



AGENDA

GOVERNANCE GROUP

February 16, 2017 2 - 4 pm

Chinook Building

401 5th Avenue, Room 121

Call-in: 206-263-8114 #641362

<u>Time</u>	<u>Agenda Item</u>	<u>Action & Materials</u>
2:00	Welcome & Introductions	
2:05	Consent Agenda	Review & Approve <i>Agenda, Minutes, Staff Report</i>
2:10	Check In/Team Building	
2:25	Community Partnership RFP Place-Based & Cultural Communities	Briefing <i>Powerpoint Slides</i>
2:45	Place-Based Partnerships SeaTac/Tukwila, Rainier Valley & White Center Backbone Funding 2018	Updates/Discussion Decision <i>Recommendation Memo</i>
3:15	Evaluation BDS Planning & Urban Design	<i>Updates/Discussion</i>
3:40	Announcements	
3:45	Adjourn	
3:45	Executive Session	

Next meeting: March 16, 2018

2:00 to 4:00 p.m. Seattle Foundation

Governance Group Members

*Lydia Assefa-Dawson
Michael Brown
Deanna Dawson
Andrea Estes
Ubox Gardheere*

*Matelita Jackson
Paola Maranan
Gordon McHenry, Jr.
Alison Mediola (pending
appointment)
Jenn Ramirez Robson*

*Marguerite Ro
Sili Savusa
Nathan Smith
Adam Taylor
Tony To*



2 - Staff Report

February 16, 2018 Governance Group Meeting

Funding Processes / Awards / Contracts

1. We will review the RFP Process & Decision Making for the **Partnerships in Place-based Communities and Cultural Communities** RFP during our February meeting. Slides for the discussion are included in the meeting packet.

2. **Policy & Systems Awards**

Announcements for the Policy and Systems awards on February 1, 2018 included social media posts on Facebook. There were 10,285 unique individuals who saw the post on one of the King County pages. We sent out the press releases and included a [translated press release](#) to Spanish ethnic media outlets highlighting Casa Latina’s award and quote from Marcos Martínez, Executive Director. Here are a couple of the social media posts.

[Twitter post](#)

[Facebook post](#)

Feel free to share with your networks.



COO Evaluation

The BDS Planning & Urban Design Team and consultant partners from Urban Design 4 Health, Change Lab Solutions, Health x Design, Jackie St Louis and Nissana Nov held an introduction meeting this week with COO. The team has identified a list of preliminary evaluation themes and questions, which they tested with members of Governance Group and staff who were able to attend the meeting. This quarter, the evaluation team will be developing their plans for Communications, 2018 Baseline Evaluation, and Partner Engagement. An Advisory group will be set up to help guide their work. Brian Scott/Valerie Tran, BDS team leaders, will attend our Governance Group meetings to provide updates and receive direction from GG on evaluation decisions. The materials from the meeting are here: [emerging evaluation questions](#) and [slide deck](#).

3- Communities of Opportunity Governance Group Draft Minutes

Friday, January 19, 2018, 2:00 – 4:00 p.m.

Location: Seattle Foundation, Board Room, 1601 5th Avenue, 19th Floor

Members Present: Adam Taylor, Jenn Ramirez Robson, Marguerite Ro, Marty Jackson, Michael Brown, Nate Smith, Paola Maranan, Tony To, Ubax Gardheere, Alison Mendiola (interim)

Phone: Gordon McHenry Jr and Lydia Assefa-Dawson

Staff: Andréa Akita, Sharon Bogan (on the phone), Kristin Dizon, Kalayaan Domingo, Cristina González, Alice Ito, Blishda Lacet, Nancy McGroder, Aaron Robertson, Kim Tippens (on the phone), Kirsten WYsen

Consent Agenda

Governance Group (GG) approved the January 19, 2018 consent agenda, which included meeting minutes from December 15, 2017.

Team Building & Real-Time Check In

The Governance Group members checked-in with one another on “top of mind” issues related to their work and intersections with Communities of Opportunity.

Conflict of Interest Policy and Disclosures

Governance Group members must sign COO’s Conflict of Interest Policy. King County also has a similar disclosure of financial interest form that must be signed. GG members agreed that it is important to disclose both financial and fiduciary interests as well as strong personal relationships. The group’s norm is to be over inclusive about disclosing.

Suggestion to change the wording from “review” to “evaluation” in future versions.

Systems and Policy Change RFP Funding Allocation Process & Roles

Aaron Robertson used a PowerPoint presentation to review the goals of the RFP, the review process and the GG Workgroup’s recommended list of awards. There were six community partner participants on the review panel and 4 institutional representatives (Seattle Foundation and King County). 87 proposals were received, 37 moved on to site visits and 27 are recommended for funding totaling \$2.5 million. The recommendations are based on the criteria in the RFP with additional considerations across geography, cultural communities, result areas and project vs capacity level applications. The funding recommendations prioritize proposals with strong racial equity analyses and upstream prevention approaches, ensuring a diverse set of approaches and communities and concentrating resources to fully fund proposals. Michael Brown commented that this was the sharpest process he’s seen from beginning to end.

A suggestion was made as an item for the next GG meeting: review the Racial & Equity considerations in reviewing the RFPs and awards.

Prior to discussion and vote, the GG members disclosed conflicts/perceived conflict of interest with any specific applying organization.

- The GG proposed action is for a vote on the whole docket of recommended applicants, unless a member has a conflict of interest. Where a conflict of interest exists, members disclosed the conflict and noted that their vote did not include the agency identified.

Members identified Conflict of interest related to the following organizations.

- o Gordon McHenry Jr. –Statewide Poverty Action Network.
- o Paola Maranan –All In For Washington.
- o Michael Brown –Yesler Community Collaborative.
- o Lydia Assefa-Dawson –Federal Way Youth Action Team.

Motion to approve the Systems and Policy Change RFP grantees as recommended by the GG Workgroup.

All Governance Group votes were to approve the motion.

COO Evaluation: BDS Planning & Urban Design Introductions

The BDS team was introduced by Marguerite Ro and Kim Tippens: Brian Scott, Valerie Tran, Jackie St Louis and Nissana Nov. The BDS team reviewed a PowerPoint to introduce themselves and their approach. The Project Team is led by Brian Scott and Valerie Tran; Jackie St Louis and Nissana Nov are leading the community engagement work, Urban Design 4 Health and ChangeLab Solutions will focus on the quantitative analysis. HealthxDesign is another consultant. They've worked for 40 years in WA and OR, and they are building on existing relationships with many grantees. They are in a pre-planning phase in the first quarter of 2018 with a "State of COO" memo, the 2nd quarter will focus on a community engagement plan and preliminary evaluation questions, the 3rd quarter will be a draft evaluation plan with input from ChangeLab Solutions and Urban Design 4 Health, and the 4th quarter will produce a final evaluation plan, as described in the timeline in the PowerPoint presentation.

