Ten Canoe Rules

EVERY STROKE WE TAKE IS ONE LESS WE HAVE TO MAKE
THERE IS TO BE NO ABUSE OF SELF OR OTHERS
BE FLEXIBLE
THE GIFT OF EACH ENRICHES ALL
WE ALL PULL AND SUPPORT EACH OTHER
A HUNGRY PERSON HAS NO CHARITY
EXPERIENCES ARE NOT ENHANCED BY CRITICISM
THE JOURNEY IS WHAT WE ENJOY
A GOOD TEACHER ALLOWS THE STUDENT TO LEARN
WHEN GIVEN ANY CHOICE AT ALL, BE A WORKER BEE—MAKE HONEY!

Ten Canoe Rules

The very first introduction of the “10 Rules of the Tribal Journey,” was developed as part of a presentation by the Qyuileute people for the Northwest Experiential Education Conference at University of Puget Sound, [Tacoma, WA] in 1990.
Agenda

- Welcome
- What Questions are you holding?
- Roles of the COO leadership structure
- Break
- Governance group responsibilities revisited
- Revisiting the RFP process
- Next Steps
Thank you to Martha for providing Spanish language interpretation!

For anyone speaking – please be aware of pacing *(speak slowly, pause)*.

To EVERYONE listening in English, please select the Globe symbol “Interpretation” and then “Listen in: English”. To listen to the Spanish interpretation, select “Spanish”.

To view Closed Captions, click on “CC / Live Transcript”
What Questions are you holding?
Communities of Opportunity’s mission is to create greater health, social, economic, and racial equity in King County so that all people thrive and prosper, regardless of race or place.

COO is a unique community-public-private partnership that believes every community can be a healthy, thriving community—and that equity and racial justice are both necessary and achievable.
COO’s Three Strategy Areas

Racial equity and partnership are both central to each of COO’s three reinforcing strategies/investment areas:

- **Community Partnerships** that drive change locally.

- **Systems and Policy Changes** that create and sustain equity at all levels.

- A **Learning Community** that leverages the power of collective knowledge to accelerate change.
Governing Group (GG)

• Approves Requests for Proposals (RFP) funding recommendations
• Monitors progress of the initiative
• Recommends the allocation of the COO portion of the BSK levy proceeds
• Recommends GG appointment recommendations to the Executive
Staff

- Daily operations (including operational decisions)
- Holds primary relationships with community partners
- Develops strategies and supports community partners with implementation
- Generates recommendations related to strategies and programs for GG and sponsors
Sponsors

- Manages partnership w/each other and between funders
- Champions COO within their organizations
- Along with the COO Director, holds the relationship with the Governance Group
- Oversees the COO Director
COO Governance Group Roles

- Vision holders
- Strategic thought partners
- Navigators through community, government, and philanthropy
- Collaborators
- Ambassadors & stewards
- Opportunity builders
- Participants in committees/workgroups
COO Responsibilities

COO Governing Group
- Deliberate on, and approve, RFP funding recommendations
- Monitor progress, inform the evaluation, and review evaluation findings

COO/BSK Advisory Committee (Ordinance 18442)
- Review and make recommendations regarding the use of the COO portion of the BSK levy proceeds to the executive and county council
- Make appointment recommendations to the executive based upon membership criteria in the ordinance
COO RFP Timeline

**Responsibility:**
- Formalize RFP goals and criteria including grant outcomes, funding amounts and number, etc., in alignment with GG Funding Authorization, KC contracting requirements, and COO strategy area specifics.
- Guide development and approve the requests for proposals.
- Oversee recommendation process of grants for Governance Group consideration.

