

**Motion:** Award \$1,500,000 to the National Development Council to create a Commercial Affordability Pilot Program for a two-year contract term, effective January 1, 2020 through December 31, 2021. Green cards were used to signify unanimous approval by the Governance Group. Tony To, Yordanos Teferi, Sili Savusa recused themselves from the vote.

### Systems & Policy RFP

Aaron briefly reviewed the goals for the Systems & Policy Request for Proposal (RFP), the RFP process, and role of the Governance Group in the process. In December we will seek a decision from the Governance Group to make funding awards.

### **Neighborhood Change and Displacement - Continued**

Our discussion focused on interpreting the data/information presentations that we received during the October meeting. We explored questions that can further shape quantitative and qualitative data that we gather to describe impacts and support communities & decision makers in developing solutions and directing resources.

A good measure of gentrification and displacement by any organization, government agency or private team does not currently exist. In 2018, COO funded Futurewise to create a tool that begin to measure these things, but questions still exist about whether this tool is useful or accurate. APDE has also been working on a Social Distance tool that says how similar the people moving in and out of a neighborhood are. The idea is that there might by many tools to be able to get to the root of what is causing displacement and where people are going.

Governance Group expressed their gratitude in being able to use any tool to be able to prove the narratives of what is happening on the ground in communities. They raised some additional questions about what data is captured, and for what purpose, and what are we trying to understand:

- Are we trying to allocate more resources, maintain culture and reunite families?
- How do we capture the full picture using investigative tools to determine what data needs to be captured, and what is the way just to tell the story?
- How do we capture the story of where people are going and how they are being resourced?
- Policies that are put in place that punish people being displaced when they come back into the city to work, visit family, churches, community, etc. How are we looking at displacement - Is it housing? Is it commercial?
- How can the native community be guiding this work? Where are their voices in this conversation? Can we get data in a different way, starting with Duwamish? A different story, a story that lifts everyone else by starting with them? Community based participatory guidance on this work?

There are 4-5 potential things that we need to center - social cultural, small business, residential displacement. These questions were left mostly unanswered, with a deeper discussion being a topic for the Governance Group retreat in January.

### **Retreat Planning**

We would like to hold a Governance Group retreat in January 2020. We have been doing this work together for the past 5 years, and we are looking forward to the next 5 years. We are going to be ramping up how we are telling our COO story, and we have engaged Alessandra Zielinski to help us discover the other groups around the country that are engaging in community led work. What can we learn from these other groups, and how is COO cutting edge and unique.

Meeting adjourned at 4:00 pm

### 3 - Staff Report

#### December 2019 Governance Group Meeting

#### Governance Group Agenda Items

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

**(1) Systems & Policy RFP**

Dionne Foster will present recommendations for 2020-2021 Systems and Policy grant funding. In November, Aaron provided an overview of the Systems & Policy Request for Proposal (RFP), the RFP process, and role of the Governance Group in the process.

**(2) Capacity Building 2020 Activities**

Kalayaan Domingo and consultant Sarah Tran will review the Capacity Building framework and provide an overview of the types of activities proposed for the new year.

**(3) Inspiration and Innovation**

Governance Group are invited to share work from their partnerships or collaborative work locally/regionally/nationally to inspire our work in COO networks.

#### **PROGRAM HIGHLIGHT: SUNN Policy Profile Report**

The Seattle Urban Native Nonprofit collaborative, a 14 member partnership funded through COO's Place-based and Cultural Community strategy working with the Urban Native community in King County recently released a Policy Profile Report. The report outlines the strengths of the American Indian and Alaska Native community in King County as well as challenges they are facing. The report also looks at the collective areas of influence among tribal, community, and government partners and offers recommendations on building influencer relationships to advance the Collaborative's policy and systems work.

One of the areas that the report has prioritized is Health. The report stated that Urban Indians are disproportionately impacted by chronic disease, infectious disease and unintentional injury. Racial inequities was identified as a major cause of these inequities and other conditions this group is facing such as homelessness, gender-based violence and environmental health. For example, even though American Indian and Alaska Native people make up 1% of King county's general population, they make up 10% of people living with homelessness. In addition to priority areas, the report identified five (5) strategy areas the SUNN collaborative will focus on in 2020: 1) create a cohesive and unified policy agenda and platform; 2) create and sustain a visible presence; 3) strengthen and enhance the inherent skills of SUNN Collaborative; 4) develop a dedicated, motivated, and empowered base of community advocates; and 5) foster long-term sustainability and a collective vision.

## UPDATES

### Place Based and Cultural Community (PBCC) Extension Applications

On November 20, 2019, the six (6) Place-based and Cultural Community Partnerships (Kent, Snoqualmie Valley, Seattle Central Area, Seattle Urban Native Nonprofits, Transgender Economic Empowerment Coalition, and Vashon Island Latinx community) submitted applications requesting funds for contract extension. This extension will allow PBCC grantees to build on their current work. All extension applications will focus on at least three of the four COO Result Areas (community connections, economic opportunity, health & housing). Current contracts ends of April 30, 2020 and this extension is for an additional 20 months (December 31, 2021). COO PBCC Strategy lead staff lead is reviewing the applications and providing feedback based on the criteria (below) approved by Governance Group on September 20<sup>th</sup>, 2019. In addition to submitting the application narrative, grantees submitted draft copies of a 20-month budget, logic model, workplan and evaluation plan. Final copies of the application are due on January 15, 2020. Governance Group will receive a briefing/update on contract extension requests in February.

PBCC Contract Extension Criteria
The proposed project uses an equity lens, focuses on policy, system and environment changes and builds on what the grantee is currently working on. Project does not focus on direct service but on changing environments, polices, and/or systems.
The proposed project is feasible and can be completed during the extension period and with the amount funded. Grantee 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*, economic opportunity, health, housing)
The budget is complete and aligns with the proposed activities. The costs are reasonable and justified.
A logic model that outlines how the proposed activities will lead to the identified outcomes (short-intermediate-long-term) is included
The application describes how the work will be evaluated.
The application describes the role of the partnership and its members in the planning, implementation, and evaluation of the proposed project.
The application describes how will continue to strengthen the partnership.
The proposed project's milestones/activities describe how impacted community is engaged in the planning and implementation.

## INIATIVE EVALUATION

The online reporting template for mid- and end-of-year grantee reporting has been set up on Survey Monkey Apply, and is currently undergoing testing before we share it with grantees. We will provide TA to original place-based partnership organization on using the template for their 2019 reporting, and then PBCCs for their mid-year reporting next spring.

The COO evaluation plan and activities are being set for 2020-2021. We will provide an update to GG on evaluation plans when these are finalized.

Dr. Tim Thomas, a post doc at UC Berkeley, previously at UW's Department of Sociology, joined the Evaluation Advisory Group at their December 5<sup>th</sup> meeting to speak on his work studying disproportionate evictions of black residents, and the connections between evictions and policies, such as redlining and segregation. Dr. Thomas' research [is available here](#).



