COO Evaluation Report for 2019 to June 2020

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COO Evaluation Report for 2019 to June 2020

This evaluation report provides an overview of progress for Communities of Opportunity (COO) from January 2019 through June 2020. Data included are from the following sources:

- 2019 end-of-year and 2020 mid-year reporting from partners in COO's nine Place-Based & Cultural Community (PBCC) partnerships
- 2019 end-of-year reporting from 24 Systems & Policy Change (SP) partners
- Twenty-five key informant interviews conducted this summer with partners from PBCCs and Governance Group
- Surveys with participants from the CREST Learning Circle cohort

We used supplemental information to fill in gaps. These data include check-in and site visit reporting from program managers at Public Health – Seattle & King County and Seattle Foundation, previous partner reporting, and verbal/email communications with program managers and partners for specific information. Baseline data from the 2018 evaluation are provided for comparison, where available. The most current population-level data for our headline indicators are from 2018 and provide a population-level context in which COO activities are taking place.

In this report, we seek to answer COO's overarching evaluation question:

> *"In what ways have COO's cross-cutting strategies strengthened community connections and increased equity in housing, health, and economic conditions in King County?"*

We examined the context in which activities took place, as illustrated through COO's headline indicators, and describe what COO partners did in 2019 through mid-2020, This includes a discussion of the impact of COVID-19 on partner activities, and the short-term outcomes of COO activities.

I. Introduction

A. Background

In 2014, King County and the Seattle Foundation partnered to launch Communities of Opportunity (COO), an initiative that has since expanded and includes support from the Best Starts for Kids levy, passed in November 2015. COO makes investments in community partnerships and community-driven strategies that aim to strengthen community connections and increase housing, health, and economic equity (by place, race, and income) in King County.

How COO approaches its work: Working in partnership for equity[1]

COO believes the most meaningful, just, and sustainable solutions are generated in partnership with communities, who know what they need to be healthy and thrive. In recognition of the strengths that reside in communities, COO supports community partnerships as they build connections that promote equity in health, housing, and economic opportunities for their communities.

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[1] https://www.coopartnerships.org/about-coo

COO seeks to increase equity by:

- Establishing community-based priorities
- Tapping into existing community expertise and leadership
- Strengthening community capacity for advocacy and for taking on local challenges
- Systematizing a collaborative approach between communities and institutions
- Shaping policies to promote equity and positively impact our communities
- Bringing new resources into communities

Figure 1. COO's Theory of Change*
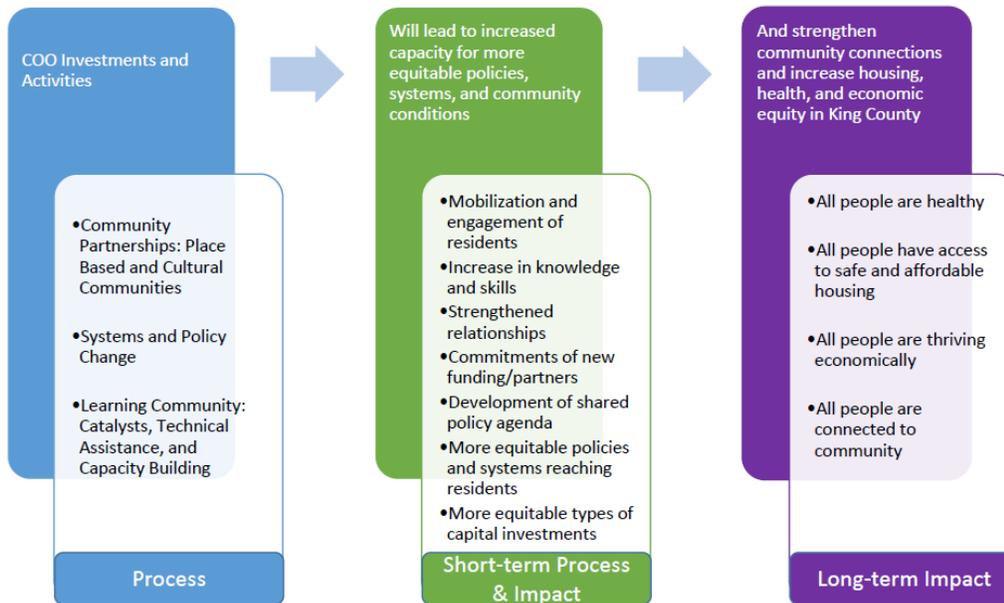
*Theory of Change, revised for 2019 COO Budget Proviso

In the above Theory of Change, COO expects that its investments and activities in three core strategies (blue column) will lead to changes in policies, systems, and community conditions (green), which will ultimately contribute to equity in health, housing, and economic opportunities as well as to strengthened community connections (purple). COO's three strategies are 1) Place-Based & Cultural Community partnerships, 2) Systems & Policy Change efforts, and 3) its "Learning Community" strategy, which seeks to provide opportunities for active learning and capacity-building, forming critical connections, and equity innovations.

Table 1. COO investments & activities from 2015 to 2020

COO's Place-Based & Cultural Community (PBCC) Partnerships
2015: Initiated funding for 3 Original Place-Based (OGPB) partnerships
1) Rainier Valley; 2) SeaTac/Tukwila; 3) White Center
2018: 6 newer PBCC partnerships added
1) Umoja: Replanting Roots, Rebuilding Community; 2) Comunidad Latina de Vashon; 3) Kent Community Development Collaborative; 4) Seattle Urban Native Nonprofits; 5) Snoqualmie Valley – A Supportive Community for All; 6) Transgender Economic Empowerment Coalition
Systems & Policy Change (SP) Partners
2015: Seattle Foundation started funding SP efforts
2018: 10 Capacity Building (CB) and 17 Project Implementation (PI) partners were funded in the 2018–19 cohort
2020: 17 partnerships were funded for the 2020–21 cohort
Learning Community
2019: Launch of Learning Community activities, including Learning Circles, organizational capacity-building and networking opportunities, and funding opportunities

B. Evaluation Advisory Group Statement

COO seeks to create a culture grounded in community-informed evaluation throughout our partnerships. The COO Evaluation Advisory Group (EAG), composed of representatives from COO's community organizations and partnerships, was originally assembled in 2018 to support baseline evaluation. Since then, COO has developed a plan to evaluate its ongoing accomplishments and learnings, and the EAG has continued to meet to provide feedback on that plan, as well as guidance on partners' evaluation needs. The EAG has helped to inform the data collection methods and findings included in this report.

II. Evaluation Plan Overview

A. COO Evaluation Question and Concepts

In this report, COO seeks to answer its overarching evaluation question – "In what ways have COO's cross-cutting strategies strengthened community connections and increased equity (by race, place, and income) in housing, health, and economic conditions in King County?" – by answering the sub-questions: 1) "How are disparities changing in COO's four results areas?" and 2) "How is 'opportunity' or the lived experience of COO communities in the four results areas changing over time?" Data sources to examine changes in health disparities, increased equity, and changes in COO communities' lived experience include population-level survey data, key informant interviews with COO stakeholders, and grantee reporting.

To assess population-level changes over time, we identified "headline indicators" reflecting community connection, health, housing, and economic opportunity. Headline indicators help us examine changes in disparities and observe trends in COO's communities and in King County overall. For the geographies of COO's three original place-based partnerships who started in 2015, we can observe changes that may be related to their efforts around the COO results areas. For the newer place-based and cultural community partnership that started in 2018, as well as the existing partnerships, the indicators help us understand the context in which COO partners were working.

COO's headline indicators were selected based on their alignment with COO partners' activities and availability of these data in population-level surveys (e.g., BRFSS, ACS, HYS)[2]. These indicators include:

- Percent of adolescents who have an adult to turn to for help (community connection);
- Self-reported health status among adults; and percent of youth who ate fruits and/or vegetables four or more times per day (health);
- Households paying less than 30% or 50% of income for housing; and percent of residents who moved out of a given geography in the year (housing); and
- Percent of households with income below 200% of FPL; percent of adults employed; and percent of youth employed or in school (economic opportunity).

We used a baseline year of 2014 for COO's three original PBCCs, and 2017 for the six newer PBCCs, compared to 2018. COO geographies are Rainier Valley, SeaTac-Tukwila, White Center, Central Seattle, Kent, and Snoqualmie/North Bend/Skykomish; COO cultural communities include American Indian/Alaska Native (AIAN) and LatinX. A third cultural

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[2]*BRFSS – Behavioral Risk Factor Surveillance System*
ACS – American Community Survey. U.S. Census Bureau
HYS – Washington State Healthy Youth Survey

community, the transgender community, was not included in the headline indicator data because we do not have population estimates for this group.

In addition to data collection, we conducted key informant interviews in spring and summer 2020 with 19 COO partners from the PBCC partnerships and six Governance Group members. We used their input to assess changes in the lived experience of COO communities and to learn about their perspectives on COO impacts, lessons learned to date, and suggestions for improvement.

COO seeks to support community-driven, community-led efforts toward equitable, systemic change, which COO leadership describes as "shifting power to community." In 2018, COO staff and external evaluators identified performance measures that reflected key components of this work, such as relationship/connection building, community and organizational capacity and leadership building, systems and policy changes, and funding and sustainability efforts. Based on a framework informing the Best Starts for Kids evaluation, of which COO is a part, COO partners are asked how much they have done in each component (e.g., How many training events were done? How many people participated?); how well they have done (e.g., How many or what percent of people completed the trainings? What types of capacities were built?); and whether community participants are better off as a result of the activities (e.g., the number of people in leadership roles, the number of people placed in jobs). From 2018 through June 2020, COO partnerships completed mid- and end-of-year reporting that included their progress according to these performance measures.

This report includes performance measure data from PBCCs' reporting (both 2019 end-of-year and 2020 mid-year), and from SPs' 2019 end-of-year reporting. These data appear in Section III, "COO Partner Activities 2019 by Results Areas," and in Section IV, "Shifting Power to Community."

Table 2. Examples of performance measures for shifting power to community

Relationship/Connection Building
Q: Has COO developed and strengthened new relationships, connections, or partnerships?
• How well? New relationships developed. New partnerships formed to further COO goals.
Community and Organizational Capacities & Leadership Development
Q: Has COO built community and organizational capacities and leadership to promote equity in COO's results areas?
• How much? Number/types of capacity-building events and participation
• How well? Number/types of people with capacities built Number/types of leaders developed Number/types of organizations with capacities built
• Better off? Number of people in leadership roles. number in jobs
Systems and Policy-level Change
Q: Has COO influenced systems and policy-level changes to improve the lives of COO communities?
• How much? Number of partners engaged in efforts Number of SP events and participation
• How well? Progress made, to date
• Better off? Number/types of Policy, System, Environment changes
Funding & Sustainability
Q: Has being part of COO supported partners' abilities to attract funding and sustain their work?
• How well? Leveraged funds Ability to sustain improvements

III. COO Partner Activities 2019 by Results Areas

How are COO partners working across results areas to promote equity?