The focus of the work in 2018 is to create an evaluation plan. It will use a mixed methods approach, that is rooted in the community, that uses both quantitative and qualitative approaches with a goal of demystifying the evaluation approach, listen to the stories, both bring lived experience with the COO result areas, bring a community based approach while understanding the rigors of research and being respectful of community resources. The team sees their role as to actively listen to bring to light what may not have been lifted up yet. They will use interpreters as needed.

The GG members said there is some urgency to capturing and documenting results of COO, and establishing a feedback loop to guide the work and it would be difficult to wait one year for these findings and mechanisms.

GG members recommended transparency in the decision-making process for the evaluation plan. They suggested that we can role model changes in the way we do an evaluation plan. They stressed that decision making and power as well as decision points throughout the evaluation plan should be transparent. They are interested in how to answer the question whether and when power is being shifted. They would like to know whether we are strengthening community capacity or not. Formative evaluation processes and participatory research processes are important. They would like more information about the role of the GG and the evaluation team, and when influence versus decision-making is happening. They would like to know what is the role of community and how the final approval of evaluation plans and findings will take place. Marguerite asked for GG volunteers interested in working on creating a transparent process—Ubax, Marty and Paola are interested.

Announcements

- COO brochure was handed out. This was the 1st run.
- COO is hiring an Administrative Specialist III.
- There were more than 40 proposals received for the Place-based & Cultural Community Partnership RFPs. The plan is to make 4 to 6 investments.

The next meeting on February 16, will be at the Chinook Building, Room 121, 401 5th Ave and a briefing on the Place-based & Cultural Community Partnership RFP will be presented.

Executive Session

- The meeting adjourned at 3:55 pm and the Governance Group decided not to hold an Executive Session during this meeting.



4 - Communities of Opportunity 2018 Backbone Funding

2018 Backbone funding requests and recommendation

The 2018 Backbone funding requests from all three place-based partnerships are well-aligned with the purpose and use of funds. Each of the requests describes a logical continuity of activities building on the work and learnings from the previous year. All three of the partnerships anticipate similar backbone activity costs in 2018 with modest increases over those experienced in 2017, however they also anticipate increased revenue or cost savings to offset some increased expenses.

Table 1. 2017 Backbone Funding and 2018 Funding Recommendation

	2017 Funding	2018 Request Amount	2018 Recommendation
Rainier Valley	\$315,000	\$315,000	\$315,000
SeaTac - Tukwila	\$273,000	\$294,206	\$292,516
White Center	\$305,000	\$289,484	\$289,484
Total	\$893,000	\$898,690	\$897,000

Background

COO's early commitment to provide multi-year Backbone funding enabled the original three place-based partnerships to plan, start up, and coordinate multi-sector collective impact efforts that would not be possible if funding were available only on a one-year basis. Multi-year Backbone funding supported the partners' participation in extensive co-design, team building and other activities crucial to COO's innovations in community-driven strategies to achieve equity goals. The partnerships have deepened and extended the reach of their community engagement, and they have increased active participation and leadership by community constituents.

Eligibility for Communities of Opportunity (COO) Backbone funding is limited to the three place-based areas chosen by King County and Seattle Foundation to receive investments and technical assistance to innovate in a place-based learning model with community partners. Working intensively with the three place-based partnerships since 2015 has given COO strategic insights that have informed Systems and Policy change work, and the overall architecture of COO. The requests for proposals from the three 2015 place-based areas and lead organizations for the partnerships are from: Seattle's Rainier Valley (HomeSight), SeaTac and Tukwila (Global to Local), and White Center (White Center Community Development Association).

Purpose and use of funds

Backbone funding is the core funding to support communication and coordination among a large number of diverse partners to develop shared goals, to mobilize constituencies, to coordinate on mutually reinforcing activities, and to align strategies to achieve outcomes.

Backbone Funding will be used to support the functions and activities necessary for effective implementation of their community strategies, which may include, but are not limited to:

1. Convening and support of the partnership table and implementation structure.
2. Overall project management in support of the place-based partnerships and their Results Based Accountability (RBA) strategy framework.
3. Overall connection among leadership of the COO partners, funders and governance group.
4. Continued leadership and outreach to involve diverse residents, community-based organizations and stakeholders in the work, including orientation, training and support.
5. Key coalitions and stakeholder participation in place-based continuing development and implementation.
6. Funding development, reporting, administration and interaction with funders.
7. COO data collection, evaluation and learning activities.
8. Increased communications and coordination of meetings, events, and other strategies with and related to COO; and increased communications with the larger community.

The total 2018 Backbone funding recommendation of \$897,000 reflects the 2018 commitment from Seattle Foundation together with the 2018 backbone funds available from King County Best Starts for Kids.

Table 2. 2018 Backbone Recommendation (by funding source)

	Seattle Foundation	King County Best Starts for Kids	Total
Rainier Valley	\$150,000	\$165,000	\$315,000
SeaTac - Tukwila	\$150,000	\$132,516	\$292,516
White Center	\$150,000	\$149,484	\$289,484
Total	\$450,000	\$447,000	\$897,000