# COMMUNITIES OF OPPORTUNITY



RECOMENDATIONS  
COO Systems and Policy RFP  
December 20, 2019



# Proposed 2020-2021 Grantees

*16 grantees*

*(Green Indicates 2019 grantees)*

FEEST	200,000
Ingersoll	200,000
Chief Seattle Club	360,000
Sky Way Solutions	400,000
Open Doors	200,000
UTOPIA	190,000
Crescent Collaborative	400,000
Got Green	200,000
Seattle Indian Health Board	200,000
New Economy Project	400,000
Surge	200,000
Casa Latina	200,000
Wa Na Wari	200,000
Para Los Ninos	200,000
Collective Justice Project	200,000
Church Council of Greater Seattle	200,000
<b>Total</b>	<b>\$3.95M</b>

# Funding Adjustments

Organization	Reduction	Rationale
Chief Seattle Club	\$20,000/year reduction	Budget included \$20,000 annually for conference travel. While we understand the significance of learning from leaders nationally, we decided to divert these funds to other proposed projects to build capacity.
Casa Latina	\$100,000/year reduction	Application was for partnership project with Hand in Hand. Declining funding Hand in Hand portion of project. Fully funding Casa Latina portion.

## Site Visit - Declined Organizations

*(Green Indicates 2019  
grantees)*

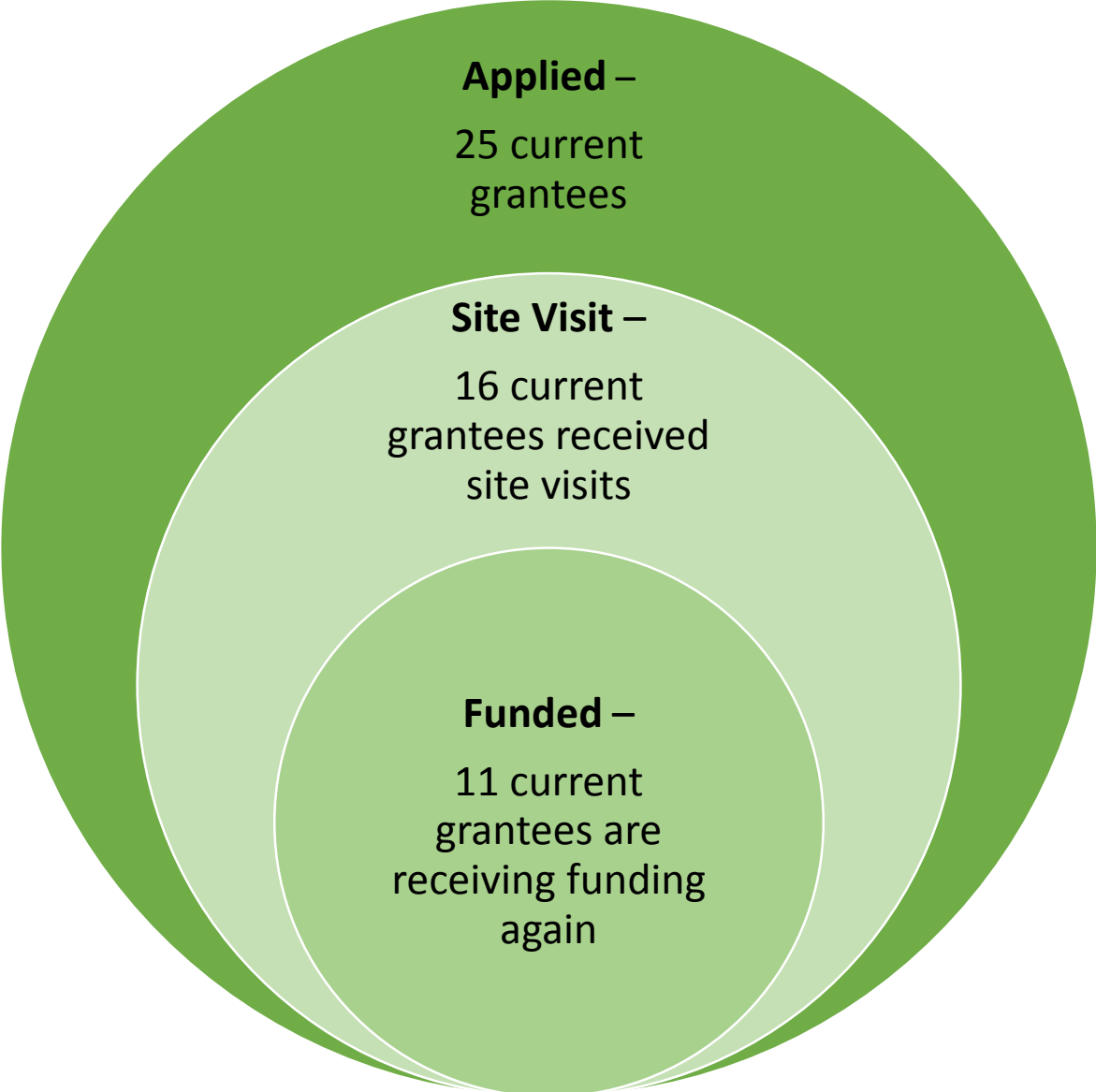
Organization	Requested Amount
Sage/MCC/RBAC	200,000
Muslim Community Neighborhood Association	185,000
Villa Comunitaria	181,350
Central Area Collaborative	200,000
Communities in Action	100,000
Solid Ground /Poverty Action Network	100,000
FWYAT	100,000
One America	100,000
Nurturing Roots	100,000
Na'ah Illahee Fund	100,000
ACRS	100,000
Tenants Union	100,000
Seattle Chinatown International Preservation District	100,000
Progress Pushers	200,000
Not This Time	100,000
Iraqi Community Center	100,000
Civil Survival	100,000

## Applied – Declined Site Visits

*(Green Indicates 2019  
grantees)*

Education Reform New	Community Health Board Coalition
Washington Bus	WA Indian Civil Rights
Equity in Education coalition	Somali Family Taskforce
northwest health law advocates	Common Acre
urban league of metropolitan Seattle	Filipino Community in Seattle
freedom project	the Arc
Ecodistricts	LGBTQ Allyship
Youth Development executives of king county	Homestead
Anew	Gender Justice League
Bloodworks northwest	Yes Foundation White Center
Cierra Sisters	Africatown
Food Lifeline	Building Changes
Orquestra Northwest	Glover empower mentoring
Community cafe collaborative	African Women Business alliance
Mii Gil Hope	Empower
Elmi Foundation	Byrd Barr Place
All in for Washington	Workforce Foundation
Alphabet Alliance of Color	Interim CDA
Choose 180	Maternal Coalition
LELO	Friends of Little Saigon

# Grantee Change



- Previous Grantees – Did Not Apply**
- South King County Discipline Coalition
- Washington Dreamers Coalition