In 2019, six PBCC partnerships and four SP partners worked on all four results areas. Three PBCC partnerships and seven SP partners worked on two or three results areas.

Table 3. COO partner activities by COO results area, 2019

Partnership	Community Connection	Health	Housing	Economic Opportunity
Three original PBCC partnerships	3	3	3	3
Six newer PBCC partnerships	6	4	4	6
PBCC Total	**9**	**7**	**7**	**9**
SP capacity-building partners (8) in 2019	5	0	0	3
SP project implementation partners (16) in 2019	11	7	8	9
SP Total	**16**	**7**	**8**	**12**
Overall Total	**25**	**14**	**15**	**21**

A. Community Connection

Population-level context: youth with an adult they can talk to

Strengthening community connection has been a core value and priority for COO partners, viewed as both an outcome and a strategy by which to effect sustainable change. Among our three original place-based geographies, we observed a significant upward trend in White Center from 2014 to 2018 in the percentage of youth who reported having an adult they could talk to, increasing from 49% in 2014 to 66% in 2018. We also observed a positive but not statistically significant trend in SeaTac. No significant changes were observed in Rainier Valley or in King County overall during this time period. (Data source: Healthy Youth Survey (HYS))

- **Rainier Valley:** 66% (2014) to 64% (2018)
- **SeaTac/Tukwila:** 63% (2014) to 66% (2018)
- **King County:** 75% (2014) to 74% (2018)

Table 4. Community connection indicator, 2014 to 2018

Community Connection Indicator	Year	King County	Original place-based partnerships			Newer place-based and cultural communities				
			Rainier Valley (RV)	SeaTac/ Tukwila	White Center	Central Seattle	Kent	Snoqualmie/ North Bend/ Skykomish	Latinx in (South KC)	AIAN^
Adolescents with an adult they can talk with (%)[1]	2014	74.9	65.6	63.0	49.4	-	-	-	-	-
	2017	75.4	-	-	-	75.0	70.8	77.9	62.4	69.4
	2018	74.4	63.5	65.9	65.5	75.3	68.2	80.3	58.9	71.4

Data Source and Notes

1. HYS – Healthy Youth Survey. HYS is administered on even years. 2016 data is presented for the 2017 column and 2014 and 2018 data are presented for the 2014 and 2018 columns respectively.

^ AIAN – American Indian/Alaska Native.

Dark green highlighted cells indicate significant change in the expected direction between the two time periods.

2014 and 2017 are included as baseline years for COO partnerships. The original place-based partnerships began in 2015, and additional place-based and cultural community partnerships were added in early 2018.

This was the context in 2019 in which 25 COO partnerships and partners held activities seeking to strengthen community connections.

What and how much has COO done to strengthen community connections in 2019?

COO's community partners sought to strengthen community connections and build community capacities through a range of events and activities. Common types of community engagement events included civic engagement and public awareness raising, community building, community service, social gatherings (e.g., cultural celebrations), strategy and planning meetings, volunteer or member recruitment, and voter outreach/education. Types of capacity-building events included leadership development, meetings to educate decision-makers, training/skills building/workshops, and workforce development.

The number of capacity-building and community events increased multifold from 2018 to 2019, with participation doubling from 19,354 participants to 41,107. In the first half of 2020, an additional 279 capacity-building and 625 community events were held that included 18,404 participants. This dramatic increase in number of events and participation since 2018 is likely a reflection of the activities of the six newer PBCCs who were added mid-2018, improved reporting about events and participation from the SP cohort, and the types of events implemented.

Table 5. Capacity and community-building events, 2018 to June 2020

COO partner	2018		2019		2020 (January–June)	
	Capacity-building events	Community events	Capacity-building events	Community events	Capacity-building events	Community events
PBCC	28	70	261	558	279	625
SP	40	75	1,090	1,158	NA	NA
Workforce	13	NA	104	NA	NA	NA
Total events	**81**	**145**	**1,455**	**1,716**	**279**	**625**
Total participants	**19,354**		**41,107**		**18,404**	

Number of people at mass rallies are excluded from counts.

What did these activities accomplish?

A total of 1,734 capacity-building events were held in 2019 through June 2020. This resulted in building capacities among 2,293 community members in 2019, and an additional 497 in the first half of 2020. Partners also reported that 410 people took part in leadership development in 2019 and 248 in the first half of 2020, an upward trend from 264 in 2018.

In addition to engaging community members and building community capacities, COO partners continued to develop new relationships and partnerships to further COO goals, with 390 new relationships and 126 new partners made in 2019, and 24 new partners and 52 new relationships formed in 2020. ("New Partners" are defined as relationships bound by an explicit commitment to mutually agreed upon outcomes or goals. "New relationships" are defined as informal partnerships made to further work.)

Table 6. New and existing partners, new relationships, 2018 to June 2020

	2018		2019			2020 (January–June)		
	New partners	New relationships	New partners	New relationships	Existing partners*	New partners	New relationships	Existing partners*
PBCC	29	NA	62	143	126	24	52	109
SP	62	NA	64	247	34	NA	NA	NA
Total	91	NA	126	390	160	24	52	109

"Existing partners" was not asked in 2018 and was not explicitly asked from SP in 2019. The 2019 SP data are from open text responses referring to partnership effort, if SP respondents detail who existing partners are.

What learnings did partners have to share about building connections?

All COO partners thought that COO has had a positive impact on community connection building and partnership. They saw working in partnership as a way to further COO goals, presenting both opportunities and challenges.

Key themes heard from grantees in their reporting and key informant interviews are outlined below.

1. ***Collaboration and partnership with other community organizations are essential to the success of a coalition and may open opportunities for connections and influence.***
   Positive aspects described by partners included:
   - Increased awareness of what others were doing, which contributed to ability to align with/complement each other's work and share about partners' services or resources with community
   - Deeper trust and relationships, which helped partners to develop a shared vision and address conflicts
   - Sharing knowledge. resources, capacities with partners
   - Leveraging/complementing each other's capacities
   - Leveraging funds to support each other's work
   - Leveraging partnership successes to engage in other aligned work and/or secure additional funding
   - Facilitating additional connections through partners

   "We have strengthened our relationship with partners and are recognized for our ability to work collectively for change. While we have always had strong relationships with families and diverse communities, our work is often at odds with school districts and administrators because we must hold them accountable for exclusionary practices. By showing educators and administrators that we are able to work collectively, we now have access to decision-making groups." Open Doors for Multicultural Families, SP cohort

2. ***Coalition building is essential to the work but can be difficult and time consuming. Challenges described included:***
   - Concerns regarding the "lead/backbone organization" model, particularly if the lead also had a funded project
   - Conflict related to budget decisions, which undermined trust
   - Some partners had relationships with individual partners but not others, so trust or shared vision was not yet established
   - Not on the same page if a partner joined after partnership had already been formed
   - Difficulties coordinating priorities

   "[One] challenge is with the backbone organization's role with the sub-partners. Moving forward in collective trust building has been a challenge among our partner organizations."

   "[One] challenge is with the backbone organization's role with the sub-grantees. Moving forward in collective trust building has been a challenge among our partner organizations. We removed a barrier to have the partners apply as a grant applicant to Potlatch Fund but we are hoping to define through our Strategic Plan the internal decision-making process decisions, and by more members serving on sub-committees each member can become more involved and know that each partner is the glue to holding the SUNN together." Potlatch – Seattle Urban Native Nonprofits

Partners also described factors they found helpful in building critical connections and partnerships and supports they would find helpful in future partnership-building. These themes are described in Section V of this report, "Learnings & Feedback from COO Partners."

What have been the results of COO's community connection efforts?

From 2018 to 2019, the number of community leaders developed by COO partners increased from 264 to 410, with 1,564 community members serving in a variety of leadership roles.

Table 7. Leadership roles of community members, 2019 to June 2020

Leadership Role	2019	2020 (January–June)
Served on nonprofit or advisory board, task force, and/or committee	243	107
Candidate for elected office	9	13
Volunteered for campaign/initiative or mobilized community around an issue	765	197
Provided public testimony	200	50
Represented organization or coalition at conference about SP change	110	45
Served as issue expert about SP change	118	57
Authored publications about SP issues	50	24
Other leadership roles	499	27
TOTAL	1994	520

COO partners described the importance of working in partnership with other organizations (COO and non-COO) and stakeholders to achieve the systems and policy successes described throughout this report. Other factors that contributed to their success in influencing systems and policy changes included the support and involvement of legislators and institutional leaders and building on the momentum of related SP activities. While Seattle Foundation's Systems & Policy change cohort partners were focused on influencing specific legislative policies, COO's partnership partners worked to educate decision-makers and mobilize community members about relevant issues, and influence change through their participation on decision-making boards and other forums.

In 2019, these collaborative efforts resulted in **ten legislative policy changes** overall. Furthermore, input from COO partners contributed to changes in several systems and institutional policies, including funding decisions.

The three policy changes described below support opportunities for connection or cut across all four result areas.

1. House Bill 1130 supports engagement among youth by increasing language access for students;
2. The New Hope Act (House Bill 1041) vacates a number of misdemeanors and felonies, expanded the law to include new offences, and reduces time eligibility time; this legislation helps restore people's ability to engage in civic life and activities;
3. The Seattle City Council passed a resolution related to a Green New Deal (Resolution 31895). The resolution includes commitments to respond to the climate crisis, prioritizing investments in disproportionately affected neighborhoods, and language about increasing healthy food access, anti-displacement/housing strategies, and green jobs.

COO partners were also successful in educating decision-makers on various plans related to transit and use of funds to increase opportunities for lower income communities of color to stay connected with their communities and access housing, employment and other opportunities. Several COO partners participating on the Metro Transportation Equity Cabinet contributed to drafting Metro's Mobility Framework in support of a more equitable, sustainable, integrated mobility system in King County. Partners were pivotal to the Seattle City Council's decision to impose a proviso on the Strategic Investment Fund, including a Statement of Legislative Intent to request the development of criteria and community participation for use of the Fund. Partners also contributed to the King County Council's decision to allocate $112.4 million dollars over 15 years to the King County Promise program to provide K-12 and postsecondary supports

and fund community-based organizations working with students of color, first-generation college students, and students impacted by poverty.

B. Health

What has COO done to improve healthful opportunities or reduce health disparities among COO communities?

