



AGENDA

GOVERNANCE GROUP
September 18, 2020 2:00 – 4:00 p.m.
 Zoom Meeting ID# [952 6624 4031](#)

<u>Time</u>	<u>Agenda Item</u>	<u>Facilitator</u>
2:00	Welcome	<i>Andréa Akita</i>
2:05	Consent Agenda <i>Objectives: review and approve the agenda and notes from August 21st Meeting</i>	<i>Michael Brown</i>
2:10 – 2:25	Grounding & Equity Moment <i>Objectives: center the group in the COO guiding principles and reflect more deeply on the second guiding principle</i>	<i>All</i>
2:25 – 3:00	Commercial Affordability Pilot <i>Objectives: introduce the group leading the effort and provide an update on the work</i>	<i>Andréa with Melissa LaFayette and Chuck Depew, NDC Q&A</i>
3:00 – 3:40	The COO Narrative: Values Mapping <i>Objectives: reveal the diversity of perspectives and options around the COO brand narrative</i>	<i>Sian Wu Discussion in breakout groups and then as a whole</i>
3:40	Updates <i>RFP Update, October Retreat, other updates</i>	<i>All</i>
4:00	Adjourn	<i>All</i>

Refer to the email on Friday, September 11th for the pre-read materials:

- Minutes from the August 21st Governance Group meeting
- COO staff updates
- Background on the Community Affordability Pilot
- Information on the COO Narrative

Governance Group Members

*Lydia Assefa-Dawson
Michael Brown
Vazaskia Crockrell
Deanna Dawson
Kacey Guin*

*Ubox Gardheere
Matelita Jackson
Paola Maranan
Jenn Ramirez Robson
Yordanos Teferi*

*Marguerite Ro
Sili Savusa
Tony To
AJ McClure*



COMMUNITIES OF OPPORTUNITY GOVERNANCE GROUNDING

RESULTS STATEMENT

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

GUIDING PRINCIPLES

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

VALUES

We commit to guide Communities of Opportunity using these values:

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

Process Equity: an inclusive, fair and open process

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

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

Innovation: Recognize that change involves risk and value an adaptive approach that views failure as an important part of the learning process

2 – Communities of Opportunity – Governance Group Meeting Notes

Friday, August 21, 2020

2:00 pm – 4:00 pm

Zoom Call

Members Present: Lydia Assefa-Dawson Tony To, Kacey Guin, Ubox Gardheere, Yordanos Teferi, Marty Jackson, Sili Savusa, Jenn Ramirez Robson, Paola Maranan, Vazaskia Crockrell

Facilitator: Alessandra Zielinski

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

Community: Sian Wu (Resource Media), Haregu Kidane (RV Partnership), Shikū Wainaina MCC

Consent Agenda: Governance Group (GG) approved the consent agenda that included meeting minutes from the July 17, 2020 meeting and the August 21, 2020 agenda. Motion was made by Jenn; and seconded by Ubox.

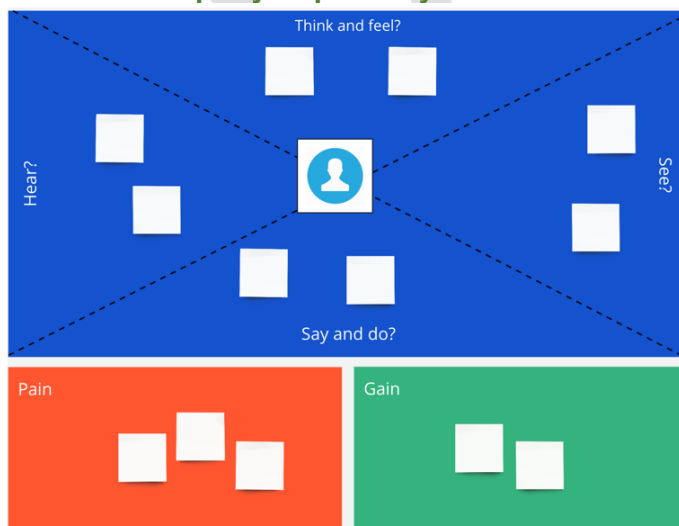
Grounding and Equity Moment: The meeting began with a review of the Governance Group principles and values. Members were invited to reflect on the guiding principle that we “**consistently demonstrate the values of equity, respect, and partnership.**” GG members shared names of individuals and groups that embody these values and is a source/resource for inspiration.