## Systems and Policy Change 2020-2021 PROPOSED Grant Awards



Organization	Partners	Project Description	Proposed 2020 Award	Proposed 2021 Award	Results Areas			
					Community Connections	Health	Housing	Economic Opportunity
Casa Latina		To improve economic conditions for domestic workers in Seattle, King County and Washington State by changing the policies that affect their working conditions. To expand the impact of the Domestic Workers Ordinance, Casa Latina will work with the Standards Board, Office of Labor Standards, and broader Seattle community. This project is focused on implementing and completing the work Casa Latina led to win a Domestic Worker Bill of Rights in Washington. It will allow Casa Latina to staff the Domestic Worker Bill of Rights Oversight Board and to create an internal group inside Casa Latina that will inform the work of the Oversight Board.	\$ 100,000	\$ 100,000	*			*
Chief Seattle Club	United Indians of All Tribes Foundation, Labateyah Youth Home, Seattle Indian Health Board, Urban Indian Health Institute, Native American Women's Dialog on Infant Mortality, Mother Nation, Seattle Indian Services Commission, Seattle Public Schools, Huchoosedah Indian Education, Cowlitz Tribe, Lummi Nation, City of Seattle, All Home, United Way of King County, Downtown Emergency Services Center, Seattle Housing Authority, Washington Low Income Housing Alliance, Seattle Children's, Transit Riders Union, and Seattle/King County Coalition on Homelessness, and community members from a	The Coalition will advocate to include an AI/AN representative on the new regional homelessness entity's 11-person board. The new entity will govern Coordinated Entry, and will advocate for changes to the VI-SPDAT, the tool King County uses to prioritize access to housing for homeless folks. The Coalition will advocate to ensure the City's new Community Preference policy includes AI/ANs as displaced people. There are several AI/AN affordable housing projects in the pipeline and we need this expanded definition to ensure we can prioritize AI/ANs into indigenous-designed housing projects.	\$ 180,000	\$ 180,000	*		*	
Church Council of Greater Seattle		This project will mobilize local faith leaders to connect & mobilize their communities for housing justice in cities and across King County. In the next 2 years, we will organize to pass our community led Tenant Protection Platform in 3 municipalities. Which cities we prioritize will be selected based on a power analysis process led by the Local Leadership Circles in early 2020. This work builds on the successful passage of the Tenant Protection Platform in Burien in 2019.	\$ 100,000	\$ 100,000	*		*	
Collective Justice Project (formerly Community Justice Project)		To strengthen the systems and policy work of the Community Justice Project to build a survivor-led movement in King County to transform the criminal legal system and promote policies that support the people most impacted by violence. We will: Work collectively with Budget for Justice to combat local spending on court-based programming, police and probation We will continue to urge the City to reexamine the manner in which it allocates money and redirect resources in sustainable, community-based solutions. Address long term sentencing with a Seattle-based and State-wide coalition and Engage in Roger Goodman's Criminal Sentencing Taskforce in Olympia. This project will also ensure that the most impacted groups are not just used to testify in front of the legislature but are fundamentally part of the decision process from the very beginning and are front and center in envisioning what the new system for post-conviction sentence review can and should look like.	\$ 100,000	\$ 100,000	*	*	*	*
Crescent Collaborative (formerly Yesler Community Collaborative)	Seattle Chinatown-International District Preservation and Development Authority, Capitol Hill Housing, Byrd Barr Place, Africatown, Friends of Little Saigon	Pursue a multi-pronged, community-driven anti-displacement strategy that unites and elevates our communities' voices around shared issues in: affordable housing; economic opportunity (small business); healthful, safe communities; and community capacity to engage in equitable community development. Extend our push for equity in policies and systems that govern how communities function, who gets to live or work in them, and how they can be made safe, healthy and welcoming. This requires that we also call out the elements of the uneven playing field on which our partners work, as we strive to address them. The coalition intends to focus on pushing systems beyond unit count as the primary goal to leverage housing production toward a broader vision of healthy communities, with community ownership and capacity, serving these neighborhoods' historic populations.	\$ 200,000	\$ 200,000	*		*	*

Public funds awarded within this strategy are not awarded to undertake a prohibited activity.

## Systems and Policy Change 2020-2021 PROPOSED Grant Awards



Organization	Partners	Project Description	Proposed 2020 Award	Proposed 2021 Award	Results Areas			
					Community Connections	Health	Housing	Economic Opportunity
FEEST		FEEST leaders are poised to make significant impact in both Highline and Seattle School Districts in the next two years. FEEST will continue to build youth power through culturally relevant youth organizing, and will focus on addressing inequitable access to school lunches by pushing for adoption of a Community Eligibility Provision in at least one school. We are also beginning work to build organizational partnerships to a) support the development of a coalition of stakeholders holistically addressing youth health and b) widen our sphere of influence to impact higher-level school food targets, including budget-makers.	\$ 100,000	\$ 100,000	*	*		
New Economy Project	Front and Centered, People's Economy Lab, Washington Budget and Policy Center, and Poverty Action Network.	The New Economy Washington Project is a phase one partnership between Front and Centered, People's Economy Lab, Washington Budget and Policy Center, and Poverty Action Network. Funding from the Seattle Foundation's Communities of Opportunity would be used to help support New Economy Washington's two most immediate and near-horizon efforts: Convening the Backbone and Building the New as the cornerstone of a larger, long-term policy and systems change initiative. 1) Creating an experimentation fund, as a flexible funding source that could accelerate projects aligned with the New Economy Washington vision, principles, and conditions.	\$ 200,000	\$ 200,000	*	*	*	*
Got Green		Got Green's proposal to build community power for Seattle's Green New Deal, which outlines a vision of decarbonization by 2030, addresses historic injustices, creates thousands of unionized green jobs, and invests in climate resilient communities, relates to all four of the COO areas. One policy Got Green will focus on is the Healthy Homes & Buildings Ordinance - Got Green is guiding this policy to effectively ending all natural gas hook-ups in commercial and residential properties, while mitigating the impact, ensuring that the cost burden does not fall disproportionately on workers and communities in this transition. Prior to focusing on this Ordinance Got Green will focus on building deep relationships with the labor community, as one of the key stakeholders to this important climate justice policy.	\$ 100,000	\$ 100,000	*	*	*	*
Ingersoll		Ingersoll will develop and implement a legislative strategy for Apple Health improvements with the Coalition for Inclusive Healthcare; educate our provider consult group, and build more partnerships with community health clinics. As a by-and-for organization, our advocacy work is grounded in community-building so that we may understand what administrative barriers our community members face so that we may better address them.	\$ 100,000	\$ 100,000	*	*	*	*
Open Doors for Multicultural Families		In 2020, Open Doors will build knowledge about advocacy and civic engagement strategies and put these into practice in meetings with schools and in communication with Legislators. Open Doors will work with the Language Access Workgroup to recommend policies for the 2021 Legislative Session. Work with our growing network of Legislators to submit a new Language Access bill with broad co-sponsorship among legislators in key committees. Open Doors will engage in intensive Landscape Analysis to determine who will champion Language Access legislation and where the money can come from.	\$ 100,000	\$ 100,000		*		
Para Los Ninos		Our community had little understanding of and no voice within the educational system that was responsible for supporting our children and readying them for success in school and beyond. Our solution is to educate Latinx families in their entirety so that together we may support students' academic success from birth on. The Parent Leadership Team, made up of long-term PLN parent leaders, will survey Latinx parents and children across South King County to learn what issues impact their children and families' success and safety most. Parent leaders will develop and conduct the survey at school functions, during PLN programs, and in the community broadly. Ongoing PLN programs reach hundreds of families a year, and they will serve as ongoing base-building and outreach opportunities to bring in and develop new leaders. Campaign directions will be chosen by parent leaders based on the survey results and the issues they care about most deeply as leaders. In the second year of this project, the Parent Leadership Team will focus on implementing the policy change they identify in the first year.	\$ 100,000	\$ 100,000	*			

Public funds awarded within this strategy are not awarded to undertake a prohibited activity.