Population-level context

COO's health indicators show mixed findings at the population-level regarding trends in health status and healthy behaviors, with some improvements in self-reported health status, but declines in the percent of youth who reported eating fruits or vegetables at least four times per day.

1. Good/excellent health status

    More residents reported good/excellent health in two of three original place-based geographies in 2018 compared to 2014. There was a positive trend in residents who reported being in "good/excellent" health in Rainier Valley (RV) and SeaTac/Tukwila, but not in White Center or King County overall. Differences were not statistically significant.

- **Rainier Valley:** 81% (2014) to 85% (2018)
- **SeaTac/Tukwila:** 82% (2014) to 88% (2018)
- **White Center:** 81% (2014) to 75% (2018)
- **King County:** 88% (2014 and 2018)

2. Youth who ate fruits/vegetables at least four times a day

    There was a downward trend in the percent of youth who reported eating fruits/vegetables at least four times per day in the original place-based geographies from 2014 to 2018, but differences were not statistically significant. A significant decrease was observed in King County overall.

Table 8. Health indicators, 2014 to 2018

Health Indicator	Year	King County	Original place-based partnerships			Newer place-based and cultural communities				
			Rainer Valley (RV)	SeaTac/ Tukwila	White Center	Central Seattle	Kent	Snoqualmie/ North Bend/ Skykomish	Latinx in (South KC)	AIAN^
Self-reported health: good to excellent (%)[1]	2014	87.8	81.0	82.2	81.4	-	-	-	-	-
	2017	88.0	-	-	-	85.0	83.1	88.1	73.3	76.2
	2018	88.0	85.4	87.6	75.2	87.1	82.7	88.7	72.5	75.9
Eating fruits/veg. 4+ times/day in youth (%)[2]	2014	24.6	19.8	24.1	16.0	-	-	-	-	-
	2017	22.8	-	-	-	23.1	21.5	20.7	19.7	26.7
	2018	20.6	18.0	19.5	15.2	17.8	18.5	23.1	17.9	27.0

Data Sources and Notes
1. BRFSS – Behavioral Risk Factor Surveillance System
2. HYS – Healthy Youth Survey. 2016 data are presented for the 2017 column (HYS is administered on even years).
^ AIAN – American Indian/Alaska Native.
Dark green highlighted cells indicate significant change in the opposite of the expected direction between the two time periods.

What did COO do to improve health opportunities for COO communities?

In 2019, 14 partnerships and partners worked to improve health and ensure safe environments for COO communities. Partners engaged in the following strategies:

- Increasing access to healthy, affordable, culturally appropriate foods (e.g., farm stand selling produce from local farmers, youth-led efforts to improve school lunch menus)
- Improving community knowledge and skills about nutrition, healthy lifestyles, public safety, and mental health and well-being (e.g., workshops/trainings)
- Systems and policy changes that support community members' ability to take care of their and their families' health and well-being (e.g., employment and housing practices, supports for mental and behavioral health)

What progress has COO made in its health activities?

COO developed leadership in healthy food access and public safety and made progress in health-related systems and policy changes. Partners made progress made in the following health-related activities:

- Developed youth leaders for healthy food access, public safety (3 partners)
- Built community capacities to support mental health (2 partners)
- Completed assessments to better understand health and other needs (3 partners)
- Promoted policies that improve access to safe, open spaces (3 partners)
- Adopted healthy, culturally relevant school menus (1 partner)
- Developed health policy priorities (2 partners)
- Gained funding in support of Native American health (1 partner)

What have been the results of COO's health efforts?

Several partners succeeded in changing systems and policies to improve health and address conditions that might be detrimental to health in COO communities.

COO's tribal partners saw great success with the passage of Senate Bill 5415, establishing the Washington Indian Health Improvement Act which includes creating a forum and funding mechanism to improve the health of American Indians and Alaska Natives in the state.

They were also successful in having state funds allocated to a statewide assessment of tribal public health systems and securing funds to the Seattle Indian Health Board's capital campaign to renovate its clinical facility and build affordable housing.

With respect to healthy foods access, FEEST's youth leaders were successful in efforts to change food policy in Highline School District, which agreed to include new, fresher menu items in school lunches. FEEST youth are also advisors supporting the implementation of Seattle Public Schools' first High School Snack Program.

Other successes in support of health included public safety changes in Rainier Valley and use of community assessment data to improve health and human services coordination. HOSTED, a Rainier Valley (RV) COO partner, strengthened partnerships in the Othello neighborhood to effect environmental-level changes in the use of neglected public spaces to promote public safety. They succeeded getting agreement from property owners, city agencies, and community members to improve a pedestrian right of way on S Othello St and address many of the Crime Prevention Through Environmental Design (CPTED) recommendations reported in 2017. They also succeeded in getting support to

implement several community projects, including technical support from SDOT and Seattle Neighborhood Greenways for a Home Zone Pilot in Holly Park. A Supportive Community for All (SCFA) in Snoqualmie Valley conducted a community needs assessment (CNA) to improve their understanding of their community's health and human service needs, to clarify existing services to improve coordination, to identify gaps and barriers to access, and to improve connectedness. In addition to meeting these aims, SCFA found the assessment data to be a powerful tool in contributing to strategic relationship and partnership building and helping shift people's thinking about how to improve access and coordination of services in Snoqualmie Valley. SCFA, as well as other COO partners, also noted their improved ability to be more responsive on COVID community response as a result of relationships strengthened through their COO work.

C. Housing

What has COO done to improve opportunities for housing?

Population-level context

1. Households spending less than 30% or less than 50% of income on housing

   There was a downward trend in the percent of households that spent more than 30% or 50% of their income on housing in all three original place-based geographies from 2014 to 2018. This trend was mirrored in King County overall.

2. Rate of out-migration (moves out of a neighborhood)*

   The rate of out-migration (i.e., residential mobility) went down in COO's original place-based communities and in King County overall, which suggests that fewer people are moving. However, these data do not tell us why people moved.

Table 9. Housing indicators, 2014 to 2018

Housing Indicator	Year	King County	Rainier Valley	SeaTac/ Tukwila	White Center	Central Seattle	Kent	Snoqualmie/ North Bend/ Skykomish	Latinx in (South KC)	AIAN^
			Original place-based partnerships			Newer place-based and cultural communities				
Households paying more than 30% of income for housing (%)[1]	2014	38.2	47.0	48.4	49.5	-	-	-	-	-
	2017	34.6	-	-	-	36.5	40.4	27.5	47.4	38.7
	2018	35.3	39.2	44.6	43.3	38.6	40.1	27.6	45.2	37.4
Households paying more than 50% of income for housing (%)[1]	2014	16.3	22.9	20.2	25.0	-	-	-	-	-
	2017	14.6	-	-	-	16.3	17.1	10.4	18.6	20.8
	2018	16.2	21.1	18.6	21.6	19.0	18.0	10.8	18.3	20.8
Residential migration (% of residents who moved out during the year)[2]*	2015§	6.2	6.2	6.2	7.1	8.7	6.2	4.9	-	-
	2017	5.3	-	-	-	8.2	4.9	4.5	N/A	N/A
	2018	4.9	4.9	4.9	5.2	7.2	4.6	4.3	N/A	N/A

Data Sources and Notes
1. ACS - American Community Survey. U.S. Census Bureau.
2. APCD - All Payer Claims Database, Washington State Health Care Authority.
^ AIAN – American Indian/Alaska Native.
Dark green highlighted cells indicate significant change in the expected direction between the two time periods.
*Residential migration is standardized for the amount of time a person spent in an area that year. A move is defined as changing ZIP codes in a given year within Washington state. King County average is the weighted mean of neighborhood out-migration.
§2015 estimates are provided due to APCD data limitations in 2014.

Residential migration

The COO evaluation team explored and developed several metrics to tell the story of neighborhood change and displacement. These metrics are described in greater detail in the Appendix. Here we report on residential migration as a proxy measure for displacement. Although no single measure perfectly captures displacement of families and businesses, residential migration is useful in revealing patterns of movement and identifying ZIP codes that experience the greatest or least levels of movement. This measure does not provide reasons for moves (e.g., voluntary or forced move) or frequency of moves per household. But in conjunction with other measures, like neighborhood change typology, neighborhood composition index, and qualitative data, it can provide a better understanding of patterns and drivers of residential displacement.

Out-migration rate is defined as the number of residential movers leaving an area divided by the amount of people who lived in the area during the given time frame, standardized by the relative amount of data available. As reported, this measure can be approximately interpreted as the number of moves per 10,000 people and is limited to moves starting and ending within Washington state (see Appendix).

Key findings. Countywide, out-migration has gradually decreased since 2015 (Table 9). In-migration patterns generally mirror out-migration patterns, which may indicate high general turnover (Figure 2). King County residents were generally making relatively close moves to nearby ZIP codes, possibly to maintain proximity to employment, schools, and social support.

In 2018, nearly 12% of King County residents moved within the county[3]. Between 2014 and 2018, an average of 72% of all moves starting in King County stayed within the county. Of people moving out of King County but staying within Washington state, about 62% went to either Pierce or Snohomish county (31% each). In 2018, the rate of out-migration was highest in the Central District (dark green line, Figure 2), which has had the highest rates of both in- and out-migration of all six COO geographies since 2015. From the example illustrated in Figure 3, we see that movers from all neighborhoods tended to move to nearby ZIP codes.

Figure 2. Out- and in-migration rates for COO geographies, 2015 to 2018
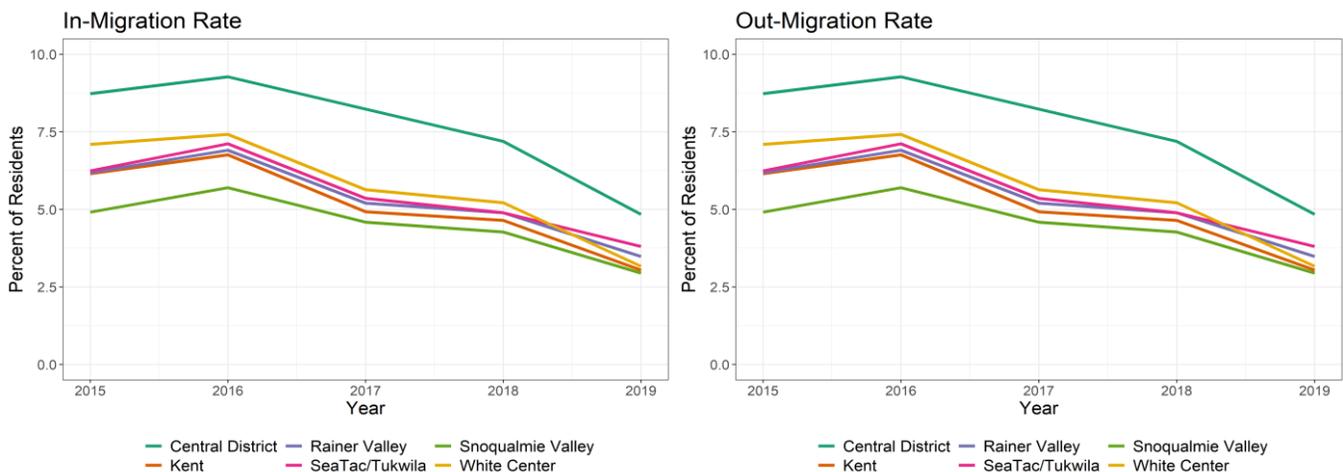
Residential migration is standardized for the amount of time a person spent in an area that year. A move is defined as changing ZIP codes in a given year within Washington state.
Formula: Number of moves out of a neighborhood in a year/total amount of person-time observed in that neighborhood.
Note: Out- and in-migration rates do not provide reasons for moves or frequency of moves per household.