COO Place-Based Partnership	2018 Backbone Activities	Funding Recommendation
<p>RAINIER VALLEY</p> <p>HomeSight continues as lead organization for the Rainier Valley partnership.</p> <p>The Rainier Valley site partnership is composed of four member coalitions, representing more than 40 different Rainier Valley-based community organizations. Member coalitions include Multicultural Community Center (MCC), Onboard Othello (OBO), Rainier Beach Action Coalition (RBAC) and South Communities Organizing for Racial Equity (South CORE). These coalitions and HomeSight each have representatives on the site partnership Steering Committee to assure coordinated planning and decision making.</p> <p>Changes over the past year include restructuring of staff, including a new position, Community Development Associate, to support coordination of the partnership’s expanded scope of work.</p>	<p>Project management, training and support for coalition member community-based organizations; evaluation and assessment development with COO; meetings, events; community and funder outreach and relationship cultivation.</p> <p>The COO Steering Committee expressed interest in revising evaluation methods to measure impact, hosting funders briefing event (open also to community members and COO implementation beneficiaries), updating internal/external communication regarding COO work and the interrelations with the 40+ community-based organizations it represents in 2018.</p>	<p>\$315,000</p>
<p>SEATAC - TUKWILA</p> <p>Global to Local continues as lead organization for the SeaTac – Tukwila partnership.</p> <p>Global to Local (G2L) works with partner organizations that have expertise in the COO result areas of health, housing, economic opportunity and community connections. These have included Congolese Integration Network, Kona Kai Coffee, Partners in Employment, Somali Health Board, Somali Youth and Family Club, Church Council of Greater Seattle, HealthPoint, Housing Development Consortium, Providence Health & Services, Swedish Medical Group, Highline College, and others.</p> <p>Changes over the past year include increased support for community-level engagement, capacity building for emerging leaders across sectors; and developing new partnerships in order to engage more deeply in areas of health, housing, and workforce development.</p>	<p>Development, convening, and coordination of partnership tables; training and support for community-based partner organizations including developing capacity to influence policies; evaluation and assessment; meetings, events; community and funder outreach and relationship cultivation.</p> <p>A major focus of activity will be development of more formal partnerships including partner tables addressing workforce development and community leadership. Activities to strengthen internal infrastructure and increase integration of engagement efforts across disciplines and sectors will also be a priority this year.</p>	<p>\$292,516</p>
<p>WHITE CENTER</p> <p>White Center Community Development Association (WCCDA) continues as lead organization for the White Center partnership.</p> <p>White Center Community Development Association works with public, private and community-based partner organizations that have expertise in the COO result areas of health, housing, economic opportunity and community connections. These have included FEEST, Highline College, Highline School District, King County Housing Authority, Southwest Youth and Family Services, Trusted Advocates, White Center Chamber of Commerce, Village of Hope, White Center Food Bank, YES Foundation, YWCA, and others.</p> <p>Changes over the past year include increased support and coordination of emerging and community networks advancing economic opportunity (including White Center Community Hub Advisory Committee); increased convening and facilitation of community-wide dialogues on contentious issues relevant to homelessness, housing, community connection and cohesion; and increased convening and coordination among existing and emerging tables and networks.</p>	<p>Development and convening of partnership tables and coordination across multiple tables and networks; project management, training and support for community-based partner organizations, documentation and data collection, evaluation and assessment; meetings, events; community, business and funder outreach and relationship cultivation; coordination of the Community Survey, related community outreach, documentation, data analysis and report out to community.</p> <p>WCCDA anticipates ongoing need to facilitate community dialogue and communications addressing issues related to the encampment and shelter in the area, and other issues affecting community wellbeing, controversy and cohesion.</p>	<p>\$299,484</p>