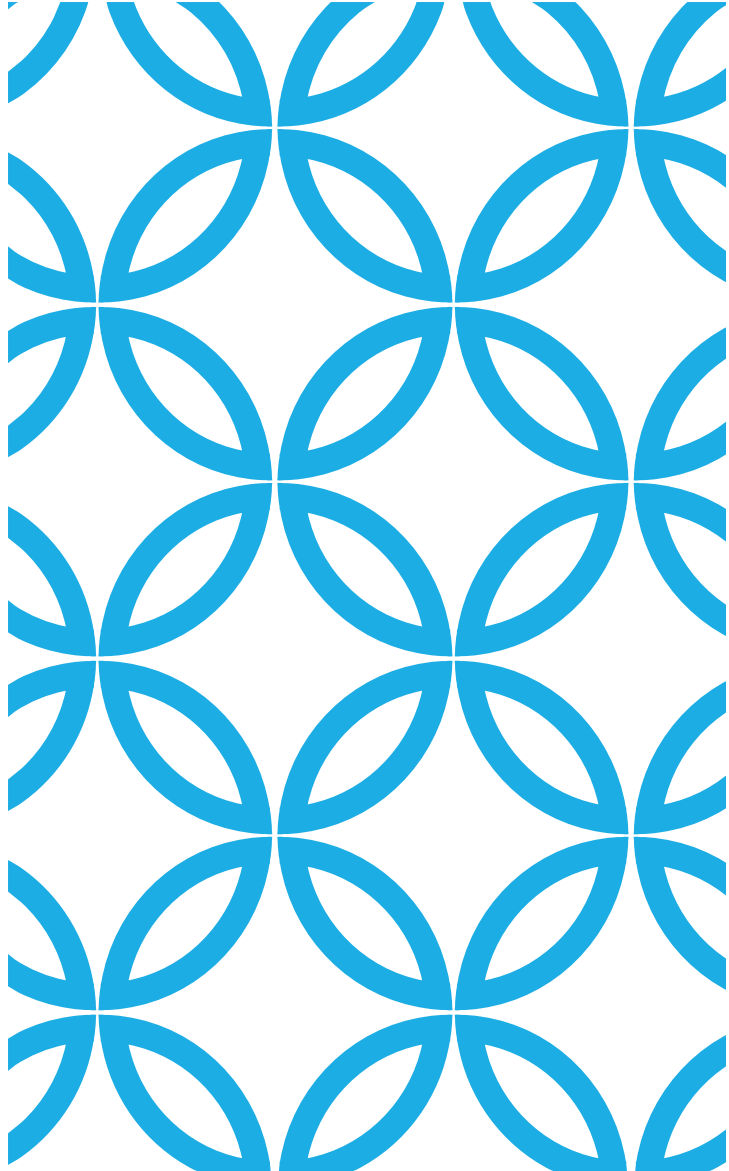
## Systems and Policy Change 2020-2021 PROPOSED Grant Awards



Organization	Partners	Project Description	Proposed 2020 Award	Proposed 2021 Award	Results Areas			
					Community Connections	Health	Housing	Economic Opportunity
Seattle Indian Health Board		SIHB will focus on addressing to priorities: (1)gender-based violence and the missing and murdered indigenous women crisis, and (2)creating tribally driven behavioral health systems with culturally attuned and sustainable programming. We will engage our expanding network of tribal, community, and government partners to build community connections that sustain our framework for local and state health advocacy efforts. We aim to address the chronic underfunding of trust and treaty obligations by the federal government and enforce the federal trust when federal dollars are divested from the state to the local level.	\$ 100,000	\$ 100,000	*	*		
Skyway-Westhill Coalition	Skyway Solutions, West Hill Community Association (WHCA), the Renton Innovation Zone (RIZ) Partnership, African Community Housing & Development (ACHD), Renton Area Youth and Family Services (RAYS), Renton School District (RSD), Urban Family, and Somali Parent Education Board (SPEB)	Skyway-West Hill Coalition intends to work to change historic lack of investment and attention to the needs of the community by increasing engagement of our community's residents in identifying and advocating for desired changes in housing and economic development policies and funding that have a direct impact on their lives and futures. We will do this by helping residents understand policy and funding context, providing advocacy training, establishing social media and in-person communications that increase resident voice, and supporting our community in "being at the table" to shape our collective future.	\$ 200,000	\$ 200,000			*	*
Surge Reproductive Justice		The focus of our proposed scope of work is to establish a policy table comprising individuals and organizations that represent women of color and queer and trans people of color who will work together to establish policies that meaningfully and effectively address reproductive health injustices. In the first year, the primary focus will be on establishing a policy table, developing rules, norms and practices for tthe group as well as determining what components of reproductive health are the priority to focus on. Year two will focus on forwarding the work the coalition identifies in year 1. We will also be addressing Black maternal health and maternal health disparities for people of color through our 10-week Ella Baker Summer Leadership program. This program works with youth (17-20 years old)who are Black and Brown self-identified femmes. It teaches leadership development through curriculum that focuses on reproductive justice, Black feminism, anti-racist organizing, and queer and trans liberation. Participants will put into practice learned skills through a Black maternal health campaign that will incorporate base building through canvassing and research collection using a community survey	\$ 100,000	\$ 100,000	*	*		
UTOPIA		UTOPIA will create a support the development of a leadership cohort to lead queer and trans Pacific Islander action and organizing work. Campaigns will be chosen by UTOPIA leaders and will work for the health, safety, wellbeing, empowerment, and economic stability of QTPI, for the sake of liberation for all queer and trans people of color.	\$ 95,000	\$ 95,000		*	*	*
Wa Na Wari		We are requesting funds to support our anti-displacement organizing work with Black Homeowners in the Central District. Our goal is to change land use policy and permitting processes on the city level to allow for a wider range of community use of properties zoned single family residential. Related to this we are addressing property tax policy on the county level, and working to increase funding opportunities for Black homeowners interested in developing all or parts of their homes a community and cultural spaces as a response to the housing affordability crisis impacting families, artists and small organizations alike.	\$ 100,000	\$ 100,000	*		*	*