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[3] https://data.census.gov/cedsci/table?q=Residential%20Mobility&g=0500000US53033&tid=ACSST1Y2018.S0701&hidePreview=true

Figure 3. Out-migration from COO place-based partnership service areas in 2018
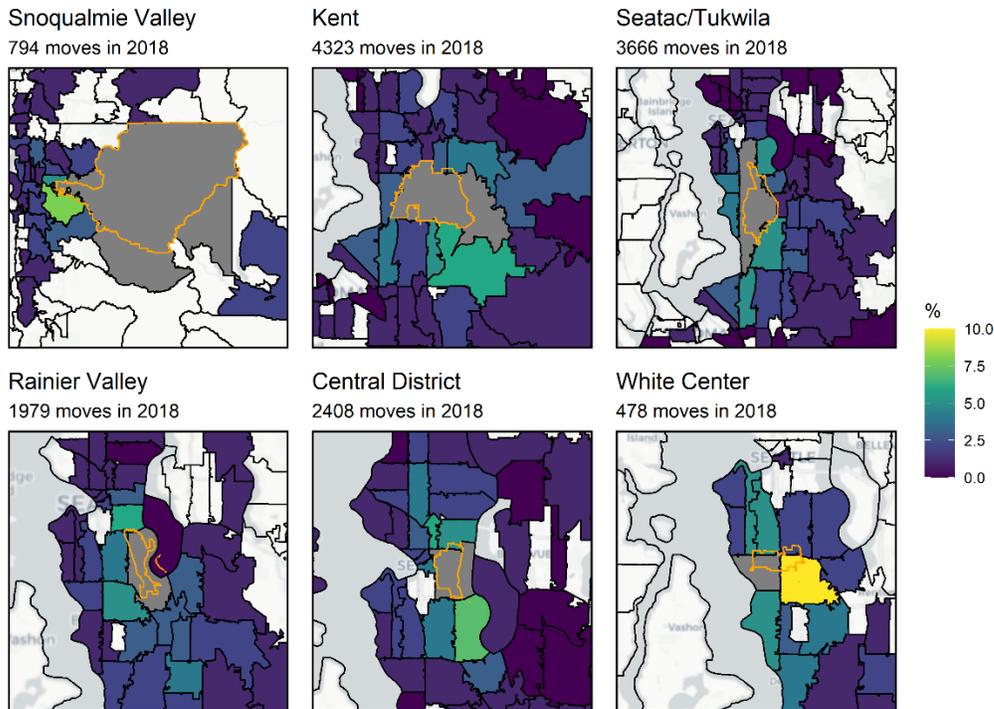
Data Source: All Payer Claims Database (APCD)

Out-migration rates for COO place-based partner areas (outlined in orange) approximated by ZIP code groups (shaded in gray). Destination ZIP codes receiving higher numbers of out-movers are noted with bright colors.

The maps in Figure 3 show the destinations (ZIP codes) of out-movers by COO neighborhood in 2018. The brighter colors show increasing percentages of out-movers who landed in that ZIP code area, out of all people who left the origin neighborhood or ZIP code. Uncolored ZIP codes are destinations that saw between zero and 10 moves. Gray ZIP code(s) represent the approximation of the COO geographies (outlined in orange). While the number of people leaving each neighborhood in 2018 varies, out-movers from all areas seem to be moving to adjacent or nearby neighborhoods.

Ultimately, understanding *why* people leave neighborhoods is important to design effective strategies and policies to support them where they remain and wherever they land.

What did COO do to improve housing opportunities for COO communities?

COO partners said housing challenges continue to be an issue for their communities. In 2019, 15 partnerships and partners indicated that housing was a priority results area for their COO efforts and worked to improve opportunities for affordable housing and minimize displacement of residents, businesses, and cultural communities.

Housing and anti-displacement strategies included increasing affordable housing stock and educating and mobilizing community members and other stakeholders about housing rights, displacement, and other housing or development policies that may impact them. Partners also focused on systems and policy changes related to ensuring affordable housing, reducing displacement, reducing evictions, and ensuring community participation in housing policy decisions. In 2019, COO's Learning Community launched two pilot "Learning Circle" cohorts focused on building organizational capacities in topics related to housing.

What progress has COO made in its housing activities?

COO partners worked to build knowledge, skills, and leadership among community members and organizations in housing, anti-displacement, and community development. Partners also educated decision-makers in these areas. In 2019, partners in White Center, Central District, and Rainier Valley made progress in their community development planning and related fundraising efforts to increase access to affordable rental housing and provide homeownership opportunities. Othello Square in Rainier Valley secured its land use/building permit for its affordable housing building. Partners in Rainier Valley and in the SP cohort educated decision-makers on the importance of including community participation and prioritizing considerations for existing communities in development policies (e.g., community preference policies, community representation on development decision-making bodies). Chief Seattle Club educated decision-makers about homelessness and housing instability. COO's two Learning Circle cohorts trained representatives from 34 community organizations about housing, real estate, development, and community land stewardship.

What have been the results of COO's housing efforts?

Several partners succeeded in efforts to change or pass policies intended to improve opportunities for housing or lessen risk for displacement among COO communities. Two housing-related legislative policies that passed included:

1. Just Cause Eviction in Burien, in which a landlord can only evict a tenant for certain reasons and must comply with notification and timeline requirements;
2. Eviction Reform (Senate Bill 5600), statewide eviction protections including a require 14-day notice for non-payment of rent; a 'judicial discretion' clause that allows judges to take the circumstances surrounding a tenant's inability to pay rent into consideration and allows them to order the landlord to accept a payment plan from the tenant; and a determination that tenants can only be evicted for non-payment of rent, utilities, and/or up to $75 in late fees.

COO partners were also successful in securing funds supportive of housing or anti-displacement policies and defeating an ordinance that would impact homelessness in Bellevue. These included:

1. Seattle City Council approval of funds to support implementation of Community Preference Policy allowing low-income people to stay in or return to their neighborhoods
2. Defeat of Bellevue ordinance amendment that limited number of encampments that a faith community could host in a year;
3. Funding commitments from Burien and Federal Way for staffing a rental housing inspection program and to support a housing/homelessness partnership, respectively.

D. Economic Opportunity

What has COO done to improve economic opportunities for COO communities?

Population-level context

Improvements were observed from 2014 to 2018 in indicators for economic opportunity, with fewer COO households living with incomes below 200% Federal Poverty Level (FPL) and employment rates rising or remaining stable in COO communities in 2018 compared to baseline.

1. Household (HH) income below 200% federal poverty level (FPL)

   There was a decline in the percent of households with income below 200% FPL in all COO geographies and cultural communities over time. Significant declines were observed in SeaTac/Tukwila and King County overall.

2. % Adults employed
3. % Youth employed or in school

   Employment and in-school rates for adults and youth, respectively, in COO geographies and cultural communities rose or remained stable over time. In COO communities, the percent of adults employed ranged from 92% to 96%; the percent of youth who were in school or employed ranged from 79% to 96% in 2018. These rates were relatively comparable to King County overall, in which 96% of adults were employed and 92% of youth were employed or in school in 2018. Improvements in economic opportunities may have contributed to the positive trends observed in housing.

Table 10. Economic indicators, 2014 to 2018

Economic Opportunity Indicator	Year	King County	Rainier Valley (RV)	SeaTac/ Tukwila	White Center	Central Seattle	Kent	Snoqualmie/ North Bend/ Skykomish	Latinx in (South KC)	AIAN^
			Original place-based partnerships			Newer place-based and cultural communities				
Households with income below 200% of FPL (%)[1]	2014	24.4	40.1	46.7	46.5	-	-	-	-	-
	2017	22.0	-	-	-	27.2	33.2	9.8	49.1	40.7
	2018	20.7	30.3	35.7	35.1	26.9	32.7	9.2	45.3	38.9
Employed/in civilian labor force (%)[1]	2014	92.8	89.8	89.5	89.7	-	-	-	-	-
	2017	95.0				95.7	93.5	96.1	94.8	92.1
	2018	95.5	93.5	93.9	94.5	95.4	94.1	96.2	95.7	92.2
Youth age 16–24 in School/Employed (%)[2]	2014	88.5	88.1	80.6	80.6	-	-	-	-	-
	2017	91.2	-	-	-	93.5	87.8	90.0	86.6	79.5
	2018	91.9	95.9	88.2	88.2	95.9	88.7	91.7	87.7	79.4

Data Sources and Notes
1. ACS - American Community Survey. U.S. Census Bureau.
2. PUMS – The American Community Survey Public Use Microdata Sample (PUMS) files. U.S. Census Bureau.
^ AIAN – American Indian/Alaska Native.
Dark green highlighted cells indicate significant change in the expected direction between the two time periods.

What did COO do to improve economic opportunities?

In 2019, 21 COO partnerships and partners worked to improve economic opportunities through:

- Skills building, including job skills training
- Hiring opportunities, e.g., employer/hiring events
- Business supports, e.g., business incubators, business and financial literacy training
- Systems and policy changes, such as simplifying food business permitting processes

What progress has COO made to improve economic opportunities for COO communities?

COO partners and COO's Workforce Development/Employment arm implemented 104 employment and job skills building events in 2019. Partners also focused on supporting career opportunities for young people of color, developing recommendations for systems and processes that impact employment and business opportunities, and developing economic or business hubs to support POC-led businesses.

Got Green's Green Pathways Program launched with ten fellows who are advocating for living wage green jobs citywide. Got Green is also outreaching to local high schools, educating about environmental justice and green jobs.