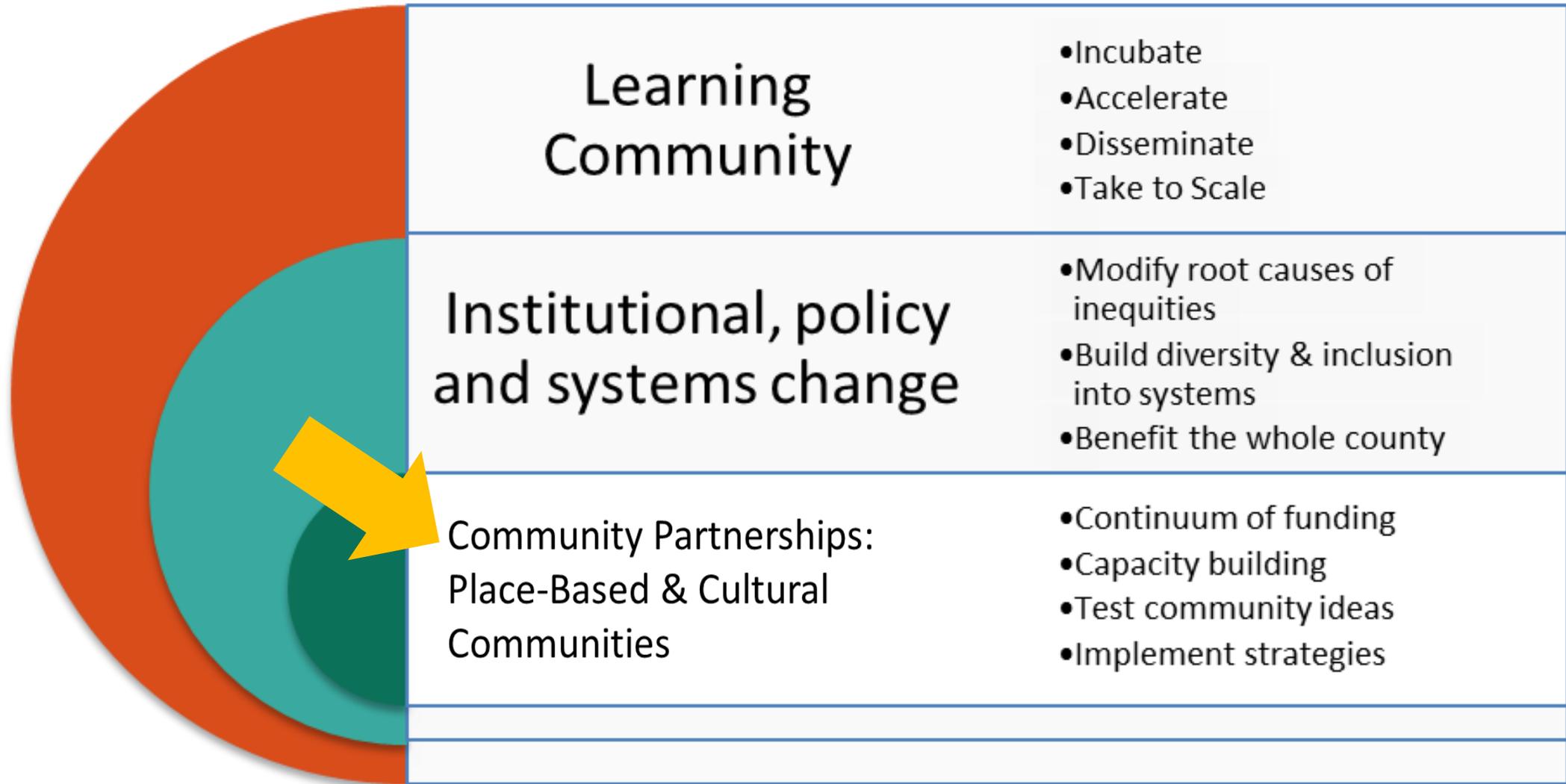


COMMUNITIES OF OPPORTUNITY

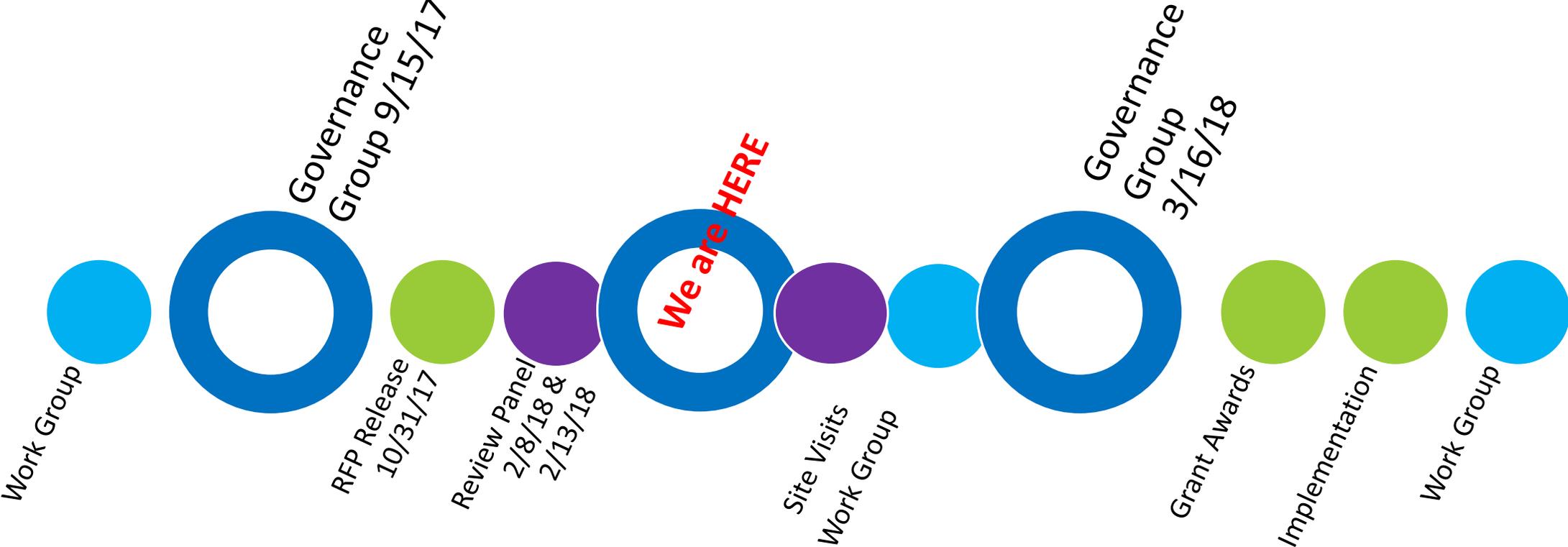


BRIEFING
COO COMMUNITY PARTNERSHIPS RFP
FEBRUARY 16, 2018

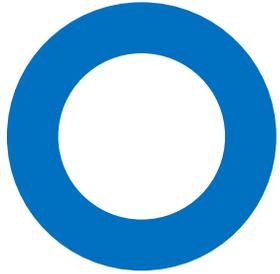
COO Investment Strategies



Community Partnership RFP

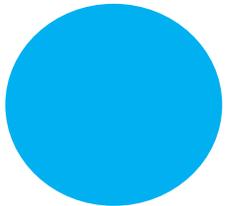


Roles



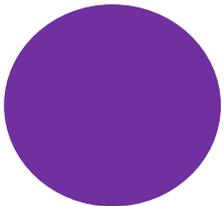
GOVERNANCE GROUP

- Approval of the goals and funding process
- Final approval of the docket of grant recommendations



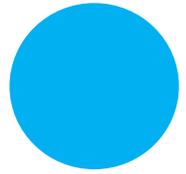
WORK GROUP

- Develop goals and funding process
- Oversee recommendation process of a funding docket for Governance Group consideration



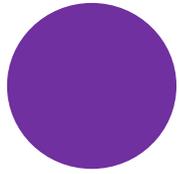
GRANT REVIEW COMMITTEE

Application review, site visits and preparing recommendations for discussion with the work group.



Work Group Members

- **Laura Hitchcock**
- **Lydia Assefa-Dawson**
- **Matelita Jackson**
- **Michael Brown**
- **Sili Savusa**
- **Andrea Akita**
- **Cindy Domingo**
- **Diana Phibbs**



Grant Review Committee

- **Aaron Garcia**, White Center CDA
- **Aileen Balahadia**, Neighbor to Neighbor
- **Alice Ito**, Communities of Opportunity
- **Alice Park**, community impact manager, United Way of King County
- **Anne Katahira**, consultant, Philanthropy NW Giving Project
- **Arun Sambataro**, King County Office of Equity & Social Justice
- **Dr. Ben Yisreal**, Consultant
- **Cheryl Markham**, Communities of Opportunity
- **Diana Paredes**, Community Learning Officer, Seattle Foundation
- **Diana Phibbs**, Staff to KC Council member Upthegrove
- **James Madden**, Enterprise Community Partners
- **Joe Cunningham**, former Staff to KC Council member Balducci
- **Kalayaan Domingo**, Communities of Opportunity
- **Nannette Fok**, Mize Foundation board; independent consultant
- **Patricia Julio**, Consultant, LISC
- **Senait Tilahun**, Community Advocate

COMMUNITY PARTNERSHIPS: PLACE-BASED AND CULTURAL COMMUNITIES

TOTAL FUNDS: \$2.7 Million

DURATION: 5/1/18 to 4/30/2020

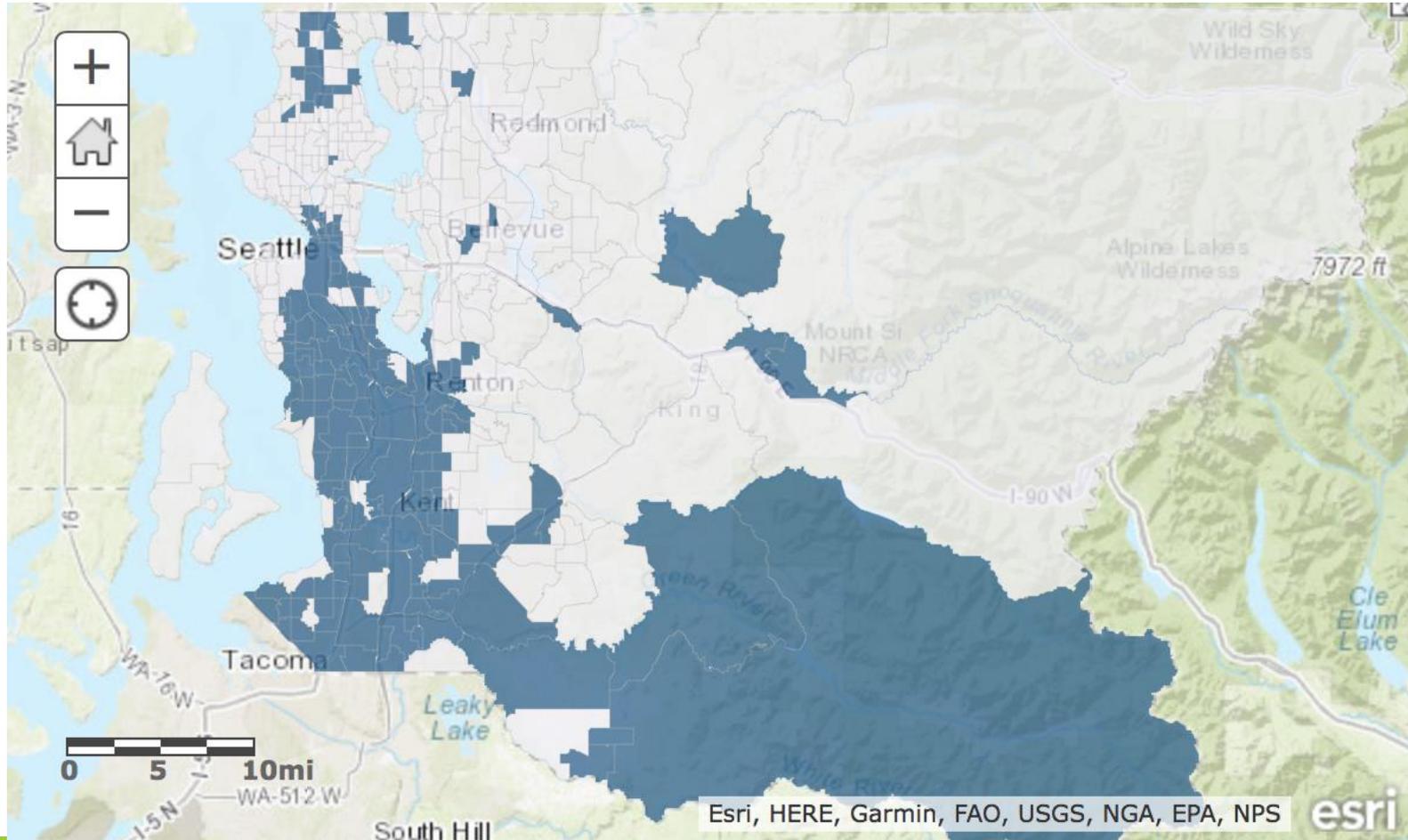
EACH PARTNERSHIP CAN APPLY FOR UP TO \$300K/YEAR - OR A MAXIMUM OF \$600K/2 YEARS

