



AGENDA

GOVERNANCE GROUP

August 21, 2020 2:00 – 4:00 p.m.

Zoom Meeting ID# 832 9659 4247

<u>Time</u>	<u>Agenda Item</u>	<u>Facilitator</u>
2:00	Welcome	Andrea Akita
2:03	Consent Agenda <i>Objectives:</i> Review and approve the agenda and notes from July 17 th Meeting	Andrea
2:05 – 2:20	Grounding & Equity Moment <i>Objectives:</i> center the group in the COO guiding principles and reflect more deeply on the 1 st guiding principle	All
2:20 – 3:00	Community Engagement & COO Narrative <i>Objectives:</i> Identify top three audiences for COO and build an empathy map for engagement and narrative development.	Sian Wu, Resource Media Governance Group and meeting participants/staff. Discussion in breakout groups and then as a whole
3:00 – 3:35	Systems & Policy Change Funding Framework <i>Objectives:</i> Walkthrough the proposed framework and approach for funding, obtain GG approval for approach, document any questions from GG that need follow up	Dionne Foster
3:35 – 3:45	Update Conflict Resolution, MCC Letter <i>Objective:</i> provide an update on previously discussed topic	Blishda Lacet
3:45 – 4:00	Updates <i>Objective:</i> share pertinent information across the group	All
4:00	Adjourn	

Refer to the email on Monday, August 17th for the pre-read materials:

- Slide deck on systems and policy change funding
- Staff report including Conflict Resolution information and Commercial Affordability update

COMMUNITIES OF OPPORTUNITY GOVERNANCE FOUNDING

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, July 17, 2020

2:00 pm – 4:00 pm

Phone/Video-Conference Call

Members Present: Jenn Ramirez Robson, Ubax Gardheere, Marguerite Ro, Michael Brown, Tony To, Kacey Guin, Sili Savusa, AJ McClure, Deanna Dawson, Lydia Assefa-Dawson

Staff: Andréa Akita, Cristina González, Amanda Kay, Whitney Johnson, Blishda Lacet, Kalayaan Domingo, Dionne Foster, José Camacho Martinez, Aaron Robertson, Dan Bernard, Roxana Chen

Community: Haregu Kidane (RV Partnership), Meron Kasahun (HomeSight), Shiku Wainaina (MCC)

Consent Agenda: Governance Group (GG) approved the consent agenda that included meeting minutes from the June 19, 2020 meeting.

Grounding and Equity Moment

Systems and Policy Change Funding: Round 2 Funding Survey

As a follow up to the conversation with Governance Group at our last meeting, staff will like to start a deeper learning with Governance Group members in order to formulate our approach for Round 2. COO staff has prepared a set of survey questions based on information we learned about King County funding guidelines.

Dionne Foster reviewed the survey for Governance Group, providing additional context. The outcome of this survey is to determine the focus of round two funding that was earmarked previously for COVID-19 impacts. The survey questions can be found [here](#).

Some Governance Group members expressed some dismay that there was not a conversation on the topic as part of the meeting. There was a strong support for directing resources to support Black by and for organizations voiced at the June meeting. Members also noted that there was not ample time in June to have a full conversation and determine the direction with all voices represented.

Best Starts for Kids Levy Renewal: Issues Discussion

Andrea provided an overview on planning for Levy Renewal with these [slides](#). She gave context for the planning work by Best Starts staff, highlighted potential strategy and operating modifications for COO's work related to the theory of change and COO result areas. The planning process includes reflection and an assessment of Best Starts strategy investments. An [Assessment Report](#) is due to Council in late September, which will be followed by a Blue Print report and legislation in January. The Assessment report looks back, the Blueprint report will chart the course for the future. Governance Group is acting in its role as COO Best Starts Advisory Board to the Executive and Council for this process.