**Total Award Request \$ 1,975,000 \$ 1,975,000**

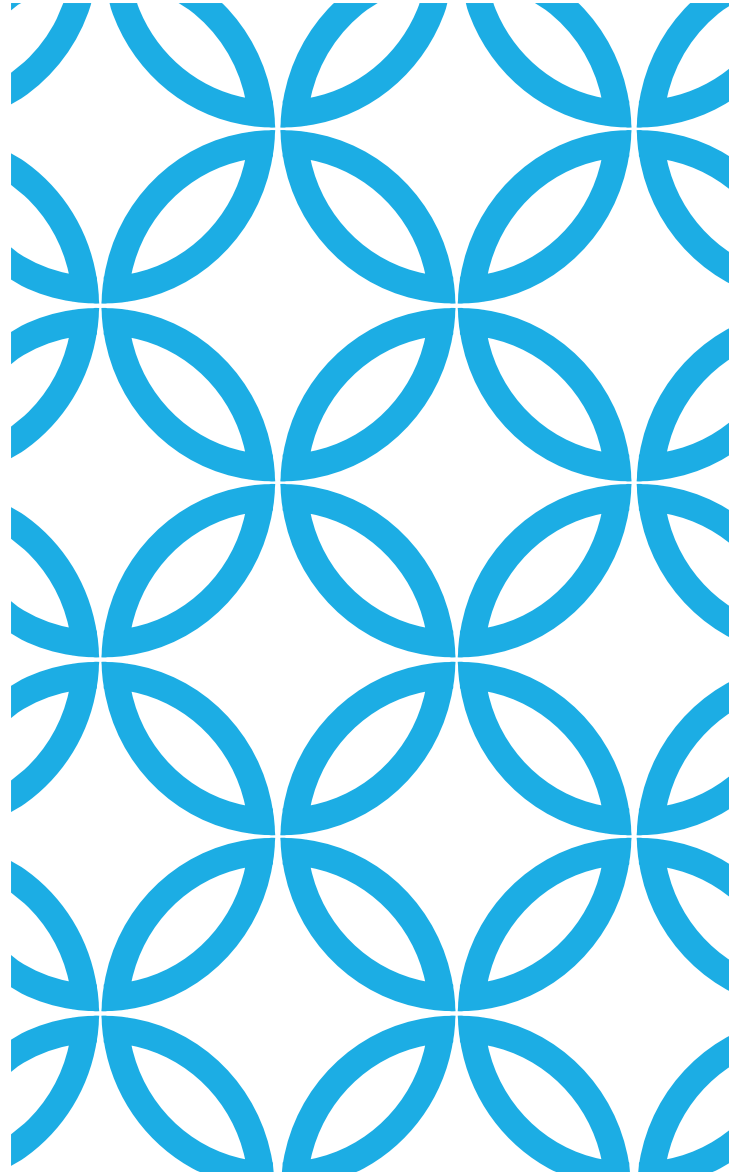




**COMMUNITIES OF OPPORTUNITY**  
**LEARNING COMMUNITY**

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**BUILDING THE CAPACITY TO PUT  
EQUITY IN ACTION**



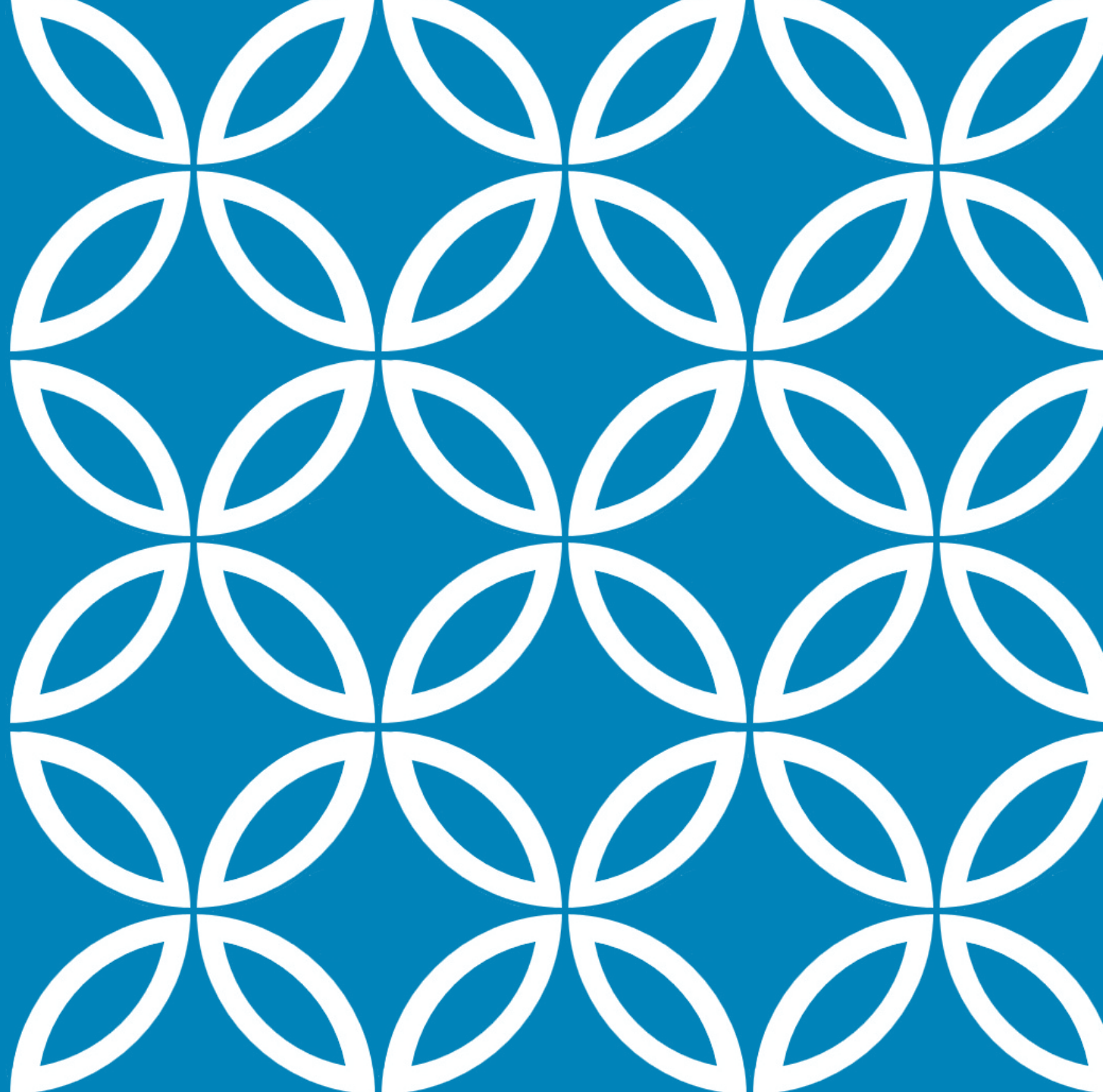
“OUR PARTNERS ARE EXPERTS IN THEIR FIELDS...THAT’S NOT THE BIG CAPACITY GAP. THE GAP IS IN HOW WE COME TOGETHER...”

