



## AGENDA

### GOVERNANCE GROUP

July 16, 2021 2:00 – 4:00 p.m.

Zoom: [Meeting 979 8278 4768 - passcode 524908](#)

<i>Time</i>	<i>Agenda Item</i>	<i>Facilitator</i>
2:00	<b>Welcome and Introductions</b>	Michael Brown
2:05	<b>Consent Agenda</b> <i>Objectives: review and approve the July 16, 2021 agenda and notes from June 23, 2021 Meeting</i>	Michael
2:07 – 2:15	<b>Grounding &amp; Equity Moment</b>	All
2:15 – 2:45	<b>Commercial Affordability Pilot Program</b> <i>Objectives: Receive and update and engage in conversation on implementation of the pilot, with a focus on the real-estate development projects assisted by COO</i>	Melissa Lafayette, Chuck Depew, and Darren Medina
2:45 – 3:25	<b>COO Highlights</b> <i>Objectives: Provide a spotlight on and learn about work of COO partners over the past year</i>	COO Team
3:25 – 3:35	<b>Updates</b> <i>Objective: share pertinent information across the group.</i>	All

### Adjourn

#### Governance Group Members

Lydia Assefa-Dawson  
Michael Brown  
Vazaskia Crockrell  
Deanna Dawson

Ubax Gardheere  
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\_Governance Group Meeting

June 23, 2021

via Zoom

### Attendees

**Governance Group Members:** Michael Brown, Ubax Gardheere, Marty Jackson, Paola Maranan, AJ McClure, Marguerite Ro, Sili Savusa

**Staff:** Andrea Akita, Blishda Lacet, Aaron Robertson

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

**Notetaker:** Valerie Garza

**Consent Agenda:** Governance Group (GG) approved the consent agenda with the meeting minutes from the May 21, 2020 meeting and June 23, 2021 agenda. Motion was made by AJ McClure and seconded to approve by Sili Savusa.

**Grounding and Equity Moment:** Michael anchored the moment by sharing thoughts on a book he has been reading, the *Post Traumatic Slave Syndrome* by Dr. Joy DeGruy. He's shared his experience and reflected on having opportunity to break the pattern of trauma passed down across generations.

In thinking about breaking patterns, in terms of addressing economic opportunity for people to truly prosper, what are the markers for GG in creating change? He challenged us to think about the things COO and GG can do with different tools, different approaches: What are the things that we can break in service to creating opportunity?

**COO Governance 2.0: Discussion and Decision:** Marguerite Ro and Andrea Akita reviewed the [proposed composition and duties of the governance group](#), based on member feedback from May/June workgroup and GG meeting. The proposal increases the minimum number of governance members, adds expertise for each of the COO result areas (housing, health, economic opportunity, civic engagement) and adds representatives from all COO strategy areas. The changes were suggested to mitigate potential challenges when conflict of interests occur on a smaller board and elevate community voice/resident leadership. The proposal also adds a non-voting member from COO staff to the GG.

Group Discussion:

- GG recommends that eligibility requirements include: members possess a commitment to dismantling racism and respect for community wisdom and agency.
- Create a distinction between funded partners and general members not affiliated with an organization receiving funding in order to broadened community perspective on the board. Adding language to clarify this distinction was suggested.
- Being mindful of inclusion by ensuring that there is engagement across and within our partnerships. Expanding the language to lift up race and calling out for broader representation and specifically from: LGBTQ-affirming and Native-led, Native-

community-based organizations familiar with impact of racism on Native people, communities, tribes, and nations.

- Recommendation to ensure staggered terms should be added; a suggestion to modify wording to indicate that appointments would be made for two or three years.
- There was an interest in making sure that institutional knowledge and experience from the current board continue into the next/new governance group. Andrea referenced a clause in previous Ordinance allowing for members continuing to the new body. Prior legislation specified there be a minimum of thirty percent of the members appointed to the initial board in 2017 shall be new members who have not served on the interim governance group.
- Members expressed an interest in having youth representation on COO. They determined that there needs to be careful planning and attention to designing a model that support youth leadership on the GG. Rather than arbitrarily add a specific number, the GG decided to do more research, consult with the CYAB youth leaders, to develop options. They recognized there have been youth-led projects and youth-serving organizations within COO, which could make youth eligible to be in one of the 'funded representative' seats on the GG. Three additional points were brought up: depending on the age of the potential members, GG meetings may need to be shifted to times where youth were more like available; CYAB is proposing to provide stipends for youth participants and COO would want to be in alignment; the number of youth members is an important consideration - more youth voices in order to participate in meaningful ways as one member might find it isolating and tokenizing. A further suggestion was having a COO Youth Committee or a Youth Task Force.
- Looking for ways to coordinate with CYAB could mean joint membership – it was suggested that one of the GG members may also want to seek appointment to the CYAB (or vice versa).
- A concern was raised to be careful around inflating membership as its challenging for the team to manage. Managing a large board can compete with staff's ability to implement other priorities/goals.
- The power to remove members who are absent, non-participator and not functioning within the group would come under the bylaws.
- All board members possess commitment to emphasizing membership reflected in lived experience and deep connection to the racial, ethnic, and cultural, [geographic] communities from whom COO partners.