Meeting Discussion: Engagement, COO Narrative & Political Strategy

Early this year, the Governance Group identified the creation of a COO Narrative and Political Strategy as one of its top priorities. Sian Wu of Resource Media, who is partnering with COO on the creation of COO’s Narrative, led Governance Group members, staff, and other meeting participants in an empathy mapping exercise.

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. Empathy Mapping Exercise is rooted in understanding our audiences and trying to step into their shoes to understand what they’re thinking and feeling, seeing, hearing, and saying or doing; where the pain points are what are their gains. The exercise works best when you are closely connected to the audience or are a member of the audience group.

COO Audience Empathy Map Activity



Activity Questions

What does this audience think and feel about COO and the issues it deals with?

What does this audience see on a day-to-day basis that may inform these beliefs?

What does this audience say and do about COO and the issues it deals with?

What do they hear that may inform their thinking?

What are their pains—what is a need right now that COO fulfills?

What are their gains—why would they support COO specifically?

GG members were asked questions to reflect on selected audiences (identified through a survey prior to the meeting). The three audiences were: COO funded partners; Community members and groups (direct engagement); and Community based organizations (not COO funded but aligned in work and values). They met in small groups to discuss the activity questions (shown in the box on the preceding page), then shared their reflections with the whole group:

- There's a difference between how people see BSK and how/whether they see COO; there's not always a connection between them. BSK has more name recognition, community-at-large doesn't know COO.
- Partners may not see themselves as "COO"; identification may depend on lens that they experience COO (e.g. through a partnership, through SF, through KC, through Learning Community but not as a funded partner)
- Community need for sustainable funding; CBOs function in a state of scarcity/competing for funds. Flexible, long-term funding from COO has been very positive.
- Community is boots on the ground, not grant writers, how are we judging/reviewing them?
- As COO success and capacity grows, the work grows but the pool of money remains the same, but expectations may be to do more
- Other philanthropy has not joined COO the way we want them to
- Policy and systems change clarification, PS work COO, direct service work BSK is focused on outside of COO. More clarity needed on priority of PS change for COO
- 3 top priority audiences identified in the survey were community/community-based, but discussion on common identified issues and needs had to do with aligning government and philanthropy to COO approaches and values (e.g. long-term flexible operating funds, supporting PS change and power-building, community-led ideas).

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

Dionne Foster reviewed the proposed framework with the Governance Group for the next round of system and policy change funding. Governance Group members were reminded that the framework should be considered confidential information until the RFP is released.

When the GG was surveyed, there was unanimous consensus to support black-led organizations with remaining funding allocated for 2020-2021. COO staff has worked with Best Starts and King County Public Health Equity & Social Justice leadership to review and provide feedback for COO's RFP.

GG members asked questions about the requirements for potential applicants, specific to ensuring there was consistency with no additional burden on grant applicants for this funding cycle, relative to other funding cycles. Members and staff shared views and ideas for technical assistance and other supports available to applicants. In addition, there were questions about whether organizations needed could have a 501c3 fiscal agent/sponsor. COO (King County and Seattle Foundation) requires the applicant to be a 501c3; staff clarified that organizations can be fiscally sponsored if they do not have their own 501c3 status.

GG approved the RFP framework that will make \$725,000 available in grants. Dionne will make final preparations for the release of an RFP in September, with review and recommendations following later this year, with grant awards and work to begin in 2021.

The GG members thanked Dionne for her presentation and for her work to prepare for the RFP/Funding.

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 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.

Work group encourages MCC and HomeSight to work with Matt Echohawk Hayashi. Lydia has volunteered to support conversations as well.

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

Yordanos asked about a timeline for next steps with concerns about MCC current contract and funding/payment. Blishda indicated that they hope to provide contractors (MCC and HomeSight) with definitive response within the next month.

Rainier Valley partners, RBAC and Puget Sound Sage, addressed a letter to the COO Committee, requesting COO appeal to parties to have a mediated conversation. Yordanos requested that the entire GG receive the letter; Andrea shared that she forwarded the letter to the working group members and had misunderstood that the RV partners meant the GG, not just the committee or working group. She will send the letter to all members.

Sili suggests a direct response to recipients of both letters indicating the letters were received, what have been the steps taken to date, and next steps.

Meeting Adjourned 4:02pm

DRAFT

3- Staff Report

September 18, 2020 Governance Group Meeting

Meeting Discussion: **Commercial Affordability**

Melissa LaFayette and Chuck Depew of NDC and members of their consulting team from Craft3, BDS Planning, and Moving Beyond will be introduced to the Governance Group at the September 18th meeting. Melissa will make a presentation and update on the design phase for the Commercial Affordability project and plans for implementing the second phase of the pilot, followed by Q and A with the GG.