PURPOSE: To improve community conditions in health and well-being by investing in geographic places and cultural communities. Investments will support **community partnerships** across organizations and sectors to develop a shared agenda and implement projects that contribute to better health, safe and affordable housing, economic opportunity, and stronger community connections among its community members.

❖ ELIGIBILITY – PARTNERSHIPS MUST FULFILL ONE OF THE FOLLOWING:

1. Represent and be driven by leaders within a geographic area where COO index of health and wellbeing indicators score in the lowest 40th percentile.
 2. Represent and be driven by leaders in isolated rural communities with significant disparities compared to areas in which they are located and have other indicators which may result in poor health and wellbeing outcomes.
 3. Represent and be driven by leaders within a cultural community. Cultural communities are group(s) of people who share characteristics in common AND are experiencing disparate health and well-being outcomes.
- Lead organization must have **501(c)3 status** and demonstrate their **ability and willingness to be a trusted entity** that can bring together diverse stakeholders representing the selected community for proposed activities

ELIGIBLE FOR COO PLACE-BASED FUNDING



COMMUNITY PARTNERSHIPS: PLACE-BASED AND CULTURAL COMMUNITIES

COO understands that partnerships need flexible funding to foster cross-sector communication, alignment and collaboration among partners. This backbone funding enables partnerships to develop shared goals, to mobilize core constituencies, to coordinate on mutually reinforcing activities, and to align strategies to achieve outcomes. These resources also can provide dedicated or independent staff for convening meetings, planning, implementation, as well as monitoring and evaluation activities.

❖ Fundable activities

- Convening a cross-sector collaborative group on a regular basis to develop and work on a shared agenda or to implement a specific project (i.e. mapping community strengths). Expenses may include staffing, meeting space, food, travel, stipends)
- Community leadership training and community building events/activities
- Indirect expenses (i.e. rent, utilities, telephone)

❖ Non-allowable activities:

- Direct service, Lobbying limitations, Research studies

Focus Areas

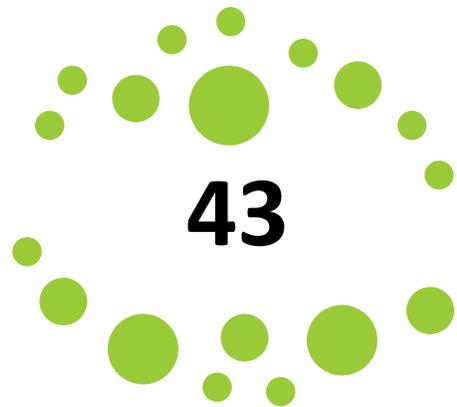
- All funded proposals must include **community connections** as one of the focus areas
- Strong applications will address solutions across all four result areas. However, proposals with partnerships working on at least two of the four result areas will also be considered for funding.
- Partnerships (2+ organizations) should engage multiple organizations or groups to develop and work on a shared agenda to increase health and well-being in their defined community.



Funding Criteria Categories

- ❖ Program outcome and implementation
- ❖ Equity & Community Engagement
- ❖ Partnerships
- ❖ Resource sharing

Proposals Received/Reviewed



Proposals submitted
\$21+ Million Requested



41

Proposals Met
Eligibility for
Review



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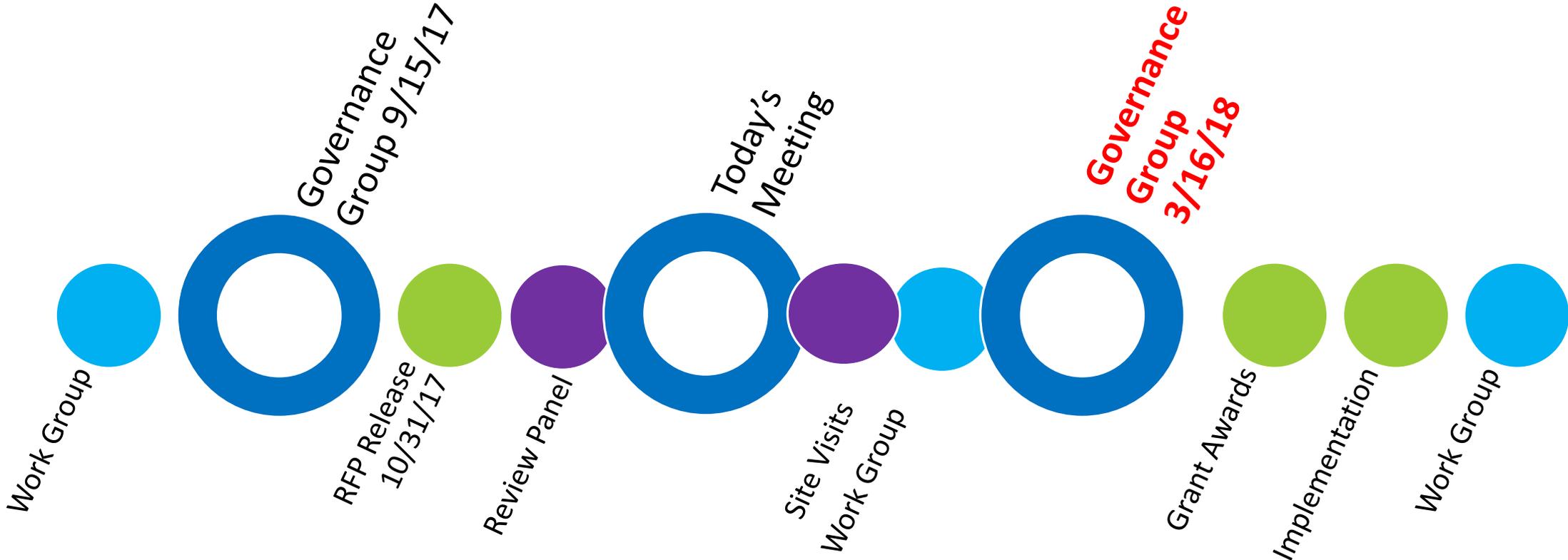
**Proposals
Continuing in
Review
Process/Site
Visits**