Action: The Governance Group approved a set of general recommendations, which the staff will use in drafting required reports, ordinances. The staff will fill in details, based on the direction received from the GG.

### Updates and Announcements:

- GG had asked about plans for community engagement on proposed modifications to COO strategies within the Best Starts Implementation Plan. Andrea discussed outreach and engagement plans with Best Starts. She explained that Best Starts is hosting a series of community conversations - meetings hosted by community groups - that provide an opportunity for Best Starts to describe the process planning for the renewal and modifications to the implementation plan. The Best Starts team is able to show how feedback is incorporated into the Plan and check/ask if they've gotten things right. These meetings touch on BSK at a very high level.

If voters approve the renewal of the levy, COO and BSK will engage with community members on a more detailed level, working through issues that will inform program level decisions. The way this was done in the past was through the creation of workgroups.

- Blishda explained that Vision Change Win (VCW) training was postponed to allow the consultant team to process the dynamics they have observed while working with COO. After conversations with staff and some partnerships where there was noticeable tension, VCW wanted to reassess and understanding current conflict in order for their training to be more effective. The pause is a reflection of how they model the process of generative conflict. We expect training to roll-out to Governance Group members in 2022.
- June's meeting was the last for Valerie Garza who accepted a new permanent position in Metro Transit, as well as for Aaron Robertson who will serve as the new Director of Political Voice at the Advancement Project California working on data desegregation around race democracy reform work. Aaron's smarts and heart are built into COO's foundation. COO and Governance Group will miss his brilliant and humble partnership.
- Marguerite and Yordanos met and discussed ideas for discussions with the Governance Group on accountability and authority. They are preparing options and will come back to GG to discuss next steps.

### 3\_Staff Report to COO Governance Group, July 16, 2021

#### I. PRESENTATION ON COMMERCIAL AFFORDABILITY PILOT

NDC (National Development Council) and its consulting team wrapped up the planning phase for the Commercial Affordability Pilot at the end of 2020 and jumped into the implementation phase, developing models, tools, and services that will increase community ownership and equitable development opportunities. The Pilot seeks to influence systems, policy change and investment practices to assist micro- and small businesses to remain open in their community and contribute to economic stability and resiliency in COO communities, including through job creation and retention. Melissa Lafayette will provide a presentation on the Commercial Affordability pilot and highlight three of the real estate development projects that are receiving technical assistance and funding for tenant improvements:

- **SeaTac International Mall, SeaTac**, has transformed a former auto parts store into a lively international mall, hosting 26 retail bazaars, a grocery store/deli, two business offices, a chiropractor, and a community center for East African Community Services. NDC provided a grant of \$150,000 to the developer to help pay for major tenant improvements to build out space to create a retail bazaar where interconnecting walkways enable customers to walk freely from unit to unit. NDC, Craft3, and third-party TA providers funded by the Pilot provided one-on-one support to the project developers including construction management, structuring financing, identifying project needs, and helping connect businesses to relevant support. Additionally, with the help of the Pilot's small business loan guarantee fund, the business center secured a small business loan from Craft3 to fill the gap of project development costs and business start-up costs not covered by grant. A grand opening ribbon cutting event was held during the first week of May, with media coverage in the [Seattle Times](#).
- **Catfish Corner, 23rd & Jackson in Seattle**, a legacy restaurant dislocated from its neighborhood in 2018 will be able to return to the Central District, celebrating its grand opening event in June. The business is moving into a new mixed use, affordable housing, and retail development in the heart of the Central District. The businesses' long-term lease enabled NDC to provide a grant of \$245,000 to Community House, the nonprofit building owner/developer to complete the business owner's portion of the cost of tenant improvements. NDC, Craft3, and third-party TA providers funded by the Pilot provided one-on-one support to developer and to the business owner. Additionally, Craft3 provided a small business loan to business owner to cover start-up expenses and working capital to move into the space. Catfish Corner reopened in the Central District during this year's Juneteenth celebration, as reported by Eater Seattle [here](#). Enjoy the excitement of the grand opening and hear from business owner, Terrell Jackson in [Converge Media on Instagram: "#Juneteenth was cause for celebration on 23rd & Jackson as the community came together to celebrate the Grand Opening of Catfish Corner"](#)
- **Spice Bridge, Tukwila**, is the Food Innovation Network's non-profit food business incubator site providing immigrant and refugee food entrepreneurs access to affordable