Pre-Read: [Item #4](#) is attached.

Meeting Discussion: **COO Narrative – Values Mapping**

Sian Wu of Resource Media, who is partnering with COO on the creation of COO's Narrative, will join us to continue building on COO's narrative with an activity that will explore COO's core values and to learn more about how we feel about these values and the choices that we have in implementing them.

Values mapping is an exercise on an interactive whiteboard that is designed to reveal the diversity of perspectives and options around sample values that are in question around COO's mission and narrative. The exercise gives each person an opportunity to express their views and shows how many members of the group hold these opinions. This gives a more holistic view of overall agreements, and flags outliers for discussion.

Following the values mapping exercise, our consultant/staff team will pair up specific stories gathered from interviews, that represent common core values, to present to the group

Next steps: In early October (10/2 or 10/9) - All GG members will be invited to join the Narrative Workgroup in a strategic communications planning session, where we will discuss the previous narrative activities (i.e. [Empathy Mapping exercise visual/notes](#)) and set goals for communication.

Strategic communications planning is not necessarily increasing widespread awareness, it's about achieving a goal. Employing strategic communications doesn't mean that everyone in our communities has heard of COO. Instead it targets specific audiences who hold the keys to whether COO survives with healthy funding and resources. This meeting will focus on objectives, key decision-makers, their primary interests and hurdles, common core values, message platform (values, threat and solution) and messengers—who needs to be heard by decision-makers in order to achieve the outcome we want. Following this meeting, we will provide some targeted channels and tactics that would be effective in reaching the target audience with the right messaging.

Follow-up: **August 21**

Staff were asked to share:

- A copy of the letter from Rainier Valley partners, Rainier Beach Action Coalition and Puget Sound Sage to the Governance Group can be found in this link: [click here](#). The letter was forwarded on August 19th to the members of the GG who are participating on a Working Group on MCC and HomeSight.

Kudos: Food Innovation Network (FIN) launches Spice Bridge

The Food Innovation Network (FIN), a member of the SeaTac/Tukwila Community Coalition opened their Food Hall, Spice Bridge on September 8th. A virtual opening celebration is scheduled on Friday, October 16th.

The Spice Bridge includes eight BIPOC women food entrepreneurs that have graduated from FIN's Food Business Incubator project. The Food Innovation Network (FIN)'s mission is to *enhance the local food system, increase access to healthy food, create pathways for success, and support resource- and idea-sharing that engages the diverse communities of SeaTac/Tukwila and South King County.*

While the opening of the food hall was delayed due to Covid-19, entrepreneurs used this time to make and deliver over 8,000 culturally appropriate meals to SeaTac/Tukwila families and seniors in need. Food is now available for purchase through take out or their outdoor dining space. FIN is currently researching alternative food delivery services and hopes to identify a company that will be more affordable for the communities they serve.

Spice Bridge is in Tukwila Village at 14200 Tukwila International Blvd, Suite 141 and is open Tuesday – Saturday from 11 a.m. to 8 p.m. and Sunday from 8 a.m. to 3 p.m. (and closed on Mondays).

Read more about Spice Bridge and its entrepreneur in this article from Eater Seattle: [New Food Hall Opens. Featuring Immigrant and Refugee Businesses](#) or FIN's Spice Bridge [webpage](#).

Aligning with Equity Initiatives, Sharing COO's Model

Over the last month, COO has had an opportunity to share our experience and look at opportunities to align and support the work of:

- Washington State's [10-Year Plan to Reduce Poverty & Inequality in WA](#). The vision and plan for Dismantling Poverty in Washington was released earlier this year and was developed under the guidance of Governor Inslee's Poverty Reduction Work Group (PRWG) which has been engaging people and communities most affected by poverty across the state. DSHS team leading the development of the plan was impressed by Communities of Opportunity, and it very much influenced the way PRWG conducted its work. As an outgrowth of the state's poverty reduction efforts, we have recently convened a Technical Advisory Group on Defining & Measuring Equitable Economic Recovery & Growth for WA (which includes GG member, Michael Brown).
- [Sound Cities Association](#) invited Communities of Opportunity to be part of its Racial Equity & Justice Series. COO was represented by host/GG member Deanna Dawson with Lydia Assefa Dawson and Michael Brown, along with staff Andrea Akita and Blishda Lacet. More than 50 elected officials and city managers from across King County participated in the session, sharing ways that they are engaging community members and putting equity into action. The participants also identified ways that SCA and COO could provide support/resources for collaborating and increasing equity in our region.