**Responsibilities:**
- Anti-Bias Training
- Individual Recommendations
- Group Recommendations
- Site Visits (if recommended)
- Final Award Recommendations to Governance Group

**Activities:**
- Information Sessions
- Staff outreach – COO & BSK social media, news, and peer to peer.
- Technical Assistance provided
- Governance Group outreach to potential applicants

**Happening now**

- May 2021:
  - Funding Authorization (Governance Group)

- August 17:
  - RFP Development Workgroup
  - RFP Release

- October 6:
  - RFP Deadline
  - Application Review & Recommendations
  - Review Panel people:
    - COO (KC/SeaFd) Staff & colleagues
    - Community members
    - Invite County Council & Governance Group representation

- November (CP) / February 2023 (SPC):
  - Governance Group Decision
  - Notifications
  - Post Award

- December (CP) / February 2023 (SPC):
  - Best Starts for Kids leadership
  - DCHS & Public Health Directors
  - King County Council
  - Awardees/Declinations Announcements
  - Public Award Announcements

**May 2021**
- RFP Development Workgroup
- RFP Release

**August 17**
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For details, see Implementation Plan.

**RFP Deadline**
- Activities:
  - Information Sessions
  - Staff outreach – COO & BSK social media, news, and peer to peer.
  - Technical Assistance provided
  - Governance Group outreach to potential applicants

**Application Review & Recommendations**
- Review Panel people:
  - COO (KC/SeaFd) Staff & colleagues
  - Community members
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**Notifications**
- Best Starts for Kids leadership
- DCHS & Public Health Directors
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**Post Award**
- Contracting
- Contract/Workplan Implementation
- Cohort Onboarding & Peer Support
- Capacity Building

**For details:** see Implementation Plan
What structures or support will you need to be the best Governance Group member you can be?
WHAT’S COMING UP
For Governance Group Onboarding, Decision-Making, and Guidance

1. COMMUNITY PARTNERSHIPS + SYSTEMS & POLICY CHANGE RFPS
2. COO DIRECTOR HIRE
The COO Director is responsible for holding the vision and values of COO, providing strategic guidance, and overseeing the implementation of the Communities of Opportunity Initiative consistent with Best Starts for Kids Implementation Plan, 2022-2027.

The COO Director is lead spokesperson for COO and liaison to partners that include:
- the COO Best Starts for Kids (BSK) Advisory Board (commonly known as the COO Governance Group),
- COO's two sponsors - King County & Seattle Foundation, community partners, and Best Starts for Kids (BSK) leadership.

The Director leads a diverse team made up of government and Seattle Foundation staff dedicated to the successful implementation of the initiative. As a King County employee, the Director reports to the Chief of Assessment, Policy Development & Evaluation/Director for Chronic Disease & Injury Prevention units in Public Health – Seattle & King County (PHSKC). The Director is accountable to King County and to Seattle Foundation for implementation of the COO Initiative.

UPCOMING MEETINGS - PROPOSED

29 July
Onboarding Session #2:
COO Request for Proposals (RFPs) process + Transitions & COO Director hiring process

12 August
Review of Community Partnerships + Systems & Policy Change RFPs

26 August
To be determined.

September
To be scheduled.

October
To be scheduled.

November
Community Partnerships RFP decisions.
To be scheduled.
Communities of Opportunity – Governance Group Onboarding Meeting notes
Friday, July 15, 9am-12pm
Location: online/Zoom


Facilitators & Staff Support: Matthew Echohawk-Hayashi (Headwater People), Crystal Grosshuesch (Headwater People), Martha Guerrero (Spanish language translator), Jill Strnad (COO), Cristina Gonzalez (COO)

Welcome and Introductions
Group member introductions and welcome to new members.

And how we want to work together – group norms
Governance Group Etiquette
- How do we as a group handle these canoe rules if we break a rule? How do we get back to our commitments?
- Matthew gives an example of if he talks over someone. Yordanos suggests a quick check in. Joy points out that behavior is communication. Sandhya suggests compassion during challenging moments. Carlos states that it seems like everyone knows how to express respect and communicate.

Scheduling of future meetings (September --)
Matthew asked everyone a poll about their preferred meeting times.