commercial kitchens and supporting them in running their own businesses. NDC provided technical assistance and a grant of \$100,000 to Global to Local to fill a financial gap for funding major tenant improvements in support of Spice Bridge's revolving cohort of up to 15 food businesses that will share the commercial kitchen and retail space over the next decade. The Food Innovation Network and Spice Bridge were featured in the [Best Starts 2020 Annual Report](#). The report includes a link to an informative [video](#), produced by the American Planning Association, celebrating the food hall and its entrepreneurs.

## II. COO SPEAKER SERIES

Thank you to everyone who attended our first Speaker Series session, Cultivating Community Transformation, with panelists A.J. McClure (Global to Local), Sili Savusa (White Center CDA), Michael Brown (Seattle Foundation), and moderator Aaron Robertson. For those unable to attend you can **watch the whole thing** [here](#)! Panelists covered how COO originated, and the conversations, paths and learnings that have happened so far towards building cross-sector partnerships and collaborations that support the transformative work happening and leadership in community.

We are excited for the remaining events of our six-part "[Cultivating Community](#)" Speaker Series, each designed to amplify and learn from the efforts of our community-driven partners. See below for a snapshot and RSVP to attend today. The next topic in the series is: [Cultivating Community Imagination: The New Economy on July 22, exploring](#) the ways in which we may engage our imaginations to reimagine land ownership and our local economies.

## III. LEARNING COMMUNITY CAPACITY BUILDING COHORT REPORT

An evaluation of the 2020 COO Communities Rise capacity building cohort was completed in June. The report focuses on the experiences of eight COO-funded organizations selected to be participants in the COO Capacity Building Cohort that extended from September 2020 to June 2021.

The capacity building included workshops, peer learning community meetings, coaching, and workshops on shared values, outreach/publicity, partnership development, community representation & voice, collecting community data, and fundraising. The purpose of the report is to identify areas where the cohort model worked well or may need to be changed. The results will be used to make continuous improvements in the cohort model and to deepen an understanding of the needs, strengths, and capacity building priorities of these organizations. Also, due to the COVID-19 pandemic, the report findings provide a unique opportunity to learn about the pros and cons of virtual engagement techniques on organizational capacity building.

Read the full report [here](#).

#### IV. BOARD MEMBER NEWS

- Michael Brown’s [Op-Ed](#) in the July 8<sup>th</sup> Seattle Times provides compelling data to underscore why we have a “one-in-a generation opportunity to revisit our region’s values and priorities, to collaborate on a vision of the ‘normal’ we want to achieve moving forward.” The opinion piece also introduces readers to Civic Commons’ [Scorecard for Shared Prosperity](#) as a tool for data-driven leaders in our region.
- Congratulations to Jenn Ramirez Robson who begins her new job next week as the new Vice President of Employment Services at Northwest Center!
- Best wishes to Tony To as he begins his retirement on July 21. Fortunately for us, Tony isn’t retiring from the governance group just yet, so we’ll get to see him regularly for a little longer.

We have learned so much from you and appreciate your work for our communities!





*At the June 23, 2021 meeting of the COO Governance Group, there was a consensus to recommend changes to the composition of the COO Best Starts Advisory Board. The proposed changes will be described in the Best Starts Governance Update Report, that will be transmitted by the King County Executive to the King County Council, should the levy renewal be approved by voters. The update report will include a history of the GG/COO-Best Starts Advisory Board.*

*This draft is provided for your information. No action is required by GG at this time.*

### *Communities of Opportunity Best Starts Advisory Board*

Communities of Opportunity (COO) was established in 2014 through a partnership between King County and Seattle Foundation to address economic and racial inequities through place-based work and systemic change. This unique public-private-community partnership was expanded in 2016 when COO was included as one of the Best Starts for Kids Investment Areas.

In 2016, King County Ordinance 18442 established the structure and duties of the COO *Best Starts* Advisory Board through the end of the first levy. The COO *Best Starts* Advisory Board provides strategic leadership, direction, and oversight for the Communities of Opportunity initiative in King County. The board is comprised of members who are representative of communities most impacted by systemic inequities, the Seattle Foundation, and the County.