Update: Request for Proposals Updates

- **Selection of Community Partnerships Consultant**

COO released a Request for Applications to identify a consultant to plan, coordinate and facilitate COO's new Community of Practice (CoP). The consultant will codesign with COO place-based partners along with and COO staff to develop a learning group a Community of Practice for the nine place-based/cultural community partnerships. The goal is to build partnerships with deeper relationship, trust and the skills to effectively manage conflicts. The partnerships' lead organizer will support the coordination of the activities of all partners, convene and strengthen the partnership and manage the deliverables of the COO funded activities will have a space to engage in peer learning and facilitated activities to develop, learn, and practice effective techniques and skills.

COO received five applications and the review team, consisting of three place-based/cultural community partnership members and a COO staff person, will select a consultant by September 21st with contract to begin on October 1st.

Speaker Series RFP

- COO released a Speaker Series Request for Proposal (RFP) on Friday, September 11. COO seeks an individual, organization, or team to co-design a new speaker series with staff/stakeholders that highlights COO partners' work and provides a platform for a strategic set of conversations for COO stakeholders to learn new strategies and approaches from leaders in the field. More information is available: [here](#)

Other Upcoming RFPs

- The release of the RFP for Systems and Policy Change by Black-led Organizations was scheduled for September 10 and was postponed for a few days; release is scheduled for mid-September.
- A Communications Capacity Building RFP is scheduled for release on September 16. COO seeks an individual or organization to create/coordinate learning and technical assistance series that will strengthen communication skills and strategies for change.

Shaping King County's Post-COVID Future

King County Executive Dow Constantine is hosting a free three-part series exploring one burning question: How can we make our region's post-COVID future more equitable and more sustainable? All of the sessions can be viewed [here](#).

- September 10th with Estella Ortega, Harpreet Dha, Dr. Benjamin S. Danielson, and Gordon McHenry, Jr., identified gaps our region needs to focus on in recovering from COVID-19 pandemic. The recorded discussion is [here](#).
- **September 15th** and **September 17th** both session are from 5-6 p.m. Local leaders explore the challenges our region faces, and what we can do to address economic inequality, racism, access to healthcare, climate change, unemployment, small business recovery, education, housing, childcare, food access, and transportation. [Register via Eventbrite](#) or watch via <https://www.facebook.com/ExecutiveConstantine/>.



4 - Communities of Opportunity Commercial Affordability Pilot Update September 10, 2020

Background

The Commercial Affordability Pilot seeks to identify and develop models, tools, and services that will increase community ownership and equitable development opportunities. It also seeks to supporting business owners who risk being displaced from their neighborhoods within Communities of Opportunity. The intent of the pilot is to support and build on existing projects within the Communities of Opportunity that promote commercial affordability, identify new tools to increase access to capital, and find ways to address other barriers to commercial affordability, such as technical assistance for business operations or capital improvements. Phase 1 consists of planning the pilot and will go through Summer 2020. Phase 2, implementation, will begin in Fall 2020.

Team

The consultant team is composed of:

- NDC who will provide real estate financing, technical assistance, and serve as project lead;
- Craft3 who will serve as the small business lender and advisor;
- BDS Planning who will lead our community engagement plan; and
- Moving Beyond who will serve as program evaluators.

For more information on each organization, please see the Team Bios section at the end.

Updates

Technical Advisory Group

The Technical Advisory Group (TAG) was formed to work with the consultant team and help develop the pilot project selection process (developing scoring criteria and success measures for chosen projects and providing feedback), represent their respective communities, provide input and ideas to inform pilot goals, and share back information to their community on decisions made and actions taken. TAG members include representatives of organizations and small businesses across King County including:

- | | | |
|--|--|---|
| • Catfish Corner | • Greater Seattle Business Association | • Urban Black/Rainier Valley Community Development Fund |
| • City of Seattle Equitable Development Initiative | • HomeSight | • SeaTac Community Coalition |
| • City of Burien | • Julio Consulting | • Seattle University |
| • Community Roots Housing | • Kent Chamber of Commerce | • Thyme Well Spent Catering |
| • Earl's Cuts & Styles | • King County Department of Local Services | • Ventures |
| • Empresarios Unidos | • Pot Pie Factory | • Verity Credit Union |
| • Friends of Little Saigon | | |
| • Global to Local | | |

Over the course of the summer we hosted a total of four three-hour TAG meetings facilitated by BDS Planning. In these meetings, we:

- Developed goals for the COO Commercial Affordability Pilot;

- Provided trainings for TAG members on small business and commercial real estate financing;
- Received feedback on the pilot’s Theory of Change;
- Received feedback on outreach strategies and eligibility criteria;
- Developed and received feedback on [project selection criteria](#); and
- Jointly reviewed project solicitations that resulted in feedback from the TAG on final selections.