History of COO: The journey to where we are today
- Matthew: We don't save time by not getting to know each other. It's vital.
- COO's mission is to create greater health, social economic, and racial equity in King County so that all people thrive and prosper, regardless of race or place. The community knows the questions but also knows the answers. So, we need to listen to the community.
- 4 COO Result Areas: community connections, economic opportunity, health, housing
- A question from Michael S: Who or what body makes funding recommendations?
  - Matthew: This body [the Governance Group/Advisory Board] receives recommendations from staff and makes the recommendations and decisions that then go to the King County Executive.
  - Blishda Lacet: There's a workgroup and a review panel and consists of Governance Group (GG) members and the staff will bring a slate to the GG to review and approve.
- Roles of the COO Governance Group
  - Vision holders
  - Strategic thought partners
Communities of Opportunity – Governance Group Onboarding Meeting notes
Friday, July 15, 9am-12pm
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- Navigators through community, government, and philanthropy
- Collaborators
- Ambassadors & stewards
- Opportunity builders
- Participants in committees/workgroups
  - Matthew: Because this group is so good, there's no one person who has to carry the entire load.
- Deliberate on, and approve, RFP funding recommendations
- Monitor progress, inform the evaluation, and review evaluation findings
- COO/BSK Advisory Committee (Ordinance 18442)
  - Review and make recommendations regarding the use of the COO portion of the BSK levy proceeds to the executive and county council
  - Make appointment recommendations to the executive based upon membership criteria in the ordinance

- Question to previous Governance Group members: What's a lesson you've held and what has come from that?
  - Sili: Funders and institutions need to learn from community to do this work. COO is unique because of the way we’re doing things. How do we broaden COO in local government and with other funders? COO values match the community values. If you’re going to be on the Governance Group, the power of your leadership really needs to be lifted up in all aspects.
  - Marguerite: commends the COO staff, because of the power of this idea around power sharing and having voice, COO has the strongest group of community voices. It's hard for folks when they're wearing multiple hats, playing the inside/outside game and know that the community is the one that matters the most.
- The original intent [of COO] was to break down the siloed aspect of health and human services. COO1.0 was about having a foundation and feet underneath it. Now it's time to go do what we initially wanted to do, which was influence all of King County. Now there's a solid base from which to work.

Transitions: COO Infrastructure and Director search
- Marguerite: The goal is to find a person who will break barriers and lift up the community and do the work the community needs.
- Carlos: Looking forward to looking over the applicants; wants someone who can really lead the vision, not just an employee from another department.
  - Marguerite: It won't be someone who is moved in, but concerns on how long the position will stay open.
- Yordanos: Will we have an opportunity to be involved in the hiring process?
  - Discussion on process will come in future meetings.

Preview of next set of meetings and review of 2022 GG workplan
RFPs will go out 17th of August.
Matthew closed the meeting with a poem by Wendall Berry:

_The Peace of Wild Things_

When despair for the world grows in me, and I wake in the night at the least sound in fear of what my life and my children’s lives may be, I go and lie down where the wood drake rests in his beauty on the water, and the great heron feeds.

I come into the peace of wild things who do not tax their lives with forethought of grief. I come into the presence of still water. And I feel above me the day-blind stars waiting with their light. For a time I rest in the grace of the world, and am free.

– Wendell Berry
Summary: The Communities of Opportunity (COO) Governance Group provides strategic leadership, direction, and oversight for the Communities of Opportunity initiative in King County. The Governance Group is responsible for promoting COO’s mission, vision, and values, and serves as the COO Best Starts for Kids Advisory Board with respect to the COO portion of Best Starts for Kids levy proceeds.

Origin: King County and Seattle Foundation partnered to establish Communities of Opportunity (COO) in 2014 to address economic and racial inequities through place-based work and systemic change. This unique public-private-community partnership expanded in 2016 when COO was included as one of the Best Starts investment areas. In December 2016, Ordinance 18442, established a Communities of Opportunity-Best Starts for Kids advisory board, with respect to Communities of Opportunity portion of Best Starts for Kids levy proceeds; and added a new section to K.C.C. chapter 2A.300.

The COO Governance Group (GG) established a set of Guiding Principles that have shaped COO’s approach and relationships with stakeholders to elevate the power and assets within communities. Racial equity has remained a core guiding principle and value for the COO Governance Group.