COO is a model for shared power and decision-making, guided by the values of authentic community engagement, equity, respect, and partnership. The board brings lived experience. The COO *Best Starts* Advisory Board established a set of Guiding Principles which have shaped COO's approach and relationships with stakeholders to elevate the power and assets within communities. Racial equity has remained a core principle and value for the COO *Best Starts* Advisory Board. Since its inception, the COO *Best Starts* Advisory Board has helped put equity into action by:

- Co-designing strategies and investments in place-based and cultural community partnerships, systems and policy change, and shared learning
- Serving as an exemplary initiative driving systems change through a cross-sector, multisite approach to advance racial equity and shift power.<sup>44</sup>
- Supporting the learning among funded partners and those looking to design and scale community solutions for greater social, economic, and racial equity
- Leveraging public and private resources and financial commitments to support COO-funded strategies and projects.

The Municipal League Foundation awarded COO the 2018 James R. Ellis Regional Leadership Award for its examination of regional public policy problems and solutions.

### *COO Best Starts Advisory Board Composition*

K.C.C. chapter 2A.300.520<sup>56</sup> outlines the COO *Best Starts* Advisory Board composition and duties. Accordingly, the COO *Best Starts* Advisory Board shall be composed of a minimum of 14 members, and maximum of 18 members. At least 20% of the board are community members who reflect demographic characteristics of communities that qualify for funding, and who are grassroots organizers or activists in such communities, or who live or have worked in those communities. Two seats are designated for members from COO geographic or cultural community-based partnerships. One seat

is designated for a representative of the King County Executive. One seat is designated for a representative of the King County Council, and two seats are designated for Seattle Foundation appointees. All members are appointed by the Executive and confirmed by King County Council, apart from the representative appointed by the Council<sup>57</sup> and the two members appointed by Seattle Foundation.

*COO Best Starts Advisory Board members shall possess specific context or content experience related to improving health and well-being outcomes in communities with the greatest need for improvement. They shall be committed to the principles of racial equity and social justice, and to evaluating and making decisions through an equity and social justice lens. Board members reflect the cultural diversity in King County and a range of backgrounds, including living in or working in affected communities, working in 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.*<sup>58</sup>

Recommended Update: The COO *Best Starts* Advisory Board recommends that eligibility requirements for board membership be updated to include: a commitment to dismantling racism and respect for community wisdom and agency.

Updating the language on being committed to *anti-racism* rather than committed to racial equity and social justice reflects the premise that a more active understanding of how racism manifests, and concrete actions to dismantle racism are needed to undo systemic racism and truly advance racial equity. The additional updates in eligibility requirements for board membership will further elevate community voices and leadership on the board and ensure that the board strongly represents COO communities.

Recommended Update: The COO *Best Starts* Advisory Board recommends increasing the size of the board by changing the minimum number from 14 to 20 members, and the maximum number from 18 to 24 members.

Recommended Update: The COO *Best Starts* Advisory Board recommends changes in board composition by updating the designated number of community-held seats. The changes are italicized below:

- *2 members representative of COO systems and policy change entities*
- *2 members representative of COO learning community representative*
- *4 general members with system/sector knowledge of each COO result areas, with one member from each sector: affordable housing, health, economic opportunity, and civic engagement/community connection*
- *At least 1 member of an Indigenous or Urban Native community-based organization, or Tribe, who is familiar with impact of racism on Native people, communities, tribes & nations*
- *At least 4 members or 20%, whichever is greater, who reflect racial, ethnic, and geographic characteristics of communities that qualify for funding and who are grassroots organizers or activists in such communities, or who live or have worked in such communities. Community members should be outside of funded-representative groups. Board members will possess lived experience and deep connection to racial, ethnic, and geographic communities with whom COO partners*
- *1 non-voting member who is the Communities of Opportunity Director or designee*

The following board positions and designations remain the same as the current 2016-2027 board:

- 2 members from COO geographic or cultural community-based partnerships
- 1 member appointed by King County Executive
- 1 member appointed by County Council
- 2 members appointed by Seattle Foundation

One of the ways that COO demonstrates its commitment to share and shift power to communities is through the designated number of community-held, decision-making seats on its governing board. COO will elevate community voice by increasing the number and types of community-held position on the board.

Recommended Update: The COO *Best Starts* Advisory Board recommends that a minimum of thirty percent of the members appointed to the board in 2022 be new members who have not previously served on COO's governance board.

#### *COO Best Starts Advisory Board Duties*

The overarching duties of the COO *Best Starts* Advisory board include:

1. Reviewing and making simultaneous advisory recommendations to the Executive and County Council concerning the use of levy proceeds for the COO element of the *Best Starts* levy
2. making appointment recommendations to the executive and evaluating letters of interest of individuals letters wishing to serve on the board to determine whether they meet the membership criteria.

The COO *Best Starts* Advisory Board recommends that duties for the board remain the same; no updates to their duties are proposed.