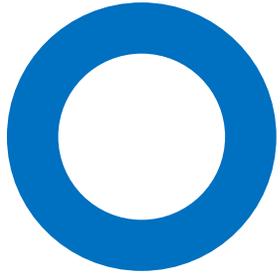
\$2.7 Million Available



Estimated
Number of
Awards

Community Partnerships RFP





Governance Group Decision

March 16, 2017

- Final approval of the docket of grant recommendations

Governance Group Decision Packet will include

- ✓ *Summary of RFP Process & Recommendations*
- ✓ *Recommendations for Grants*
 - ✓ *Lead Organization/Partnership*
 - ✓ *Description of Project*
 - ✓ *Proposed Grant Amount*



COMMUNITIES OF OPPORTUNITY
EVALUATION

Governance Group Check-In
FEB 16, 2018

OVERVIEW

- Debrief of 1/19 Governance Group meeting
- Debrief of 2/5 Introductory Meeting
- Work for Quarter 1

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DEBRIEF OF 1/19 GOVERNANCE GROUP MEETING

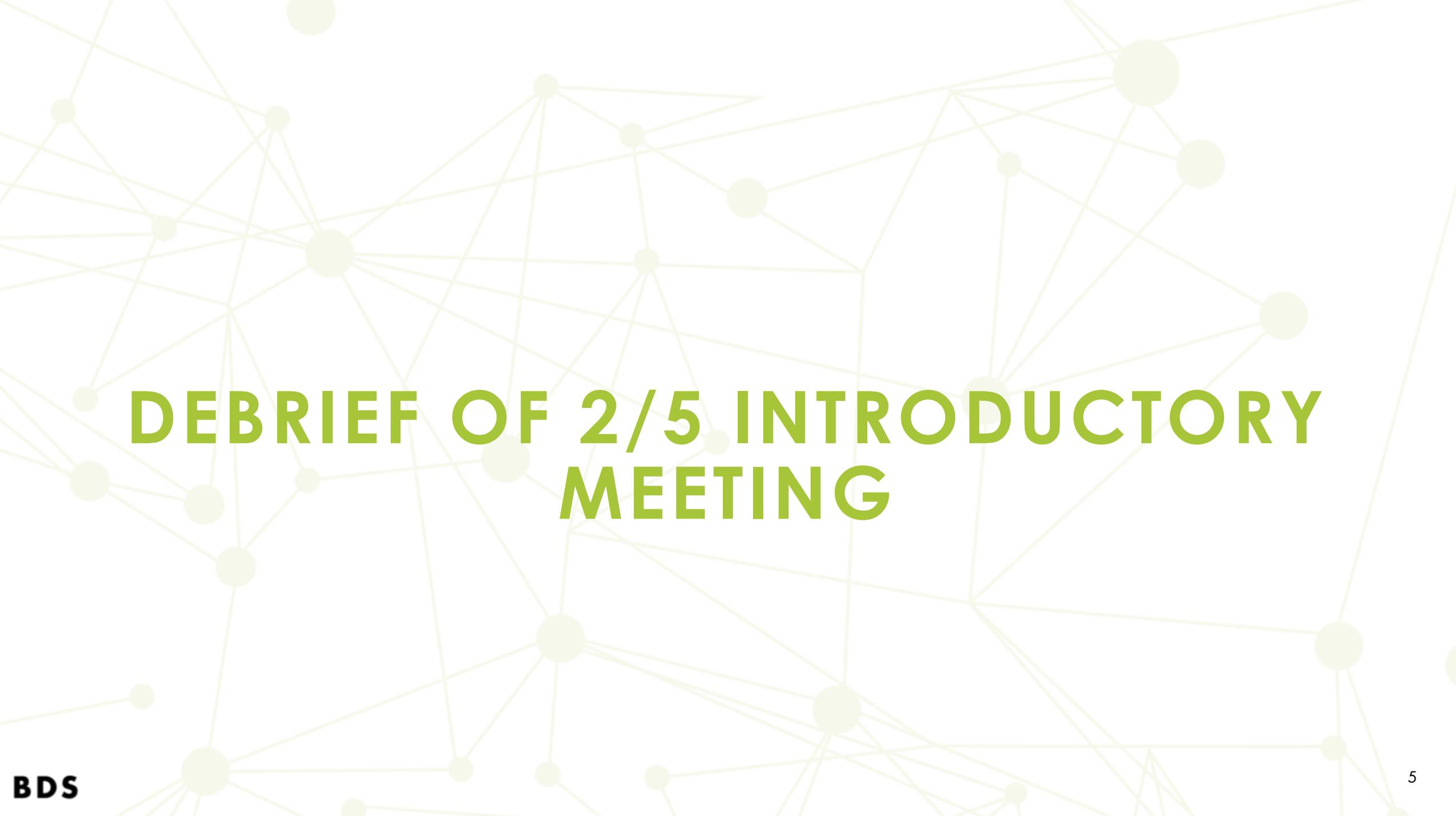
KEY QUESTIONS FROM THE GROUP

EVALUATION QUESTIONS

- Is power being shifted and when?
- Is COO strengthening community capacity?

PROCESS QUESTIONS

- Evaluation process transparency?
- Governance Group influence and decision-making power?
 - Advisory group: monthly discussions (description/invitation in progress)
 - Governance group: monthly updates; six workshops

A background graphic consisting of a network of light green lines connecting various sized light green circles, creating a complex web-like structure.