Responsibilities: Member responsibilities include, but are not limited to:
- Expanding outreach, networks, and relationships with community leaders and groups as ambassadors for COO, gathering community input on relevant Governance Group issues, and promoting COO activities.
- Being active participants in the discussion and deliberations of the Governance Group.
- Completing requisite King County board member training sessions (Public Records Act; Open Public Meetings Act; Equity & Social Justice; Ethics; COO retreat/orientation; etc.).
- Being aware of, and transparent with, potential conflicts of interest.

Composition: 20 members, with a maximum of 24 members, made up of:
- Representatives from COO-funded organizations.
  - At least two members from COO Place-based and/or Cultural Community partnership groups
  - At least two members from COO systems and policy change groups
  - At least two members from COO learning community groups
- At least one member from an Indigenous or Urban Native community-based organization or tribe.
- At least 20 percent (four members) of the board members will be community members who reflect demographic characteristics of communities that qualify for funding, and who are grassroots organizers or activists in such communities,
Communities of Opportunity Governance Group (COO Best Starts for Kids Advisory Board) Summary

or who live or have worked in those communities. *These members shall not be part of any communities of opportunity funded groups.*

- Four members with system or sector knowledge of each COO result areas, with one member from each of the following sectors: affordable housing; health; economic opportunity; and civic engagement or community connection.
- Two members are appointed by Seattle Foundation.
- Two members from King County: the County Executive or their designee; and the Chair of the King County Council or their designee.
- Communities of Opportunity Director or their designee is appointed as a non-voting member.

**Term:**
Terms vary from one-year to three-years. Most members are appointment to a three-year term, which may be renewed one time.

**Eligibility:**
COO seeks Governance Group members who will reflect King County’s diverse communities and includes a range of backgrounds. Eligibility requirements for the Governance Group / Advisory Board are as follows:

- Be a resident of King County. Residents of King County can apply to serve on a King County board or commission as long as they are willing to put in the time and commitment necessary to serve.
- Be committed to dismantling racism and assessing and building antiracist processes to be racially equitable.
- Possess experience from living in or working in communities eligible for COO resources, working in a community-based organization, nonprofit agency, intermediary organization, business, institution, and having experience with solutions relevant to the interdependent systems and areas of housing, health, social and community connections, and economic prosperity.
- Possess specific context or content experience related to improving health and well-being outcomes in communities.
- Members shall recognize that strategies may vary for different populations and in different locations of the county where there are inequitable health and well-being outcomes.

**Meetings:**
Meetings are held monthly and are open to the public. Members are also asked to attend additional ad-hoc and committee meetings during their term of service. *Due to the COVID-19 pandemic, the GG meets virtually via Zoom until further notice.*

**Compensation:**
Board members are not eligible for compensation or benefits.

**For More Information:**
Visit the Communities of Opportunity webpage: COOpartnerships.org
Read the Communities of Opportunity-Best Starts for Kids levy advisory Ordinance 19399 (2A.300.521)
Read the COO Sections of the Best Starts for Kids Implementation plan (p71-74)
AN ORDINANCE relating to the structure and duties of the Communities of Opportunity-Best Starts for Kids levy advisory board; and adding a new section to K.C.C. chapter 2A.300.

STATEMENT OF FACTS:

1. Communities of Opportunity addresses the race and place-based inequitable health and well-being outcomes in King County by supporting communities in improving their health, social, and economic outcomes and does so by partnering with communities to shape and own solutions.

2. Communities of Opportunity, which was launched by Seattle Foundation and King County in March 2014, works in partnership with community leaders, community residents and coalitions or partnerships, community-based organizations, intermediary organizations and other funders and partners that share a common vision for change, as well as a shared agenda for measuring results, holding each other accountable and engaging in open communication. An interim Communities of Opportunity Governance Group, made up of King County and Seattle Foundation appointees and a cross-section of Communities of Opportunity partners, was established in October 2014.
3. In January 2016, Ordinance 18220 was enacted, relating to the composition and duties of the Communities of Opportunity interim governance group with respect to the Communities of Opportunity portion of the Best Starts for Kids levy proceeds.