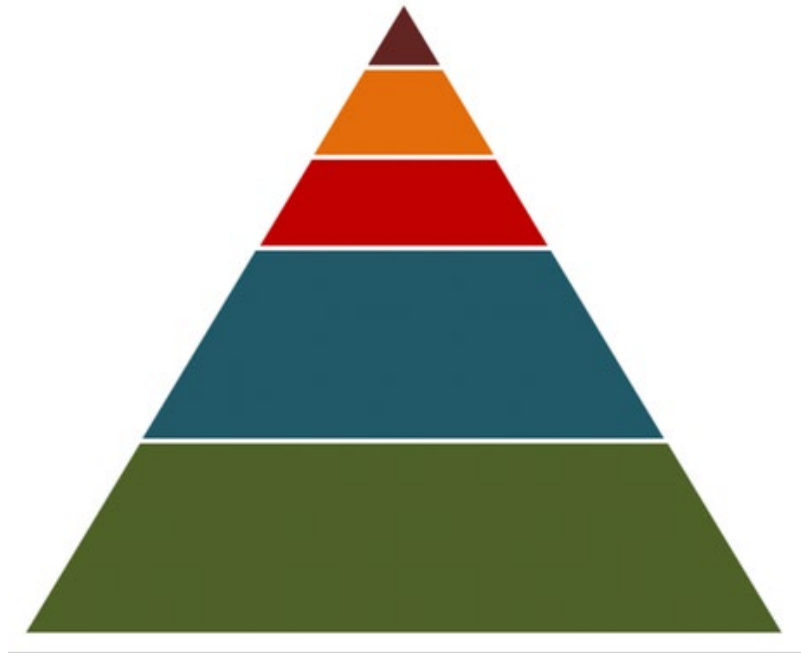
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THE GAP IS WHETHER EACH OF US WILL HAVE THE CAPACITY TO CONTINUE THIS WORK TOGETHER”

# THEORY OF CHANGE

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SELF ACTUALIZATION

ESTEEM

BELONGING

SAFETY

PHYSIOLOGICAL

# ABRAHAM MASLOW'S HIERARCHY OF NEEDS

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.

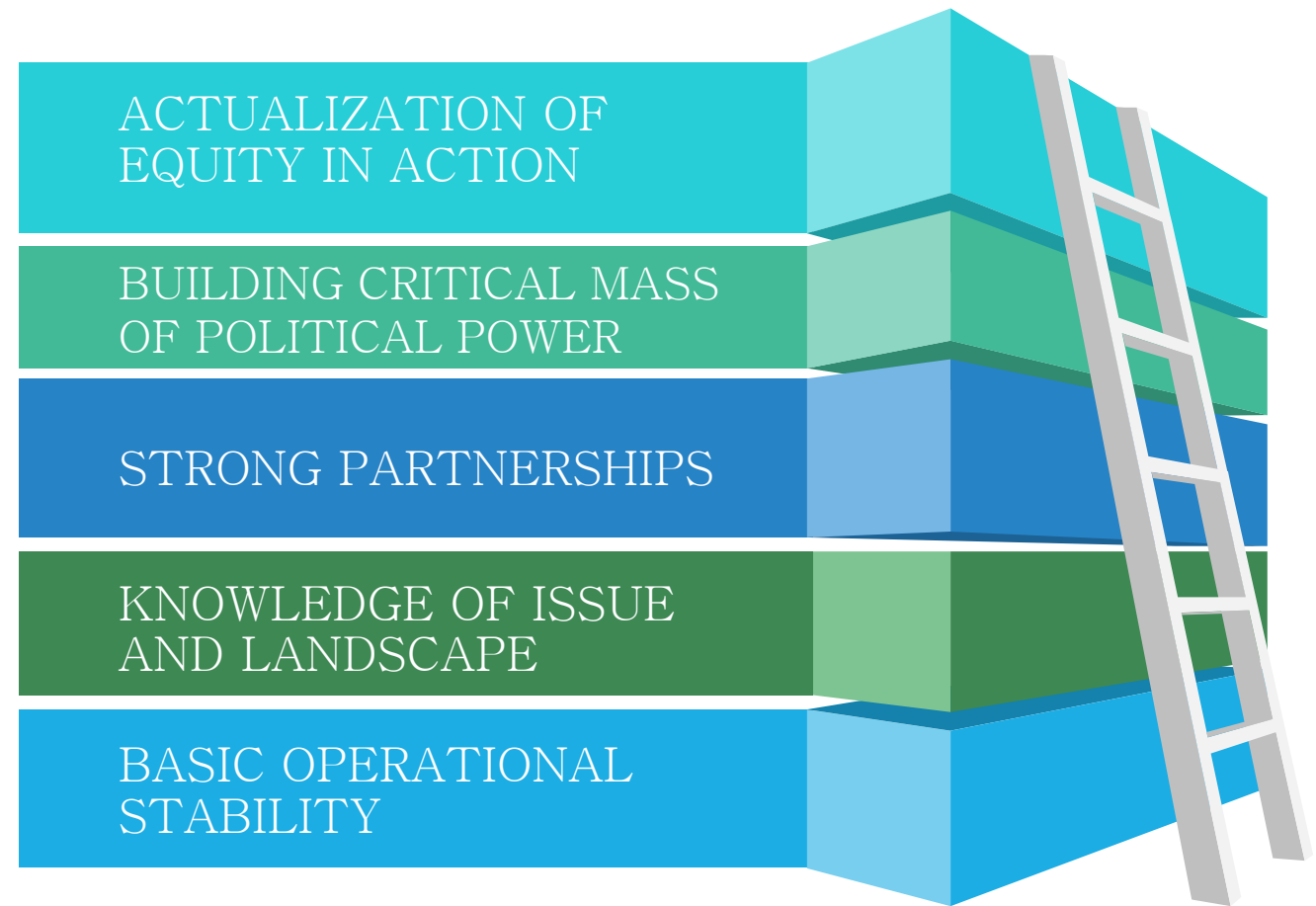
WHAT DOES CAPACITY BUILDING MEAN  
FOR COMMUNITIES OF OPPORTUNITY

# 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



# CONTENTS

CORE ASSUMPTIONS

IMPLEMENTATION PLAN

CONSIDERATIONS

PROVIDER SELECTION

NEXT STEPS



OUR BUDGET PROPOSAL REFLECTS THE  
PRIORITIES OF THE COO PARTNERS



OUR APPROACH IS HOLISTIC AND  
INTERSECTIONAL - CLASSIFICATION BY LEVELS &  
ENTITIES SERVED IS SOMEWHAT ARBITRARY AS  
EVERYTHING INTERSECTS AND INDIVIDUALS ARE  
A PART OF ORGANIZATIONS, THAT ARE A PART  
OF PARTNERSHIPS, THAT MAKE A MOVEMENT



WE ARE AIMING TO BUILD ORGANIZATIONS,  
PARTNERSHIPS, AND COLLECTIVE LEARNING THAT  
WILL LAST LONG AFTER THE COO INITIATIVE IS  
COMPLETE