Presentation and discussion comments are questions:

- COO Governance Group has highlighted the need to be more explicit with funding that focuses on racial equity and justice; and focusing on Black and Indigenous by and for organizations, and communities of color.
- Potential to limit or expand COO focus for greater impact
- Focus on communities most impacted by racism.
- Emphasis on system and policy change. There is a lot of flexibility with what we can do to support changing policies and systems with philanthropic dollars. The problem is we have relatively little of those compared to BSK dollars

- Focus on organizations that address racism. We need to focus more on racial equity and injustice by focusing on BIPOC orgs. We can incorporate more measures in our evaluation of applications and TA of application process I also think we need to pause if we can, to address the larger issues of COO 2.0 on how we as GG focus on racial inequity – separate from result areas and funding.
- Community Connections is the Social Justice frame and is core to the work of COO. It is the thing that makes the work valuable and accountabilities back to the community.
- Support targeted initiatives working with BIPOC communities on systems and policy change.
- Results Areas do align with COVID-19 impacts, health, housing, economic opportunity and are more important than ever. There's a need to unpack this idea: understanding that there's urgency to respond in a time of crisis and we have course corrections that are necessary to do what's right and achieve our desired outcomes.

The discussion generated questions for follow-up:

- What information do we need to gather to develop those initiatives? Are there opportunities with the Cultural Community Partnership strategy/program area?
- At a next/future meeting, we can expand what are the parameters for possibilities? For example, if there no additional dollars where can we reprioritize/refocus? Also how do we engage with community as we talk this through?
- Should keep place-based initiative or perhaps funding or perhaps, have funding for organizations working in those places focus on policy work?
- How are we building civic infrastructure and engagement? Would that fall under Community Connections? It's important for long term change.

Letter from Multicultural Community Coalition

The Governance Group received a letter from the Multicultural Community Coalition which was the topic for discussion. MCC shared the letter to highlight ways that COO and GG could support groups when conflict arises. MCC brought the issue to the GG's attention because COO/staff had made decisions related to contracting that MCC did not support and wanted to elevate the issues to the GG.

MCC's letter suggested the following solutions:

- A mechanism by which all COO contracts will include a conflict resolution provision that encourages partners to undergo conflict resolution processes, with resources set aside for conflict resolution opportunities.
- Acknowledgement that it may take collective power to influence the more powerful COO partners when they need to be held accountable, with exploring further avenues for giving adequate voice and for empowering the less powerful in meaningful ways.
- The development of conflict management curriculum that would be rolled out to all partners as mandatory training; and potentially retaining a conflict resolution organization that continually and actively engages and follows up with partners that identify having conflict and power imbalance challenges.

With an understanding the various power dynamics at play (between funder/County and partner(s) and between and among partners), GG discussed what the role should be for COO in conflicts, like this; the importance of maintaining relationships; and the potential precedent that is set when GG engages in different ways. The GG acknowledged the difficult process in which members and staff have been engaged. HomeSight and MCC have worked together over a long period of time and the issues are complex. There are commitments that both organizations have received from COO, the city of Seattle, King County, and the state that make resolution to the project issues important.

The Governance Group did not feel that the GG should intercede in conflict within community or between community groups/partners. They wanted to ensure that they don't set a precedent for government/funders to intercede. They saw opportunities for GG to:

- Provide guidance to COO staff about establishing expectations with partners related to participating in conflict resolution processes when needed.
- Establish policies, contract language, and/or funding requirements and provide resources for conflict management, training, and mediation (i.e., supports using a third party to mediate conflicts that arise)
- Support a structure that tiers how conflicts are managed, i.e. between parties, COO staff then to a third-party mediator

It was noted in the chat box that Learning Community is exploring and will be implementing strategies to support partnership and opportunities to shift thinking around conflict in ways that lead to transformation and growth.

Regarding the MCC contract, Blishda described could be included in the contract and that the organization would be held accountable for its deliverables. Yordanos indicated that if the contract sets MCC up to fail, they will want to come back to the GG. Ubax suggested that folks who have historical context should be brought into the discussion related to Othello Square.