DEBRIEF OF 2/5 INTRODUCTORY MEETING

EMERGING EVALUATION QUESTIONS

10 key informant interviews and preliminary document review

2/1/18

KEY ISSUES OR QUESTIONS FOR THIS EVALUATION	JUSTIFICATION OR POTENTIAL IMPACT ON COO
PROGRAM MEASURES	
Are policies and systems changing, and how?	
How is the policy and systems change process happening over time? What are measurable steps or actions along the way toward policy and systems change in communities?	It has not been easy to define or measure the direct connection between organizing, advocacy, education, mobilization, and specific policy & system change actions.
Which policy & systems initiatives were accelerated by COO?	Identifying policy & systems efforts with the most momentum will help target policy investments and coordinate partners with common agendas.
Whom and how many is COO reaching?	
Are equitable policies and systems reaching the intended communities?	Well-intentioned policies do not always end up benefiting intended communities. Are the intended communities actually included in and benefiting from COO's policy & systems, place-based, and cultural community work?
How many people does COO intend to reach?	This is different for each partner and the scale of their project, but there has not been a quantification of COO's intended reach. This estimate would be helpful for King County Council.
How are King County & Seattle Foundation working together and influencing each other through COO?	
What and how many additional resources have partners gained as a result of COO?	To what extent has COO positioned their community partners to acquire more resources.
How do we measure the impact of Restricted vs Unrestricted dollars going toward partners? Is the current configuration of dollars appropriate?	Unrestricted philanthropic dollars and restricted levy dollars are spent differently and potentially have different impacts.
In what ways have King County and Seattle Foundation shifted their own practices and influenced each other?	COO wants to know if this public-private model is disrupting the status quo for how public and private funders work together.
Are communities building capacity and getting stronger?	
How do we measure shifts in community decision-making power and leadership beyond counting community members at the table?	COO's efforts should reflect the community's voice, power, and decisions if this initiative is, in fact, community-driven rather than funded-driven.

BDS

Emerging eval questions 20180201.docx

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EMERGING EVALUATION QUESTIONS

10 key informant interviews and preliminary document review

PROGRAM MEASURES

- Are policies and systems changing, and how?
- Whom and how many is COO reaching?
- How are King County & Seattle Foundation working together and influencing each other through COO?
- Are communities building capacity and getting stronger?

OUTCOME MEASURES

- What are community-level indicators of housing, health, & economic equity?
- In what ways have community connections contributed to housing, health, & economic equity?
- Is intermediate progress being made toward housing, health, & economic equity?

EXPERIENCE

COO PARTNERS

- African Americans Reach & Teach Ministry
- CIRCC
- Colectiva and Puentes
- Entre Hermanos
- Futurewise
- Global to Local
- Horn of Africa Services
- Housing Development Consortium
- Latino Community Fund
- LGBTQ Allyship
- Mercy Housing Northwest
- Mother Africa
- OneAmerica
- Open Doors for Multicultural Communities
- Para los Niños
- Public Defender Association
- Rainier Valley Corps
- Seattle Indian Health Board
- Somali Youth & Family Club / Coalition of Refugees from Burma
- SPIARC
- Tenants Union of Washington State
- The Mockingbird Society
- Washington Indian Civil Rights Commission
- White Center CDA
- Yesler Community Collaborative

OTHER KING COUNTY ORGANIZATIONS

- Asian Counseling & Referral Service
- Atlantic Street Center
- CCER
- Central District Association
- CHI Franciscan Health
- Chinatown International District Business Improvement Area
- City of Burien
- Communities in Action, UW
- Consejo Counseling & Referral
- Crisis Clinic
- EthnoMed
- HMC Community House Calls
- FareStart
- Forefront
- Harborview – PCS Addictions
- Health Point
- Interlm Community Development Association
- Jordan Binion Project
- King County Youth Chaplaincy
- Lake City Future First
- Lutheran Social Services NW/ICRS
- Millionair Club
- NAVOS
- New Horizons
- Odessa Brown Children's Clinic
- Project Aware
- PSKS
- Puget Sound ESD
- Rainier Beach Action Coalition
- Real Escape from Sex Trade
- Renton Area Youth Services
- Rhyther
- SafeFutures Youth Center
- Seattle Foundation
- Seattle Chinatown International District PDA
- Seattle Public Schools
- SOAR
- Sound Mental Health
- SPS Family Partnership Programs
- SW Youth and Family Services
- U District Partnership
- United Way of King County
- Youth Eastside Services
- YouthCare/Orion Center

KEY FEEDBACK FROM THE GROUP

THINGS WE SHOULD REMEMBER

- Money and resources can disorganize communities.
- Political context matters.
- Measurements and definitions of “success” change.
- One group’s success cannot be compared to another.
- Effects on un-funded partners.
- Unintended consequences of COO.
- Ground-truth quantitative data.