The Rainier Beach Neighborhood Farm Stand supports farmers of color, provides access to fresh, healthy, affordable and culturally relevant produce, and creates leadership and career path opportunities to the young people in the community who help staff and manage the farm stand.

The Transgender Economic Empowerment Coalition (TEEC) conducted a survey to gauge employers' competency levels with respect to gender-inclusion policies. They used the survey findings to draft a Model Employment Policy, in collaboration with transgender nonconforming and LGBTQ partners and area employers.

Casa Latina collaborated with the Domestic Workers Standards Board (DWSB), established under the Domestic Workers Bill of Rights, to develop additional protections and benefits for domestic workers. Two domestic workers from Casa Latina have seats on the Domestic Workers Standards Board DSWB), including co-chair. In 2019, the DWSB developed a list of recommendations for the labor committee.

Umoja is using Black Dot, its economic platform, as a proof of concept to demonstrate the impact an Economic Hub can have in the African American community.

Food Innovation Network (FIN), a SeaTac-Tukwila COO partner, has been working with PHSKC Environmental Health to reduce barriers in the complex food business permitting and inspection process. This process has been a barrier for small food businesses, particularly those operated by immigrants, refugees, and people of color. They are working on a document that clarifies and formalizes mutually agreed upon steps they have tested with PHSKC. The benefits of this effort are reflected in their Food Incubator Program and launch of Spice Bridge, a facility with a commercial kitchen and food hall, to host businesses from their incubator program.

What have been the results of COO's economic opportunity efforts?

In 2019, COO helped a total of 376 people find jobs, and changed several systems and policies that support economic opportunities. COO's 12 Workforce Development strategy activities had an attendance of 1,407 people, resulting in 152 people being placed into jobs (an 11% hiring rate). COO partners' activities resulted in an additional 224 hires.

COO's SP cohort successfully passed four legislative policies and COO partnerships influenced systems in support of families' economic needs and opportunities.

Policy changes included the reversal of punitive policies in Temporary Assistance for Needy Families (TANF):

1. Senate Bill 5144, which implements child support pass-through payments;
2. House Bill 1603, which revises economic assistance programs by updating standards of need, revising outcome measures and data collected, and reducing barriers to participation.

Passage of two debt and consumer protection policies:

3. House Bill 1066 ends pocket service for debt collection. Previously, debt collectors issued debt collection summons without filing it in court and were able to obtain and garnish wages from individuals who did not respond. Many Washingtonians mistakenly believed the summons were invalid due to the lack of an official court filing;
4. House Bill 1531 lowers the maximum interest rate on medical debt, eliminates arrest warrants for medical debts, and requires collectors to provide information about Charity Care resources to cover medical debt.

IV. Shifting Power to Community

Has COO shifted power to community?

Core elements to assess shifting power to community

As described earlier in Section II, Evaluation Plan Overview, COO identified performance measures that indicate shifting power to community:

A. Relationship/connection building
B. Community capacity-building and leadership development
C. Organizational capacity-building
D. Systems and policy changes
E. Funding and sustainability efforts

To determine the extent to which COO has shifted power to community, we assessed the following.

1. To what extent has COO:
   - Developed and strengthened existing and new relationships, connections, or partnerships in the community, and across sectors and institutions, that build community strengths and influence, and further COO goals?
   - Built or strengthened community and organizational capacities and leadership to promote equity in COO's results areas?
   - Changed or influenced policies, systems, or the environment (PSE) to improve opportunities for COO communities?
2. Has being part of COO supported partners' abilities to leverage resources, connections, and successes to attract funding and sustain their work?

A. Relationship & Connection Building

Has COO strengthened existing partnerships and relationships, and/or made new connections to further COO goals?

COO partners reported 390 new relationships, 126 new partners, and 160 existing partners in 2019 (Table 4, Community Connections section). The PBCC partnerships reported 24 new partners, 52 new relationships, and 109 existing partners as of June 2020. (Note: 2020 counts do not include these data for the SP cohort.)

Across the board, COO partners stressed the importance and value of working in partnership to advance their work toward equity for their communities. Key benefits described for working in partnership included:

- Sharing, leveraging, and expanding capacities, resources, expertise, and support
- Increased visibility
- Broadened audience and impact on communities served
- Increased opportunities to learn from each other
- Partnering across sectors
- Inroads to other connections, opportunities, and funding
- Ability to partner with each other more efficiently and effectively on new opportunities

"FLS has increased trust amongst our community and gained recognition amongst partner organizations and public agencies. Our policy work is also on a higher level due to our participation in coalitions and committees that bring together various community partners.... In this aspect, policy level work has truly leveraged our power and voice.... We've also moved closer to formalizing community preference and commercial affordability strategizes to prevent future displacement and gentrification." – Friends of Little Saigon, SP cohort

"Emerging Partnership grant enabled Rainier Valley COO partners working on youth engagement to share best practices, resources, and lessons learned and produce a report that can help build on this work and can be a model for sharing and celebrating our similar work elements." – Onboard Othello – Rainier Valley COO

"In 2019, our site has made significant strides in our ability to collaborate as an effective partnership. From the fall of 2018, when we initially convened, we have 'formed' and 'stormed' through our development and continue to grow as a partnership.... We've come a long way from 5 individual organizations operating in silos in the same community. We worked to be more connected across our organizations supporting workers with culturally appropriate capacity, increasing food access and building community leaders. We will continue this momentum and build off these successes to push for systemic change in 2020." – Global to Local – SeaTac-Tukwila Community Coalition

B. Community Capacity Building & Leadership Development

Has COO built or strengthened community and organizational capacities and leadership to promote equity in COO's results areas?

In 2019, 1,455 capacity-building events were held, up from 226 in 2018. From January to June 2020, partners held 279 capacity-building events. Capacity-building and leadership development activities included workshops/trainings and leadership cohorts or fellowships. Skills covered included civic engagement and community organizing, building collective power, and systems and policy change skills. Topics covered included food justice/healthy food access, housing, anti-displacement, employment, business and economic development, schools and education, and criminal justice reform. This resulted in 2,293 community members with capacities built in 2019, and an additional 497 in the first half of 2020. Partners also reported that 410 people took part in leadership development in 2019 and 248 in the first half of 2020, an upward trend from 264 in 2018. In addition, partners reported a total of 1,994 community members serving in leadership roles in 2019. PBCCs reported 520 community members serving in leadership roles for January through June 2020.

Table 11. Types of capacities and leadership built, by results area, 2019 to June 2020

	Capacities and leadership built in:		2019	January–June 2020
Skills areas	• Systems/policy change • Community organizing • Civic engagement • Equity	**Number of capacity-building events**	1455	279
Health	• Healthy foods access • Food justice • Nutrition/Healthy eating • Gardening • Mental health/wellness • Public safety	**Number of people with capacities built***	2293	491
Economic opportunity	• Business/economic development • Food business • Business skills • Financial literacy • Job skills			
Housing	• Housing • Anti-displacement			
Community connection	• Civic engagement • Voter engagement/registration • Navigating school systems • Criminal justice reform			

*Question not asked in 2018.
2020 mid-year data does not include data from the SP cohort.

Table 12. Community leadership roles, 2019 to June 2020

New leadership roles community members have taken	2019 (January – December)			2020 (January-June)
	PBCC	**SP Project Implementation Partners**	**Total**	**PBCC**
Membership on nonprofit board	12	32	44	11
Membership on community-organized committee/coalition/taskforce or advisory group	102	56	158	83
Membership on government board/commission/taskforce or advisory group	17	24	41	13
Is/has been candidate for elected office	3	6	9	13
Volunteered on a campaign or initiative	148	278	426	120
Provided public testimony during a public/government hearing	66	134	200	50
Participated in additional leadership training focused on SP change	79	331	410	21
Represented organization/coalition at a conference related to SP change	38	72	110	45
Served as an issue expert on SP change for their community	56	62	118	57
Organized/mobilized community members around an issue	82	257	339	77
Authored publications or communications on policy issues	17	33	50	24
Other	72	17	89	6
Total	**692**	**1,302**	**1,994**	**520**

Note: Number of people in leadership roles may include duplicates across roles; This question not asked of SP Capacity Building partners

C. Organizational Capacities

What has COO done to help build organizational capacities?

COO has sought to build and strengthen organizational capacities through supports and resources provided by COO program management staff; evaluation, technical assistance, and training through its partnership with Communities Count; and learning, networking, and funding opportunities through Learning Community.

Many COO partners indicated in their interviews or reporting that guidance provided by COO staff has helped them better understand COO expectations, navigate County contractual processes, connect them to other resources and partners, and feel supported and understood in the work they do.

Communities Count (https://www.communitiescount.org) is a resource run by PHSKC to provide accessible data and data supports to communities and community organizations. As a part of Learning Community's capacity-building resources, the Communities Count team provided data and evaluation support to COO partners via workshops and one-on-one technical assistance. Staff planned workshops to provide some basic supports and overview of data collection, analyses, and interpretation within a framework that empowered people to collect their own data and emphasized equity and actionable information. Workshop topics from late 2019 through 2020 included:

- Evaluation Planning Basics
- Process Evaluation
- Logic Modeling
- Data Analysis Basics
- Finding and Using Data to Tell Stories
- Developing Your Own Community Survey
- Qualitative Data Collection Basics
- Visualizing Data

To increase access to materials, staff recorded and posted workshops online.

The number of workshop participants varied between five and 17 people. Participants provided anonymous feedback on whether a) the workshop met learning objectives, b) activities were helpful, i.e., they could apply what they had learned, and c) facilitators treated attendees respectfully. Average ratings tended to be high across workshops; for example, in most workshops, roughly 80% or more agreed they could apply what they had learned. Participant ratings of the data analysis workshop were slightly lower (71–73% agreed they could apply what they had learned), and open-ended comments suggested that this workshop attracted people looking for both basic and intermediate analysis supports. If offered in the future, staff plan to develop this workshop into two that better speak to participant needs at each level. Workshops targeted to COO grantee needs and offered in a timely fashion attracted the most participants from grantee organizations. Examples are the evaluation planning workshop offered the month before organizations needed to submit evaluation plans, and the logic modeling workshop offered a few weeks before organizations submitted programmatic and/or strategy logic models.

In addition to the evaluation support provided by Communities Count, Learning Community (LC) launched additional learning and funding opportunities in 2019. These included leadership workshops, special speakers, skills building workshops focused on topics identified as priorities by community partners (e.g., conflict resolution, communications), the Equitable Development Summit (hosted in partnership with the City of Seattle's Equitable Development Initiative), and two pilot Learning Circle cohorts, led by Puget Sound Sage and African Community Housing & Development, respectively, which completed their cohort trainings in early 2020.