4. In December 2016, Ordinance 18442 was enacted, relating to the structure and duties of the successor to the interim Communities of Opportunity Governance Group, establishing a Communities of Opportunity-Best Starts for Kids advisory board, with respect to Communities of Opportunity portion of Best Starts for Kids levy proceeds; and adding a new section to K.C.C. chapter 2A.300.

5. In April 2021, Ordinance 19267 submitted to the voters of King County a proposition to renew the Best Starts for Kids levy, providing for resident oversight and authorizing a property tax levy in excess of the levy limitation contained in chapter 84.55 RCW for a six-year consecutive period, for the purpose of funding prevention and early intervention strategies and a capital grants program to improve the health and well-being of children, youth and their communities.

6. Ordinance 19267 also directs the executive, by October 1, 2021, to transmit to the council for consideration and adoption by ordinance a Best Starts for Kids governance update report that describes and explains necessary and recommended changes to sections of the King County Code and applicable ordinances that describe the composition and duties of the Communities of Opportunity-Best Starts for Kids advisory board.
Renewal of the levy also requires an extension of the existence of the Communities of Opportunity-Best Starts for Kids advisory board to coincide with the levy.


BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

NEW SECTION. SECTION 1. There is hereby added to K.C.C. chapter 2A.300 a new section to read as follows:

A. The Communities of Opportunity-Best Starts for Kids levy advisory board shall be structured as follows:

1. The board shall consist of a minimum of twenty members and a maximum of twenty-four members, as determined by the board;

2.a. Members of the board shall possess specific context or content experience related to improving health and well-being outcomes in communities with the greatest need for improvement, and shall be committed to the Communities of Opportunity section of the Best Starts for Kids implementation plan, as adopted by the council by ordinance. The commitment shall include a commitment to the principles of equity and social justice articulated in the Best Starts for Kids implementation plan as well as a commitment to evaluate and make potential decisions through the equity and social justice lens articulated in the Best Starts for Kids implementation plan. Members shall be committed to dismantling racism and assessing and rebuilding antiracist processes to be racially equitable. Members shall reflect the diversity in King County and shall reflect a range of backgrounds, including living in or working in affected communities, working in...
Ordinance 19399

a community-based organization, nonprofit agency, intermediary organization, business or institution and having experience in the relevant subject matter areas of housing, health, social and community connection or economic prosperity. Members shall recognize that strategies may vary for different populations and in different locations of the county where there are inequitable health and well-being outcomes.

b.(1) The board membership is constituted as follows:

(a) two members shall be appointed by Seattle Foundation;

(b) one member shall be the county executive or designee;

(c) one member shall be the chair of the county council or designee;

(d) at least twenty percent of the advisory board members shall be community members who reflect demographic characteristics of the communities that qualify for funding in accordance with Communities of Opportunity funding guidelines and who are grassroots organizers or activists in those communities or who live in or have worked in those communities. Those members shall not be part of any Communities of Opportunity-funded groups. In addition, members shall possess lived experience and deep connection to communities with whom Communities of Opportunity partners;

(e) at least two members of the board shall be members of the Communities of Opportunity community-partnerships representatives group;

(f) at least two members of the board shall be members of the Communities of Opportunity systems and policy change representatives group;

(g) at least two members of the board shall be members of the Communities of Opportunity learning community representatives group;

4
Ordinance 19399

(h) at least one member of the board shall be from an Indigenous or Urban Native community-based organization or tribe, who is familiar with the impacts of racism on Native people, communities, tribes and nations;

(i) four general members with system or sector knowledge of each Communities of Opportunity result areas, with one member from each of the following sectors: affordable housing; health; economic opportunity; and civic engagement or community connection; and

(j) one nonvoting member who is the Communities of Opportunity director or designee.

(2) the current board shall make recommendations to the executive regarding appointments of new board members.

(3) The executive shall create an open application process that would enable individuals interested in serving on the board to submit a letter of interest via the Communities of Opportunity website. The board shall review and take into consideration letters of interest received from individuals before making appointment recommendations to the executive.