KEY FEEDBACK FROM THE GROUP

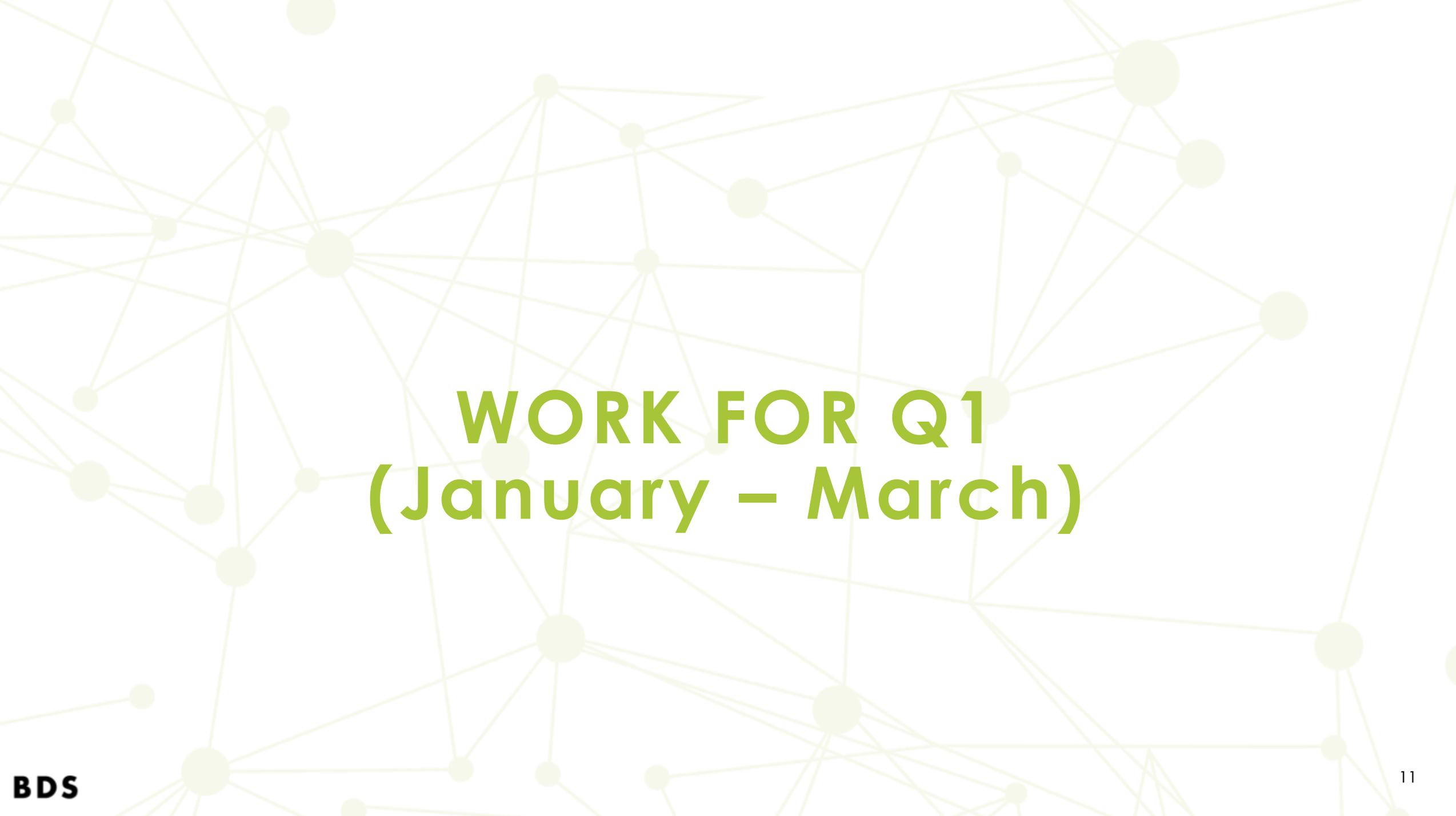
ADDITIONAL EVALUATION QUESTIONS

PROGRAM MEASURES

- How is COO giving partners tools to do their work?
- Can networks and systems of partners be sustained?
- What partnerships have been created or challenged?
- What is not working and why?

OUTCOME MEASURES

- What is the relationship between investment and impact?
- How do we measure mobilization and resilience?
- What would have happened without COO?

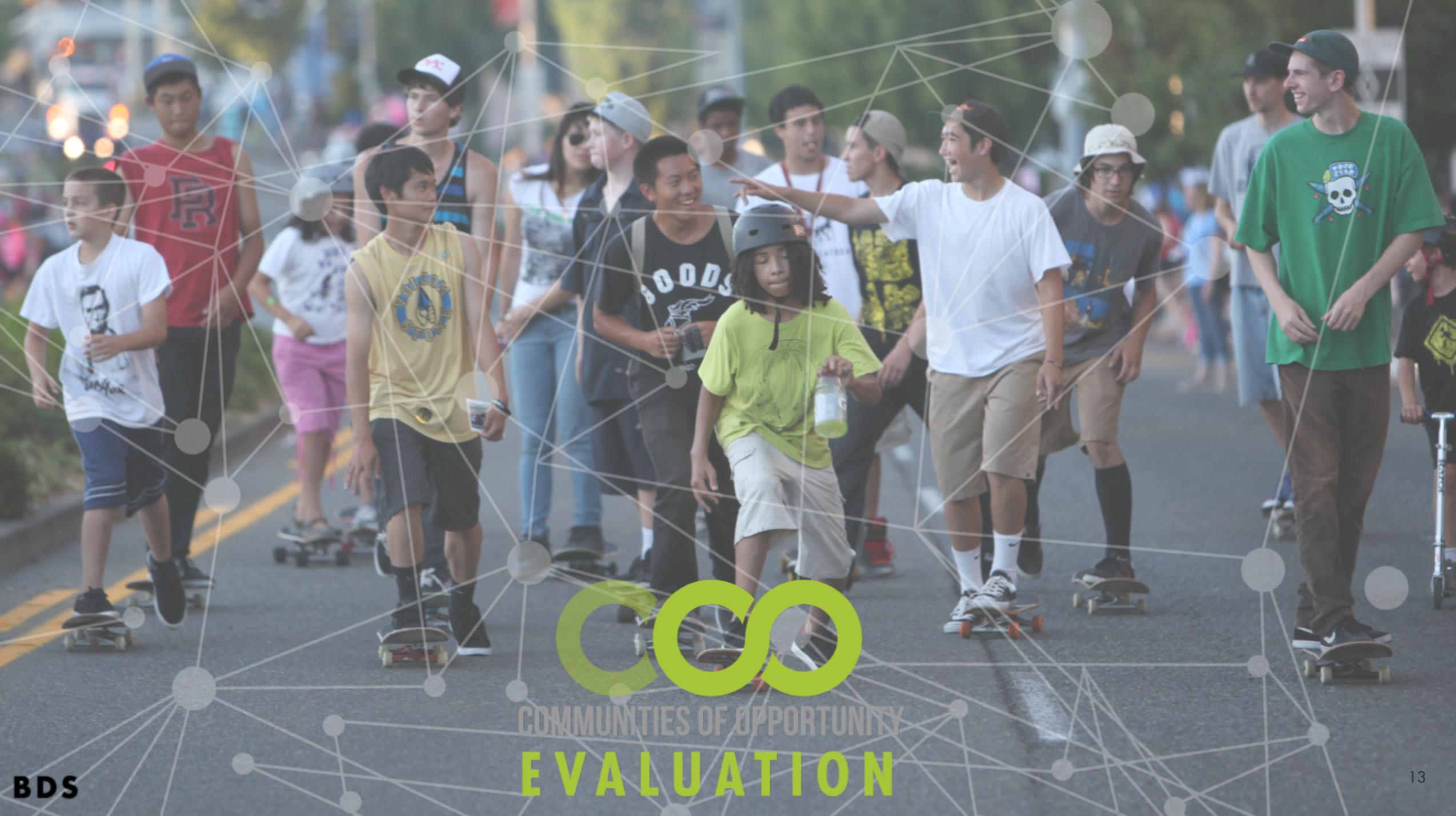
A background network diagram consisting of numerous light green circular nodes of varying sizes connected by thin, light green lines. The nodes are scattered across the page, creating a complex web of connections.

WORK FOR Q1 (January – March)

WORK FOR Q1

STATE OF COO MEMO	2018 EVALUATION PLAN APPROACH/Framework	PARTNER ENGAGEMENT STRATEGY
<ul style="list-style-type: none">• What's been done.• Partner efforts and achievements.• Performance measures in use by partners.	<ul style="list-style-type: none">• Prepares for Proposed 2018 Evaluation Plan.• Findings from State of COO memo.• Evaluation best practices.• Data needs.	<ul style="list-style-type: none">• Strategy for working with partners.• How findings will be shared with communities.• A guide for collecting and understanding community data.

TO BE REVIEWED BY GOVERNANCE GROUP AT APRIL 20 MEETING



COO
COMMUNITIES OF OPPORTUNITY
EVALUATION