2019 was also a needs assessment and planning period for Learning Community's capacity-building consultant, who used the assessment to design organizational learning and coaching opportunities for COO partners to be implemented in 2020. Unfortunately, COVID-19 disrupted the schedule, which required redesigning implementation plans. The impact of COVID-19 on community partners' priorities, coupled with racial protests following George Floyd's killing, prompted Learning Community to shift its priorities in funding. Some things LC had planned were no longer possible (e.g., no conferences, inability to bring people together in person) and they needed to shift quickly in order for LC funding to be meaningfully used to support COO partners. LC determined that the Seattle Foundation could execute these funds faster than the county, so it made sense for LC to redirect these funds to Seattle Foundation to support systems and policy change efforts (Table 13).

Table 13. Learning community activities, August 2019–October 2020

August–December 2019	Launched Learning Community activities
	• Communities Count: 6 evaluation workshops from August to December, 64 participants total
	• Leadership Workshop: 30 REACH and COO partners
	• Building the Ecosystem for a People's Economy Workshop: 40 participants from philanthropy, government, community, and small business
	• Building the Ecosystem for a People's Economy: special speaker, 100 community participants
	• Collaborations Workshop: 30 REACH and COO partners
	• Communications Workshop: 15 HSE and COO partners
	• Equitable Development Summit: 150 participants (Day 1), 100 participants (Day 2)
	• 2 Learning Circle cohorts focused on real estate and economic development (34 organizational members)
January–October 2020	• Completion of 2 Learning Circle cohorts
	• Revision of organizational capacity-building plans due to COVID-19
	• Launch of CREST 2.0, second phase of a Learning Circle cohort

	• "Navigating through Confusing Times" workshops
	    a. Navigating around COVID-19
	    b. Black Lives Matter

	• Communities Rise leadership development cohort to begin in October (8 organizations)
	• Communications support for 5 SP cohort partners on crisis communication, COVID-19 response, racial equity protests

	• Seattle Foundation
	    a. COVID-19 response fund
	    b. Systems & Policy change funding for Black-led organizations

	• Technology Fund to support place-based partners in transition to virtual gatherings

	• Release of several Learning Community Requests for Proposal:
	    a. COVID-19 storytelling
	    b. Community of Practice (support for partnership leads)
	    c. Speakers Series
	    d. Communications capacity-building

What have COO partners been able to do with COO's organizational supports?

When asked what they found most valuable in being a part of COO, all partners pointed to examples of strengthened organizational capacities. Common challenges experienced by small organizations include high staff turnover rates and limited capacities. Staff changes and understaffing can disrupt momentum and make it hard to implement planned activities, and staff who leave take their expertise and experience with them. Small organizations are often short-staffed and depend on volunteers, which further exacerbates problems with turnover and capacity.

Resources from COO have helped our partners address some of these problems. Some still struggle with staff turnover, but partners appreciated the ability to stabilize or expand their staffing and add to their capacity – either by hiring staff with the skills they need, or by helping staff acquire those skills through COO trainings.

Specifically, partners report that COO support helped them accomplish the following:

1. Stabilized staffing and infrastructure
   - Hired skilled staff for intentional planning, coordination, and implementation
   - Developed or improved organizational processes, systems, and plans
   - Developed/implemented relevant programs and approaches/goals
   - Improved data access, data planning, and collection
   - Built capacities to engage in systems change work
   - Strengthened organizational structure to support staff and community in decolonizing ways
   - Prioritized and implemented culturally centered approaches
2. Intentional community engagement, relationship-building
   - Expanded reach/scope of existing strategies and community engagement
   - Developed, deepened, and/or expanded meaningful collaborations/partnerships
   - More effectively reached and communicated with stakeholders and funders
3. Strengthened capacities, visibility, and successes have increased ability to leverage/access funding
4. Provided consistent, intentional space to connect with resources, learning opportunities, and other organizations

Organizational Leadership & Capacities

The vast majority of COO partners said that COO contributed **significantly or moderately** to improving organizational capacities with respect to internal operations, partners' programs or community engagement work and increasing organizational relevance in 2019 and the first half of 2020.

Table 14. Contribution of COO to organizational capacities, 2019 to June 2020

Q: To what extent did this grant contribute to your organization:		2019 (January – December)								2020 (January–June)	
		SP PI		SP CB		PBCC		Overall		PBCC	
	Response	#	%	#	%	#	%	#	%	#	%
Improving internal operations?	Significantly	7	44%	6	75%	12	63%	25	58%	9	47%
	Moderately	6	38%	1	13%	5	26%	12	28%	8	42%
	Slightly or Did not contribute	3	19%	1	13%	2	11%	6	14%	2	11%
Improving programs or community engagement work?	Significantly	14	88%	6	75%	14	74%	34	79%	15	79%
	Moderately	2	13%	2	25%	5	26%	9	21%	2	11%
	Slightly or Did not contribute	0	0%	0	0%	0	0%	0	0%	2	11%
Improving relevance among the communities you represent and among decision-makers who have a say over issues your organization is working on?	Significantly	11	69%	6	75%	14	74%	31	72%	10	53%
	Moderately	4	25%	2	25%	4	21%	10	23%	7	37%
	Slightly or Did not contribute	1	6%	0	0%	1	5%	2	4%	2	11%

Learning Community: CREST 1.0 Learning Circle

Puget Sound Sage launched its pilot Learning Circle cohort, CREST, which involved monthly meetings from July 2019 to March 2020, covering topics related to community land stewardship. Working with organizations led by and for communities of color, CREST sought to:

- Train participants in community stewardship models of land and housing;
- Increase their knowledge to do community-driven development; and
- Identify the systems change needed to achieve a scale of community stewardship to stabilize neighborhoods at high risk of displacement.

Twenty out of 21 organizational representatives completed the training. Pre- and post-training survey results from this pilot cohort show marked improvements in participants' understanding of community land stewardship, as well as their confidence in their knowledge of development, including planning and financing, and their ability to find appropriate partners for a development project (Table 13). In July 2020, Puget Sound Sage launched CREST 2.0, building on the learnings and relationships developed in this pilot cohort.

Table 15. CREST 1.0, Learning Circle results, July 2019- March 2020

		Pretest	Posttest
Understanding of community stewardship of land and how it can help prevent displacement	None to general understanding	82%	23%
	Strong understanding	18%	77%
Understanding of different models for community stewardship of land	None to general understanding	100%	31%
	Strong understanding	0%	69%
Understanding about community displacement and its impacts	None to general understanding	45%	15%
	Strong understanding	55%	85%
Confidence in knowledge about phases of development	Not confident	32%	8%
	Somewhat confident	64%	46%
	Very confident	4%	46%
Confidence in finding right partners to work with on a development project	Not confident	32%	0%
	Somewhat confident	59%	69%
	Very confident	9%	18%
Confidence in engaging in financing process for a development project	Not confident	45%	8%
	Somewhat confident	50%	69%
	Very confident	5%	23%

D. Systems and Policy-Level Changes

What did COO do to promote equitable systems and policy changes in 2019?

COO partnerships' systems and policy change efforts generally focused on clarifying policy issues and priorities for their respective communities, educating and mobilizing community residents about these issues, participating in advisory groups to inform policies, collaborating with partners who were directly engaged in systems and policy change efforts, and informing decision-makers about community needs and perspectives. SP cohort partners generally had specific legislative and/or institutional policies or systems which they sought to change or influence.

In 2019, six COO partnerships and 24 COO SP partners reported progress on their systems and policy change efforts, with 2,919 events aimed at systems and policy changes. Types of events or activities include meetings with decision-makers to educate them about issues, training or mobilizing community members about policies, and strategic planning (Table 16).

SP cohort partners reported on ten legislative policy successes (Table 17) and an additional eight systems and policy changes, including funding priorities related to legislative policies (Table 18) in 2019. Summaries of progress made by COO partnerships and SP partners in their systems and policy change efforts are included in the Appendix.

Table 16. Activities partners engaged in for systems and policy change efforts, 2019

	SP partners	PBCC partnerships	Total # of Events
Community building	312	69	381
Community mobilization/organizing	99	NA	99
Meetings with policy or government decision-makers	827	48	875
Public awareness (e.g., rallies, marches, protests, town halls)	59	11	70

Strategy and planning meetings	442	206	648
Trainings or workshops	349	87	436
Volunteer or member recruitment	155	50	205
Voter outreach/education	143	9	152
Other	15	38	43
Total	**2,401**	**518**	**2,919**

Table 17. Legislative policies changed or passed in 2019 (Seattle Foundation–funded SP partners)

	Legislative policies	Aim of policy change	Results Area	Partnership/ Organization
1)	**New Hope Act House Bill 1041**	Reduces the amount of time necessary to vacate a person's criminal record.	All Results Areas	Poverty Action Civil Survival
2)	**Green New Deal (Resolution 31895)**	Resolution to make Seattle climate pollution–free by 2030; prioritize investments in disproportionately affected neighborhoods; explore creation of Free, Prior, and Informed consent policies with federally recognized tribal nations; create fund and establish dedicated revenue sources for GND to make investments in communities, with an associated accountability body.	All Results Areas	Got Green
3)	**House Bill 1130**	OSPI and OEO must jointly convene a workgroup to improve meaningful, equitable access for public school students and family members who have language access barriers. School districts must track family's preferred language and whether a qualified interpreter joined special education meetings.	All Results Areas	Open Doors
4)	**Senate Bill 5415**	An act relating to creating a forum and a funding mechanism to improve the health of American Indians and Alaska Natives in the state.	Health	SIHB
5)	**Just Cause Eviction (Burien)**	A landlord can evict a tenant only for certain reasons and must comply with notification and timeline requirements.	Housing	Tenants Union Church Council of Greater Seattle
6)	**Eviction Reform Senate Bill 5600 (Statewide)**	New eviction protections include a 14-day notice requirement for nonpayment of rent; a 'judicial discretion' clause that allows judges to take the circumstances surrounding a tenant's inability to pay rent into consideration and allows them to order the landlord to accept a payment plan from the tenant; and a determination that tenants can be evicted only for nonpayment of rent, utilities, and/or up to $75 in late fees.	Housing	Tenants Union
7)	**Senate Bill 5144**	Implements child support pass-through payments	Economic Opportunity	Poverty Action
8)	**House Bill 1603**	Revises economic assistance programs by updating standards of need, revising outcome measures and data collected, and reducing barriers to participation	Economic Opportunity	Poverty Action
9)	**House Bill 1531**	Lowers the maximum interest rate on medical debt from 12% to 9%, eliminates arrest warrants for medical debts, and requires collectors to provide information about Charity Care resources that can cover medical debt.	Economic Opportunity	Poverty Action
10)	**House Bill 1066**	Ends pocket service – a practice where debt collectors confused Washingtonians by issuing a debt collection summons without filing it in court. Without an official court filing, many Washingtonians believed the summons to be invalid and did not respond. Under the previous law, debt collectors were able to obtain and garnish wages from individuals who did not respond.	Economic Opportunity	Poverty Action