Shiku from MCC asked the GG to sit in the uncomfortableness of community conflict. And she asked, "what is the actual commitment to community" and "what's hindering us from making bold moves?" Michael ended the meeting with a reminder that we can hold several things at the same time and thanked GG members for participating in the conversations.

Next steps:

- COO staff will meet with MCC
- Michael will convene a group to discuss the approach to conflict resolution and in relation to Othello Square. Meeting will include Michael, COO staff (Andrea, Blishda, and/or José), and others with historical context will include Bo Zhang from Seattle EDI. GG members, Sili and Lydia also volunteered to participate in discussions.

Meeting Adjourned

3- Staff Report

August 21, 2020 Governance Group Meeting

Meeting Discussion: **Engagement, COO Narrative & Political Strategy**

On Friday, we will break out into Zoom rooms where Governance Group members, staff, and other meeting participants will participate together in an empathy mapping exercise. The exercise will focus on COO's priority audiences identified by GG members through this [survey](#). Empathy mapping is a way of collaborative visualizing that helps develop a shared understanding of key partners or audiences that will guide how we effectively communicate with them.

Sian Wu of Resource Media, who is partnering with COO on the creation of COO's Narrative, will lead the exercise. Early this year, the Governance Group identified the creation of a COO Narrative and Political Strategy as one of its top priorities. GG was introduced to Sian at the February 2020 GG meeting. Next month, you'll hear more about the Resource Media's "story gathering" interviews and the GG Narrative & Political Strategy Workgroup will be invited to dive back into discussions with Sian to further define elements of the story platforms for COO's narrative.

Meeting Discussion: **System and Policy Change by Black-led Organizations**

Dionne Foster will review the proposed framework with the Governance Group for the next round of system and policy change funding. Please review the slide deck outlining the approach for funding. We seek the GG's approval for the approach, so that Dionne can make final preparations for the release of an RFP in September that would award \$725,000 in grants that would begin in 2021.

Update: **Conflict Resolution**

A working group that includes Michael Brown, Lydia Assefa Dawson, Sili Savusa, Boting Zhang (Seattle EDI), Blishda Lacet, and José Camacho Martinez met in two times since the last GG meeting to discuss potential ways to support partners MCC and HomeSight. In their initial discussion, they met with Matt Echohawk Hayashi to hear about his approach in working with the Racial and Social Equity Task Force, so that any COO discussions would not unintentionally create additional conflict or harm.

The work group is also considering options and recommendations for a conflict policy for COO. Other Governance Group members are invited to participate.

Update: **Commercial Affordability Pilot**

NDC and its consulting team (BDS Planning, Moving Beyond, Craft3) convened two July meetings of the CA pilot Technical Advisory Group (see list of TAG members below) to provide the consulting team with guidance and technical assistance in developing the COO CA Pilot. The Technical Advisory Group is scheduled to convene again on Aug 19. In July/early Aug the consulting team also developed the following:

- An overview of some existing local & national CA strategies, policies, programs, and projects

- “Small Business Financing Solutions to Commercial Affordability” white paper that explores the local need for and potential CA Pilot solutions to revise typical small business loan structuring and scoring criteria to create more equitable access to loans for local BIPOC-owned small businesses
- “Real Estate Solutions to Commercial Affordability” white paper that explores the local need for and potential CA Pilot solutions for reducing real estate development costs to positively impact commercial affordability for small businesses

Commercial Affordability Technical Advisory Group

Vivian Valencia, Verity Credit Union
 Hugo Garcia, King County Dept of Local Services
 Michael Blumson, City of Seattle Equitable
 Development Initiative
 Kateesha Atterberry, Rainier Valley Community
 Development Fund
 Terrell Jackson, Catfish Corner
 Randy Massengale, Seattle University Innovation
 and Entrepreneurship Center
 Earl Lancaster, Earl's Cuts & Styles
 Beto Yarce, Ventures
 Logan Niles, Pot Pie Factory