# CORE ASSUMPTIONS



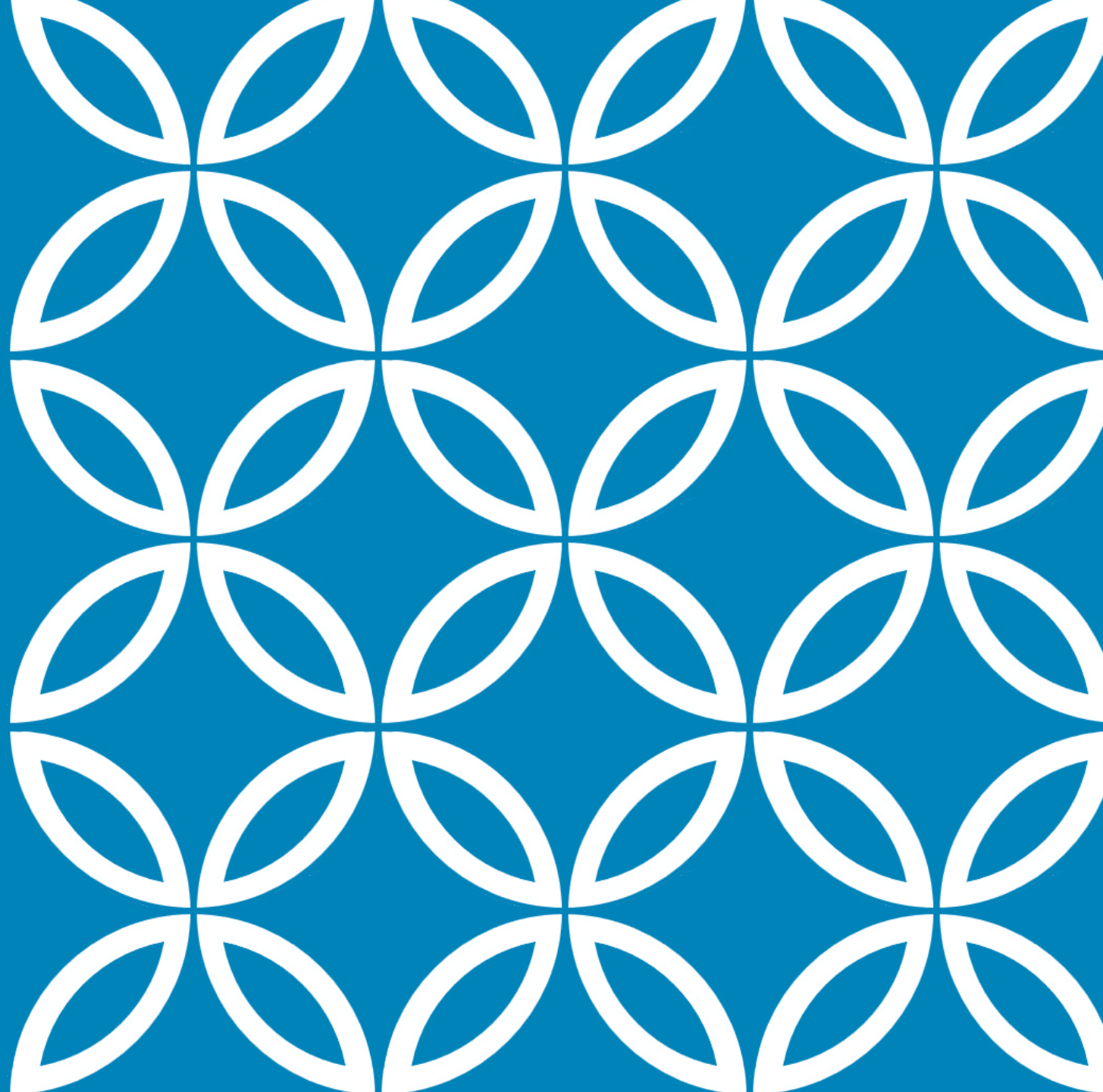
# HIGHEST PRIORITY NEEDS

IN ORDER OF  
PREVALENCE

TOPICS
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

# IMPLEMENTATION PLAN

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Level	Percentage of Total Cost	% Funded only	% Aligned Inclusive	# served	Implementation Vehicle
Building Critical Mass of Power	21.00%	50.00%	50.00%	120 individuals + Summit/Convenings	Multigroup Trainings (5 workshops plus body/mind movement technology and Intergenerational learning circle); Summit/Convenings
Strong Partnerships	22.00%	60.00%	40.00%	340 individuals for 6 workshops + 8 partnerships + unlimited reach for legal toolkit	Tools (Legal Toolkit); Multigroup Training (Series on racial oppression and 2 workshops on approaches to activism, conflict resolution, and coalition-building); Partnership Mini grants
Knowledge of Issue & Landscape	15.00%	80.00%	20.00%	12 Organizations for coaching; 160 individuals for trainings (150) and research action visits (10)	Issue-specific coaching; Research Action Visits; MultiGroup Training (national)
Operational Stability	42.00%	75.00%	25.00%	32 organizations for coaching or TA; additional 50 orgs for trainings; unlimited for short videos+vault of tools	Cohort for 8; Coaching for 24 (inclusive of grantwriting and accounting foundation support); POC Org Dev Videos; Vault of Tools/Templates
<b>Activity Budget Total</b>	<b>\$600,000</b>				

Level	% of Total Cost	# served	Implementation Vehicle	Funded Only v. Aligned Inclusive	Additional Notes
Building Critical Mass of Power	19.00 %	unknown	Summit	Aligned Inclusive	Still exploring possible formats - whether it will be a collaboration with another partner or a solo event. Approximately \$50K reserved
		100 Individuals	5 MultiGroup Trainings on skills for successful policy advocacy, community organizing, and systems change	Combined approach	Either full-day trainings or half-day trainings offered 2x/year. Topics include: Building shared policy agendas, Policy advocacy communication strategy, Power mapping, Community Organizing
		40 Individuals	1) Movement Building Somatics; 2) Intergenerational Organizing Learning Circle	Funded only	Ongoing communities of practice that will meet at least 3-4 times/year

Level	% of Total Cost	# served	Implementation Vehicle	Funded Only v. Aligned Inclusive	Additional Notes
Strong Partnerships	22.00%	Unlimited	Legal Toolkit on Partnership Agreements	Aligned Inclusive	An online resource available to the public
		150 individuals	2 large MultiGroup Trainings on approaches to activism, conflict resolution, and coalition-building	Aligned Inclusive	Large full-day trainings by leading national experts on movement-building in communities most impacted
		140 Individuals	Series of 4 MultiGroup Trainings on the history of communities of color in the US	Aligned Inclusive	Series of half day trainings - each focused on a different racial group (Native American, African American, API, and Latinx)
		8 P/C	Partnership Mini Grants - Facilitation and Mediation	Funded only	8 mini-grants of \$10K available for partnership support to help resolve conflict, improve relationships, and increase impact.