Table 18. Additional systems or policy changes made in 2019 (Seattle Foundation–funded SP partners)

	Additional SP successes	Aim of SP change	Results Area	Partnership/Organization
1)	**School menu items**	Culturally relevant menu items at Highline School District.	Health	FEEST
2)	**American Indian Health Commission Operating Budget**	Secured $500,000 in WA Operating Budget to fund UIHI, NW Portland Area Indian Health Board, and AIHC to conduct a statewide assessment of tribal public health systems.	Health	SIHB
3)	**Community Preferences Policy**	Seattle City Council approved $50,000 in 2020 budget to support implementation of community preference policy allowing low-income people to stay in or return to their historic neighborhoods.	Housing	Crescent Community Collaborative

4)	**Eastside Local Faith Leaders & Livable Low-Income Housing**	Defeated City of Bellevue ordinance amendment to limit faith community hosting of tent encampments, so there can be more than one encampment on faith land in the city in a given year.	Housing	Church Council of Greater Seattle
5)	**South King County Local Faith Leaders & Livable Low-Income Housing**	Burien City Council invests over $125K in hiring a new staff member to run the new Rental Housing Inspection Program. In dramatic U-turn, Federal Way invests $25K in joining and funding the new South King County Housing and Homelessness Partnership (SKHHP).	Housing	Church Council of Greater Seattle
6)	**SIHB Capital Budget**	Secured $1 million from the Housing Trust Fund in support of our $46 million capital campaign to renovate SIHB's clinical facility and build affordable housing.	Housing	SIHB
7)	**King County Promise Organizing**	King County Council allocated $112.4 million over 15 years to the King County Promise program to provide K–12 and postsecondary supports and fund CBOs working with students of color, first-generation college students, and students impacted by poverty.	Economic Opportunity	The Washington Bus Education Fund
8)	**City of Seattle – Strategic Investment Fund**	Successfully advocated for Seattle City Council to impose a proviso on the Strategic Investment Fund. Council put a Statement of Legislative Intent to request development of criteria and community participation for use of the fund.	Housing Economic Opportunity	Puget Sound Sage

E. Funding & Sustainability

Has being part of COO supported partners' abilities to leverage resources, connections, and successes to attract funding and sustain their work?

Although COO offers funding to help partners increase their capacity to carry out their work, it seeks to avoid creating a unilateral dependency between itself and its partners. Part of expanding capacity lies in equipping partners to secure funding from additional sources. In this way COO funds can be leveraged for even greater impact. COO also works with partners to identify specific goals that will serve COO's overall objective to strengthen community connections and increase housing, health, and economic equity.

Funding

In 2019, 65% of COO partners said that COO contributed significantly or moderately to improving their ability to access other sources of funding. Many indicated that they were able to attract additional funding due to increased visibility as a result of being part of COO, through partnerships/relationships made, or through success from COO activities.

In mid-year 2020 reporting, 64% of PBCC partners reported that COO contributed significantly or moderately to improving their ability to access other sources of funding; 12 out of 19 partners reported leveraging COO funding and successes toward additional resources or funding. Leveraged funding totaled nearly $7.5 million. (Note: Over $5 million reflects funds leveraged by White Center CDA in support of the Rise Together Campaign, which will support equitable and inclusive development projects in the Central District, Capitol Hill, and White Center).

> *"Our COO-funded projects demonstrated our organization's ability to do coalition work that brings critical resources to our communities and promotes policy and systems change. Our successes have allowed us to receive additional funding to do community engagement work that promotes equitable development." – Puget Sound Sage*

Table 19. COO contribution to access funding, 2019 to June 2020

| | | 2019 | | | | | | | | January–June 2020 | |
| | | SP PI | | SP CB | | PBCC | | Overall | | PBCC | |
	Response	#	%	#	%	#	%	#	%	#	%
To what extent did this grant contribute to your group's/organization's *improved ability to access other sources of funding*?	**Significantly**	3	19%	3	38%	7	37%	13	30%	6	32%
	Moderately	6	38%	3	38%	6	32%	15	35%	6	32%
	Slightly	3	19%	2	25%	4	21%	9	21%	4	21%
	Did not contribute/NA	4	25%	0	0%	2	11%	6	14%	3	16%
	Total	**16**	**100%**	**8**	**100%**	**19**	**100%**	**43**	**100%**	**19**	**100%**

Sustaining capacities to achieve COO goals, systems and policy change efforts

In 2019 through mid-2020, all COO partners said it was very or somewhat likely that they would be able to sustain improvements in their capacity to carry out their systems and policy change work or COO goals after completion of the grant. The majority of respondents indicated that this likelihood was dependent on additional funding.

Table 20. Sustainability, 2019 to June 2020

| | | SP PI | | SP CB | | Overall | |
| | | 2019 | | | | | |
	Response	#	%	#	%	#	%
How likely is it that your organization will be able to sustain improvements in its capacity to carry out policy & systems change work after the completion of this grant?	**Very likely**	7	44%	3	38%	10	42%
	Somewhat likely, depending on additional funding	9	56%	5	63%	14	58%
	Total	**16**	**100%**	**8**	**100%**	**24**	**100%**

| | | PBCCs | | | |
| | | 2019 | | January–June 2020 | |
	Response	#	%	#	%
How likely is it that your organization will be able to sustain improvements in its capacity to achieve its COO goals after the completion of this grant?	**Very likely**	6	32%	8	42%
	Somewhat likely, depending on additional funding	13	68%	11	58%
	Total	**19**	**100%**	**19**	**100%**

V. Learnings and Feedback from COO Partners

Although COO facilitates training and development for its partners, they aren't the only ones who learn from the process. COO relies on partner feedback, through data collection and interviews, to discover how well the initiative is working and what needs to be addressed. This feedback can also help COO shape future efforts, solve problems, and design new programs. In this section we discuss key lessons COO has learned from our partners about working in partnership to promote equity.

A. What Changes Have Partners Observed in Health, Housing, Economic Opportunity, and Community Connections?

(Data source: key informant interviews)

Almost all partners interviewed expressed long-standing concerns about housing. Most said they have observed negative changes in housing in the past several years (i.e., prior to and throughout COO's existence), referring specifically to a lack of affordable housing and increasing housing costs that have contributed to residential, cultural, and business displacement. For many, this has been the motivation and focus of their COO housing efforts.

Several expressed concern that housing challenges would intensify in their communities as a result of COVID-19, citing job losses and the end of temporary housing protections (e.g., COVID-19-related rent moratoriums ending December 31, 2020). Some were concerned about polarized political environments contributing to negative sentiments toward people of color, particularly immigrants and refugees, and noted the challenge of maneuvering systems and policy change discussions within this climate.

On the flip side, several said that in recent years, they have observed more opportunities for people to come together, an increase in community collaborations, and related improvements in community cohesion. A handful of partners said that prior to COVID-19, they observed gains in employment opportunities and more mental health resources for communities of color. However, they also worried that the negative economic impacts of COVID-19 would reverse any gains made.

B. What Has COO's Influence/Impact Been on Observed Changes?

(Data source: key informant interviews)

All interviewees reported that COO has had a positive impact on community connection building and partnership. Support for COO partners has allowed them the time, resources, and space to:

- Create and convene more opportunities for connection among community members and between community organizations;
- Develop and deepen relationships with community partners or stakeholders for intentional, collective impact;
- Develop connections with decision-makers; and
- Participate in forums in which decisions affecting their communities are made.

Several noted that COO has supported more opportunities to engage and develop leadership among youth and young adults. Many also said they were able to leverage the reputation of COO and their successes from COO to attract the attention of different or cross-sectoral partners, like anchor institutions and funders; engage in other aligned work; and secure additional funding to sustain or expand their work.

All community partners interviewed cited ways in which COO has helped elevate opportunities for their communities through partnership activities and systems/policy change efforts. Examples included:

- Influencing changes in business, employment, and/or training opportunities for communities of color, particularly for immigrants;
- Increasing opportunities for housing through development and anti-displacement activities;
- Increasing awareness and access to mental health resources;

- Influencing priorities through data collection activities like community needs assessments.

C. Impacts of COVID-19 and Protests for Racial Justice

(Data sources: key informant interviews, grantee 2020 mid-year reporting)

Two pivotal events happened in the first half of 2020 that had major impacts on COO communities and COO community partners and their work: COVID-19 and the killing of George Floyd, which launched protests for police reform and racial justice.

COVID-19

Communities of color have experienced a higher burden of COVID-19 cases compared to whites and have also experienced severe COVID-19-related economic and housing impacts. Most partners who were interviewed following shutdown orders expressed concerns over the disparate impacts of COVID-19 on communities of color, citing increased housing, job, and food insecurity among the populations they serve.

All community partners described the significant impacts of COVID-19 on their work. Many partners had to shift their priorities to respond to record requests for emergency food and housing assistance and for employment assistance. Other impacts included postponing or canceling in-person events and shifting to online programming. Organizations have demonstrated creativity in adapting programs to continue their work, while prioritizing the safety of staff and partners – for example, working in small teams of low-risk adults or moving programs outside. They have had to innovate new programs to respond to emerging or increasing needs in their communities, such as grocery/food delivery.

COVID-19 presented challenges and opportunities for partnerships. While some partners said the inability to meet in person made building and maintaining relationships harder, some described the formation of new or expansion of existing partnerships to better respond to COVID-19-related needs. Several partners shared examples about connections and partnerships made or strengthened through COO that helped them to respond more nimbly to community needs and to expand the reach and impact of their activities (e.g., information sharing, COVID-19 testing, coordinating health and human services).

Several partners said these transitions have been relatively successful, while others reported limitations and other challenges with this shift in work. Technology access has been a challenge for both organizations and the communities they serve, and many are working hard to adapt. Partnering with schools has also been a challenge, as schools have closed and switched to remote formats. COVID-19 has challenged fundraising for many COO organizations. Revenue-generating programs often had to be paused, and fundraising events were cancelled. These challenges related to COVID-19 have highlighted existing inequities, yet reinforced organizations' commitment to policy and systems change.