Chantel Jackson, Thyme Well Spent Catering
 AJ McClure, Global to Local
 Hashi Abdulhakim
 Zenovia Harris, Kent Chamber of Commerce
 Jimmy Matta, City of Burien/Empresarios
 Unidos/business owner
 Quynh Pham, Friends of Little Saigon
 Tony To, HomeSight
 Patty Julio, Julio Consulting
 Jill Fleming, Community Roots Housing
 Eli Coffin, Greater Seattle Business Association

Community of Practice Request for Proposals: due August 27th

We are currently seeking an individual, organization or team to co-design with COO staff a peer learning group “Community of Practice”, for leads of COO partnerships. Each of COO’s nine [Place Based and Cultural Community partnerships](#) has a lead organizer whose role is to support the coordination of the activities of their partners, convene and strengthen the partnership, and manage the deliverables of the COO funded activities.

This Community of Practice is intended to be a space for these leads to engage in peer learning and facilitated activities and conversations to develop, learn and practice effective techniques and skills to build partnerships with deeper relationship, trust and conflict resolution skills. The individual, organization or team we’re looking for in this RFA, will be responsible for planning, coordination and facilitation of the Community of Practice.

Here's a link to the [full RFA](#)

Here’s a link to the **RFA Informational Session and Q&A recording** done on 8.12.20: [Here.](#)

The Due Date is August 27 by 12pm. Please share with others who you think may be a good fit for this role!

Other Upcoming Request for Proposals

There are [several upcoming](#) Requests for Proposals/Applications so also make sure that you're on our [email list](#) and/or following us on [twitter](#) to make sure you're informed for the release of these requests and other announcements which will be made public on the [COO](#) & [BSK](#) blogs.

Evaluation

- Last month, Roxana gave an online presentation focused on COO's 2019 evaluation findings to partners, who provided a lot of helpful feedback on ways to use this information in BSK levy renewal activities. They also had ideas for creating communications tools and activities that amplify the information. Roxana and Whitney Johnson are teaming up to develop potential communications to aid partners in sharing their successes and COO's story.
 - In July, we completed 19 key informant interviews with COO funded partners. These interviews were begun in March, then put on hold due to COVID, and restarted in June. APDE staff will begin coding interview data this month. Roxana will also conduct interviews with a handful of Governance Group members to hear their thoughts about COO that can support GG and COO's work moving forward. The interviews will be scheduled this month.
 - Most grantees have submitted their mid-year 2020 report which was due July 31st. Once reports are all in, the evaluation team will clean and start analyzing the data.
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Workforce Events

- COO KC staff partnered with YWCA Greenbridge, Southwest Youth & Family Services, YouthSource, and [King County's White Center Teen Program](#) to host a zoom version of this annual White Center youth employment event on July 16th. About 50 youth/young adults attended the Peace N The Hood Virtual Resource & Job Fair for 16 to 24-year-olds and connect with participating employers and youth resource providers, including:

AA Asphaltting

Amazon

ANEW/PACE

King County YouthSource & Career LaunchPad

PCC Community Markets

Southwest Youth & Family Services

Taco Time (food service crew member jobs)

White Center Library

YWCA Greenbridge Learning Center

White Center Community Development Association

- Dan Bernard is working with **King County Elections** on an **Interview Event** to hire 350+ short-term temporary elections workers for Fall 2020 General Election. COO staff is focused on supporting and expanding KC Elections efforts to increase access to these positions for underrepresented populations. Wages are \$20-\$22.50/hr. and the typical duration of these jobs is 3-4 weeks, though some positions work only a few days.

COO systems & Policy Change Black-led organizations



Let's pause to celebrate!





Our Time Today



- ▶ Walkthrough the proposed framework and approach for funding
- ▶ Obtain GG final approval for approach
- ▶ Receive any questions from GG that need follow up



- ▶ Discussing specific organizations to fund
- ▶ Revisiting decision to fund Black-led organizations



Context: Racism as Public Health Crisis

- Callout the Racism as Public Health declaration
 - “King County has been complicit in maintaining and perpetuating structural racism, and that as an institution we must be a vital player in dismantling oppressive systems that are grounded in white supremacy”
 - “Community leaders and organizations will be provided resources to develop solutions.”
 - “King County will drive resources toward where they are needed most as indicated by those in that community.”