(4) All members shall be appointed by the executive and confirmed by the county council, except for the representative who is the chair of the council or designee, the representative who is the county executive or designee and the two members appointed by Seattle Foundation.

(5) In addition to considering the recommendations from the board, the executive shall consider appointment recommendations from King County councilmembers of individuals who have applied for a board position through the open
application process described in subsection A.2.b.(3) of this section and who have been
determined by the board, as appropriate, to meet the membership criteria for service on
the board outlined in subsection A.2.a. of this section. Members shall be appointed to the
positions described in subsection A.2.b.(1)(d), (e), (f), (g), (h), (i) and (j) of this section
by the executive within thirty days of receiving recommendations from the board for
appointees and the council shall confirm appointments to these positions by motion;

3. A minimum of thirty percent of the members appointed to the board in 2022
shall be new members who have not previously served on the board;

4. The two members appointed by the county and described in subsection
A.2.b.(1)(b) and (c) of this section and the two members appointed by Seattle Foundation
shall each serve until replaced by a new appointee;

5. The community-based partnerships, the systems and policy change, and
learning community representatives on the board specified in subsection A.2.b.(1)(e), (f)
and (g) of this section shall have terms of at least one year and no more than three years.
The community-based partnerships, systems and policy, and learning community
representative groups, comprised of one individual from a funded entity participating in
each of the funded partnerships or groups shall issue recommendations to the board
regarding the potential appointees to fill the board positions specified in subsection
A.2.b.(1)(e), (f) and (g) of this section and the term length of those potential appointees;

6. All other board members shall have two-year or three-year terms that may
only be renewed one time, for up to three additional years;

7. The board shall either use a formal consensus process, in which a majority of
all appointed members must participate and in which two or more members opposing a
decision together may block it; or the board shall select and use another voting system.

Meeting notes shall reflect all board decisions and the tally of members voting to accept or block a decision; and

8. The board shall have an established conflict of interest policy, requiring members to declare a conflict in advance of a board decision in which the members, their partners or spouses have a potential financial, fiduciary or employment conflict of interest, requiring members to recuse themselves from that decision and requiring members who represent entities with current Communities of Opportunity funding to declare a conflict in advance and to recuse themselves from board decisions related to those Communities of Opportunity-funded strategies or program activities.

B.1. The board shall make advisory recommendations to the executive and county council concerning the use of levy proceeds for the Communities of Opportunity element of the Best Starts for Kids levy, consistent with the council-adopted Communities of Opportunity section of the Best Starts for Kids levy implementation plan, make appointment recommendations to the executive as outlined in this section and evaluate letters of interest of individuals wishing to serve on the board to determine whether they meet the membership criteria under the requirements of this section.

2. The representative of the county council shall have the additional duty to seek input from all councilmembers before each meeting of the board on items known by this individual to be scheduled for discussion or decision at each board meeting.

C. Administrative support shall be provided to the board by the Communities of Opportunity staff team in the department of community and human services and public health - Seattle & King County.
D. Notice of meetings of the board shall be posted on the county Communities of Opportunity website and meetings of the board shall be open to the public to listen to and observe. In addition, when the board is considering or acting on determining the size of the board or making appointments to the board, it shall conduct its meetings in compliance with the Open Public Meetings Act of 1971, chapter 42.30 RCW.

SECTION 2. Section 1 of this ordinance expires December 31, 2027.

Ordinance 19399 was introduced on 10/5/2021 and passed by the Metropolitan King County Council on 2/8/2022, by the following vote:

Yes: 9 - Balducci, Dembowski, Dunn, Kohl-Welles, Perry, McDermott, Upthegrove, von Reichbauer and Zahilay

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Claudia Balducci, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of __2/17/2022___.

Dow Constantine, County Executive

Attachments: None
**Certificate Of Completion**

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**Signer Events**

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**Electronic Record and Signature Disclosure**
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Required hardware and software

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<td>PDF Reader:</td>
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Enabled Security Settings: | Allow per session cookies

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