Level	% of Total Cost	# served	Implementation Vehicle	Funded Only v. Aligned Inclusive	Additional Notes
Knowledge of Issue & Landscape	17.00 %	150 Individuals	3 large MultiGroup Trainings from national subject matter experts on COO Result Areas	Aligned Inclusive	Large full-day trainings on housing equity, economic equity, and health equity from leading national experts
		Up to 10 O/P/C	Research Action Visits: Delegates visit innovative work happening nationally and bring learning back to COO	Funded only	5 pairs of delegates can apply to visit 5 different organizations doing innovative work in the COO result areas nationally. Delegates will bring learning back to share with COO community. Each delegate will receive \$3000 to cover costs of the research action visit. Pairs can be made up of 2 individuals from the same O/P/C or different O/P/C.
		12 O/P/C	Issue-Specific Coaching on Housing, Community Development & Health Equity	Funded only	12 O/P/C will receive 20 hours of coaching over 6 month periods to increase fluency and skills in one of the COO result areas they choose.

Level	%of Total Cost	# served	Implementation Vehicle	Funded Only v. Aligned Inclusive	Additional Notes
Operational Stability (Organizations, Partnerships, Coalitions)	42.00%	unlimited	1)Set of short videos on core elements of operational stability for social justice organizations; 2)vault of tools/templates	Aligned Inclusive	Culturally-responsive videos will cover some of the most important topics related to operational stability implemented through an equity lens such as board development, HR, fundraising
		20 O/P/C	5 MultiGroup Trainings on core elements of operational stability (this is connected to the cohort model)	Aligned Inclusive	Workshop topics are informed by cohort members but often address common needs such as finance, program evaluation, grassroots fundraising, board development. In addition to cohort attendance, there will be room for 4 additional O/P/C at each training
		24 O/P/C	1)Coaching; 2)Technical Assistance for Grantwriting; 3)Technical Assistance for Finance	Aligned Inclusive	24 O/P/C total will receive 20 hours of coaching over 6 month periods on either a self-identified capacity building need, grantwriting, or finance. Grantwriting technical assistance will focus on developing grant strategy and foundational language and skills to describe organization's work. Finance technical assistance will focus on building or improving existing accounting systems.
		8 O	Cohort for 8 Emerging Organizations (+ see MultiGroup Trainings above)	Funded only	Year-long cohort for 8 high opportunity orgs needing infrastructure supports across many areas.

# CONSIDERATIONS

The Capacity Building work takes place in context of other activities.

The activities are place holders and can shift depending on the interest and emerging needs of stakeholders.

Racial Equity and Community Expertise are centered in planning and implementation.



# REFLECTION QUESTIONS

## Learning Community Capacity Building Implementation Plan - December 2019

Time period January 2020-March 2021

Level	Percentage of Total Cost	# served	Implementation Vehicle	Funded Only v. Aligned Inclusive	Additional Notes	Expenses Covered	Expenses Not Covered (likely source: Admin budget)
<b>Building Critical Mass of Power</b>	19.00%	unknown	Summit	Aligned Inclusive	Still exploring possible formats - whether it will be a collaboration with another partner or a solo event. Approximately \$50K reserved	Programming	Venue, Food, Supplies, other logistical costs
		100 Individuals	5 MultiGroup Trainings on skills for successful policy advocacy, community organizing, and systems change	Combined approach	Either full-day trainings or half-day trainings offered 2x/year. Topics include: Building shared policy agendas, Policy advocacy communication strategy, Power mapping, Community Organizing	CB Providers	Venue, Food if full day trainings
		40 Individuals	1) Movement Building Somatics; 2) Intergenerational Organizing Learning Circle	Funded only	Ongoing communities of practice that will meet at least 3-4 times/year	CB Providers, Venue, Supplies, Food	
<b>Strong Partnerships</b>	22.00%	Unlimited	Legal Toolkit on Partnership Agreements	Aligned Inclusive	An online resource available to the public	Curriculum development	
		150 individuals	2 large MultiGroup Trainings on approaches to activism, conflict resolution, and coalition-building	Aligned Inclusive	Large full-day trainings by leading national experts on movement-building in communities most impacted	CB Providers	Venue, Food, Supplies, other logistical costs
		140 Individuals	Series of 4 MultiGroup Trainings on the history of communities of color in the US	Aligned Inclusive	Series of half day trainings - each focused on a different racial group (Native American, African American, API, and Latinx)	CB Providers	Venue, Food
		8 P/C	Partnership Mini Grants - Facilitation and Mediation	Funded only	8 mini-grants of \$10K available for partnership support to help resolve conflict, improve relationships, and increase impact.	Funds should be used for facilitator/mediator + other relevant costs. COO can help identify CB provider or O/P/C can self-identify.	
<b>Knowledge of Issue &amp; Landscape</b>	17.00%	150 Individuals	3 large MultiGroup Trainings from national subject matter experts on COO Result Areas	Aligned Inclusive	Large full-day trainings on housing equity, economic equity, and health equity from leading national experts	CB providers	Venue, Food, Supplies, other logistical costs
		Up to 10 O/P/C	Research Action Visits: Delegates visit innovative work happening nationally and bring learning back to COO	Funded only	5 pairs of delegates can apply to visit 5 different organizations doing innovative work in the COO result areas nationally. Delegates will bring learning back to share with COO community. Each delegate will receive \$3000 to cover costs of the research action visit. Pairs can be made up of 2 individuals from the same O/P/C or different O/P/C.	Any visit-related costs such as travel, lodging, food, fees	
		12 O/P/C	Issue-Specific Coaching on Housing, Community Development & Health Equity	Funded only	12 O/P/C will receive 20 hours of coaching over 6 month periods to increase fluency and skills in one of the COO result areas they choose.	CB Providers	

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<b>Operational Stability (Organizations, Partnerships, Coalitions)</b>	42.00%	unlimited	1)Set of short videos on core elements of operational stability for social justice organizations; 2)vault of tools/templates	Aligned Inclusive	Culturally-responsive videos will cover some of the most important topics related to operational stability implemented through an equity lens such as board development, HR, fundraising	Curriculum development, videography, stipends to partners who appear in videos	
		20 O/P/C	5 MultiGroup Trainings on core elements of operational stability (this is connected to the cohort model)	Aligned Inclusive	Workshop topics are informed by cohort members but often address common needs such as finance, program evaluation, grassroots fundraising, board development. In addition to cohort attendance, there will be room for 4 additional O/P/C at each training	CB Providers, Venue, Supplies, Food	
		24 O/P/C	1)Coaching; 2)Technical Assistance for Grantwriting; 3)Technical Assistance for Finance	Aligned Inclusive	24 O/P/C total will receive 20 hours of coaching over 6 month periods on either a self-identified capacity building need, grantwriting, or finance. Grantwriting technical assistance will focus on developing grant strategy and foundational language and skills to describe organization's work. Finance technical assistance will focus on building or improving existing accounting systems.	CB provider	
		8 O	Cohort for 8 Emerging Organizations (+ see MultiGroup Trainings above)	Funded only	Year-long cohort for 8 high opportunity orgs needing infrastructure supports across many areas.	Coaches, Trainers, Learning Community, Stipends, Venue, Food, Supplies	
<b>Total Activity Budget</b>	<b>\$600,000</b>						