White Papers

Craft3 developed a [business financing white paper](#) examines barriers to accessing business capital and the wealth equity gap, and shares learnings from Craft3’s R&D work looking at alternative credit evaluation tools for inclusive financing.

NDC developed a [real estate financing white paper](#) expands on the real estate training from the first TAG meeting. The paper shares data related to commercial affordability and availability in King County, and discusses ways to impact real estate development costs and sources of funds, and their impact on commercial affordability.

Pilot Project Solicitations

With the support of the TAG, we finalized and distributed the Request for Projects solicitation document. This document served as the application and outlined our goal of identifying and testing projects that support small business owners who either have been displaced or at risk of being displaced due to rising costs and challenges accessing capital.

After a three-week submission period, we received a total of 14 applications from small businesses and nonprofit organizations located in Belltown, Seattle’s Central District and Little Saigon, Des Moines, Kent, White Center, SeaTac, and Tukwila led by and serving BIPOC communities, including African American, East African, Latinx, Vietnamese, and immigrant and refugee communities. Project solicitations had a wide range of requests, including financing support for:

- Capital projects
 - Building acquisition (3)
 - Tenant improvements (8)
- Programmatic support (2)
- Rent buy-down (1)
- Pre-development costs (1)

Expected Timeline and Next Steps

- Early-mid September – Work with selection of project applicants to solidify plans, pilot participation
- September 15 – Provide King County draft of Phase II plan
- September/October 2020 – King County reviews/confirms any legal issues
- November 2020 (expected) – Sign contract for phase II implementation

Team Bios

NDC: NDC is a national 501(c) 3 non-profit organization founded in 1969 to increase the flow of capital for investment in low-income communities. NDC has created two Community Development Finance Institution (CDFI)’s to direct capital to support the development and preservation of affordable housing, the creation of jobs through training and small business lending, and the advancement of livable communities through investment in social infrastructure.

Craft3: Craft3 is a certified nonprofit CDFI, established in 1994. Our mission is to strengthen economic, ecological, and family resilience in rural and urban communities that are challenged by market, economic, and demographic conditions that limit their ability to access capital across Oregon and Washington by providing loans and business assistance to entrepreneurs, nonprofits, tribes and individuals who do not have access to traditional financing. Since inception, Craft3 has invested over \$534 million in local businesses and communities. By being local, Craft3 can cultivate the relationships and trust necessary to finance positive change, while refining and developing loan products aligned with the needs of the communities served. Craft3's Seattle-based commercial lending team consists of five lenders and outreach specialists- all people of color and reflective of the diverse communities we serve in the Puget Sound region, including the COO communities.

BDS Planning: BDS Planning & Urban Design (BDS Planning) envisions communities that are more vibrant, just, and sustainable, and operates across the Pacific Northwest with deep experience in King County. We offer comprehensive community development services, with an emphasis on projects that require consensus and unlikely coalitions, communicating complex information, and shaping policy. Our team has extensive experience working with a wide range of communities, issues, and cultures, including juvenile justice, child welfare, and behavioral health in the region. In addition to cultivating relationships with communities of color, immigrants, refugees, LGBTQ communities, formerly incarcerated populations, and people with disabilities, our team includes individuals who bring experience as members of marginalized communities and active participants in organizations working toward greater commercial and housing affordability. In 2018, BDS Planning led the COO evaluation working thoughtfully to establish and cultivate relationships with COO's community grantees.

Moving Beyond:

Moving Beyond was started in 2018 by Aparna Rae and Jane Reisman. We began as a response to the challenge in the ecosystem of operationalizing DEI in and throughout the core work of organizations. We are a collective of practitioners spanning a range of expertise—including strategic planning, evaluation and measurement, training, facilitation, coaching, and building dynamic learning systems. We incorporate these diverse talents and strengths to push each other and our clients in achieving their goals.