Context: Racism as Public Health Crisis

- ▶ Provide key data points on health outcomes as evidence, note in RFP that these are examples, not the only instances
 - ▶ In King County, infants born to Black mothers are more than two times likely to die before reaching their first birthday than infants born to White mothers.
 - ▶ In King County, Black adults are more than 1.7 times as likely to run out of food without money to purchase more than White adults.
 - ▶ In King County, Black adults are more than 1.5 times as likely not to have a bachelor's degree compared to White adults.
 - ▶ In King County, the median income for Black households is \$48,075 which is about half the median income of White households (\$94,533).



What We Seek to Support

- ▶ Community-based efforts focused on changing policies, rules, systems or regulations in order to reduce and eliminate inequity and advance antiracism.
- ▶ Efforts that demonstrate deep community leadership in the identification of issues and development of solutions.
- ▶ Efforts that demonstrate knowledge of the practices, policies, rules, systems or regulations they seek to change.
- ▶ Efforts to reduce inequity through systems and policy change. Efforts can be targeted at a wide variety of institutions including but not limited to; government, regulatory agencies, schools and post-secondary institutions, hospitals and health care delivery systems, and places of employment.



Decision Making Criteria

- Clarity and strength of outcomes for Black communities - Expected impact in Black communities
- Clarity and strength of vision for work
- Alignment and focus on changing core components of existing systems
- Preference for opportunities that are timely in our current crises
- No preference for existing partnerships – they will be scored equally to new partnerships
- Alignment with COO impact areas: health, housing, economic opportunity, community connections
- Demonstrated relationships and connections with community



Eligibility

Defining Black-led Organizations

- ▶ Significant Black Staff and leadership
 - ▶ Black-led including African immigrant and African diaspora
 - ▶ Culturally responsive & reflective organization
 - ▶ Working specifically in the Black community to further Black liberation
 - ▶ Funding is only for partnerships, must apply in groups of two or more
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- ▶ Organizations that meet the above criteria may apply, regardless of whether they currently receive funding from COO
 - ▶ Organizations currently receiving funding through COO, including organizations funded in the recent COO COVID funding round, are also eligible to apply.



Partnership Rationale

- ▶ Limited grant resources
 - ▶ Many organizations already working together
 - ▶ Develop a process that fosters collaboration rather than furthering division
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Additional Benefit

- ▶ Can share declines with partnership mobilization fund at Seattle foundation
 - ▶ *no guarantees*



Funding Amount

Approach

- Total \$725,000 funding
 - \$75k in Seattle Foundation/flexible dollars
- Up to \$145,000 for each partnership grant

Rationale

- Allows us to ensure funding at least 5 grants
- Allows us to communicate clearly about resource availability



Process

Approach

- ▶ Open RFP
- ▶ Application open for 6 weeks

Rationale

- ▶ With the new guidance that allows clarity on funding Black-led, Black-focused organizations, an open RFP is the most equitable approach.
- ▶ 60% of GG members responding to survey preferred an open RFP

Timeline

Driving constraint: COO/BSK funding must be spent down by end of 2021

This timeline is tight – GG will be updated if we need to shift/flex

Action	Date
RFP Language Finalized	9/4
RFP Release	9/7
Webinar (live recorded then linked within RFP)	9/14
Live Q&A Sessions	9/23; 9/30; 10/7
RFP Close	10/16 (6 week period)
Application Review	10/19 – 11/6 (3 week period)
Review Committee Meets	(11/9-11/13)
Invited Due Diligence Calls (as necessary)	11/16-11/20
Present Grantee Slate to GG (requires additional GG meeting)	Week of 11/30
Contracting Process	12/1 – 12/15
Grant Period	January 2021- December 2021