Racial equity movement

Although partners were not asked about racial protests in their interviews or grantee reporting, several brought up the importance of the killing of George Floyd and heightening community response and support for racial justice and the Black Lives Matter movement. The heightened awareness and action in support of racial justice opened opportunities and contributed to momentum for some COO partners to discuss the realities of systemic racism with community members and other stakeholders. They also took the opportunity to more strongly or explicitly promote racial equity in their work and priorities (e.g., having one's work centered and led by Black, Indigenous, People of Color (BIPOC) communities).

COO administrative responses

An allowance for emergency scope-of-work adjustments this spring was a reflection of COO staffing's recognition of COVID-19's significant impacts on COO communities and the importance of giving COO partners flexibility to adjust their work in order to meaningfully respond to community needs.

In addition to impacts on COO partners, COVID-19 also impacted Learning Community plans for in-person community gathering and learning opportunities. LC staff had to rework their timeline and implementation plans, and also saw this as an opportunity to re-prioritize some LC funds to support systems and policy change efforts focused on COVID-19 and racial justice activities. To that end, $1 million was redirected from LC to support Seattle Foundation's systems and policy change work, which were used for a COVID-19 response fund and another funding opportunity to support Black-led organizations in the region.

D. Challenges/Barriers and Facilitating Factors

(Data sources: key informant interviews, grantee 2019 end-of-year and 2020 mid-year reporting)

Partners had notable achievements during this report's time frame, sometimes in spite of external difficulties. Internally, they coped with challenges and barriers but also recognized factors that facilitated progress toward their goals or helped them work through their challenges.

Challenges/barriers

Similar to 2018, several organizations described ongoing challenges with staffing changes and turnover. For some, a barrier lay in staff capacity limitations in certain skill sets, such as strategic planning, communications, fundraising, virtual training, and conflict resolution.

While all partners stressed the value and increased impact of working in partnership, many noted that coalition building can be time-consuming and difficult, particularly with regard to funding decisions within the partnership. Difficulties included developing trust between partnering organizations, managing funding structure and hierarchies, and coordinating priorities to work together. Some partners were glad for the flexibility of COO funding but described some aspects of flexibility as double-edged. One partner felt that some of the conflict experienced by their partnership might stem from having too much flexibility or lack of clarity in expectations (e.g., what guardrails or expectations should partners work within?). Some observed that there were existing relationships between individual organizations and coalitions, but not as a larger COO collective partnership, which meant that partners did not necessarily come together with established trust or a shared vision about their partnership work. Some partners joined a partnership after funding decisions or priorities had already been made, which also contributed to conflict.

Several partners from place-based partnerships described the negative impacts of cultural displacement within their geographic communities due to gentrification and COVID-19. A few wondered about the implications for place-based work and COO's ability to expand its geographic reach further, in order to reach the cultural communities being pushed out. A few partners also mentioned the challenges of working within a difficult political environment (e.g., decision-makers with anti-immigrant sentiments).

Facilitating factors

Partners described several factors that contributed to their ability to make progress, succeed in their work, and make adjustments due to COVID-19. These factors included partnership strengths, support from COO staff, responsive COVID-19 funding, and having a flexible, long-term funding stream that supported community partnership and leadership.

A consistent theme throughout almost all reports and interviews was the importance of working collectively and collaboratively with community partners, as well as across sectors. Partners indicated that working in partnership gave them a deeper understanding about what others were doing. They saw how other partners' work fit into the landscape of activities in their communities and informed their own work. Partners reported that leveraging existing partnerships enabled them to share knowledge and resources, to expand their reach and influence, to continue engaging with community in new ways (e.g., moving online due to COVID-19), and to continue COO activities such as organizing and workgroup planning.

Flexibility, resourcefulness, and resilience among community organizations were cited as strengths by multiple partners. Flexibility included the ability of partners to shift resources, activities, and priorities based on emerging needs. Resourcefulness referred to partners' ability to leverage resources and adopt new approaches to meet those needs (e.g., virtual meetings and trainings). Resilience referred to both community organizations and their communities, specifically how strong relationships within the community have enabled them to work together to meet the needs brought on by COVID-19. Youth leadership and organizing have been able to transition to online platforms, and these platforms have facilitated engagement among specific place-based and cultural communities (e.g., LGBTQ business owners).

As mentioned earlier in Section IV.E, several partners said they were able to leverage their affiliation with COO and/or successes with their COO work into additional funding or opportunities, and to form connections to aligned partners with complementary skills. While a few organizations reported some conflict between COO partners, the majority cited these formal and informal partnerships as facilitating factors that helped them continue to make progress and adapt to changing processes.

In addition to partnership strengths that facilitated partners' successes, partners cited supportive COO staff, flexibility with contract deliverables and timelines, access to learning opportunities, and COVID-19 funding as facilitating factors for recent successes. Partners consistently pointed to the importance of COO's flexible, long-term funding model that invests in community partnership and leadership, and in community-driven solutions.

Many also expressed appreciation for the support they received from COO staff, including their flexibility and responsiveness, particularly during COVID-19, and their understanding of racial inequity. Partners appreciated COO's contracting model and having the ability to incorporate the time and resources needed to develop trust and shared vision among partners into their contracts. They also mentioned the value of organizational trainings and other resources provided by COO and shared from other sources.

E.   Stakeholder Suggestions/Recommendations for COO

(Data sources: key informant interviews, grantee 2019 end-of-year and 2020 mid-year reporting)

A variety of suggestions and recommendations for COO (e.g., administrative supports and actions, COO leadership decisions and priorities) emerged from key informant interviews and grantee reporting. These included supports for partnerships; priorities for COO to uplift; and considerations in funding.

Grounding and supports for partnerships

Working in partnership is critical for meaningful, sustainable community change, but is also challenging. It requires upfront investments of time and resources for trust-building, understanding how partners' strengths and weaknesses can complement each other, and other supports to ensure a strong partnership.

"'Go slow to go fast.' The work of building a solid partner team with strong, shared working agreements and regular meetings and retreats is a key factor in this success. It meant it took much longer before we felt we 'had anything to show for this work,' but the results at the back end have been smooth and purposely designed for success. The pressure to immediately gather together the community at the beginning of the process was there, ...we resisted and focused on building a process that centered equity and inclusion and truly allowed the capacity-building of community members to develop their actionable plan for the community moving forward." A Supportive Community for All

Several partners identified factors that contributed to the growth of their partnerships. These included:

- Supportive COO program staff, who provided guidance on contracting and administrative expectations, identified learning opportunities, and served as liaisons between community organizations and the County
- Opportunities for organizational capacity-building (e.g., trainings about contracts, developing scopes of work, conflict resolution, equity)
- Making time and space for trust- and vision-building within the partnership
- Being able to identify and leverage resources and partners' capacities
- Hiring consultants to assist with activities such as strategic planning and partnership development

On the flip side, several partners also reported conflicts that arose in their partnerships. Supports some found helpful in managing conflicts or difficult conversations included conflict management and partnership building exercises led by external consultants, as well as support from their program managers.

Many partners noted that "equity" is a term people commonly use without defining and suggested that having a shared, common understanding of COO's definition of "equity" would be helpful in how they conceptualized and applied equity to their work, partnership, and COO leadership.

Partners also described the importance of sharing their stories but having limited capacities for communication activities. Suggestions for communication support included staffing or assistance with communication planning, and that COO leadership, such as the Governance Group, use their positions of influence to speak out about COO's accomplishments and learnings.

Additional supports partners found helpful and wanted more of included capacity-building opportunities, including trainings and other supports in partnership building, facilitation, conflict mediation, data collection, and evaluation. Partner organizations described a need for assistance with clarifying job descriptions, refining their hiring processes, providing clear definition regarding roles, and clearly communicating expectations.

Below we summarize supports that COO partners found helpful and additional recommendations they made on ways COO can support partnerships.

Partners' recommendations for supports

- Provide clarity on COO's expectations of partnerships, for lead and partnering organizations, and their roles and responsibilities
- Provide templates/examples of partnership agreements
- Provide guidance or supports for strategic planning

- Provide supports for communications
- Provide training, coaching, and/or consultants about:
    - Partnership building
    - How to be a supportive lead agency
    - Strategic planning
    - Policy and systems change
    - Leadership development
    - Equity
    - Conflict resolution
- Provide clarity on COO definition of "equity"
- Consider alternative partnership structures/models
    - A few partners from two different COO partnerships expressed interest in considering alternatives to the current "lead agency" model

Suggestions specific to helping partnerships address conflict:

- Provide conflict resolution/mediation
- Include conflict resolution support and partnership agreements in contracts
- Examine the Governance Group's approach toward resolving partnership conflict

Reflections on "lead agency" partnership model and partnership suggestions

In key informant interviews, partners were asked what values, skills, capacities, or competencies are needed for an organization to be an effective lead agency. They described the need for lead agencies and partners to understand partner strengths/weaknesses, skills, and how they complement each other. They expressed a desire to have sample partnership agreements and best practices to consider, including examples of collective decision-making for budgets. Several also recommended that the lead agency should be a neutral party – meaning that it shouldn't have a COO-funded strategy that might contribute to conflict of interest. Since community-based organizations always have capacity issues, lead agencies should be able to facilitate strategic connections with partners with complementary expertise, including connecting partners that have systems and policy change expertise to organizations without SP experience.

Examples of frameworks or partnership models that some partners found helpful:

- Adaptive leadership model that provides partners with a structure in which to build trust and address conflict
- CREST cohort model: Organizations come together to learn about ways to address a common issue or topic, resulting in relationships and trust built between cohort members and a shared understanding about this issue

General partnership-building suggestions:

- Build in time for partnership trust-building, developing shared vision/goals
- When new members join, it is important to step back to regroup and reorient, so everyone is on the same page
- Partnerships need to agree and document how strategy and budget decisions are made

COO priorities

Throughout interviews and reporting, partners consistently reiterated the importance of hearing directly from the community about their needs and experiences and elevating community voices. With the heightened focus on systemic racism, some partners called on COO to show increased support for BIPOC-led organizations and youth development and leadership. One partner noted that many expectations are placed on community organizations to engage communities and push for change and called on institutions to also take responsibility for community organizing.

Regarding the importance of hearing from the community to better understand needs, some partners shared how conducting community needs assessments of their communities was vital in furthering their work. These assessments provided them with data to identify their communities' specific needs and enabled them to share more effectively about community priorities with decision-makers. Some also referred to the importance of COO's community co-design process in 2014, in which community partners were involved in shaping the development of COO to ensure that community priorities were reflected in the initiative. They pointed to the co-design process as a powerful example of how community can be engaged in critical decision-making and recommended that COO leadership and partners share this model with other funders and decision-makers.

Another priority that some partners raised was for funders – meaning King County and Seattle Foundation – and COO leadership to use their positions of power to influence change. This included working to change their own institutions, challenging others in places of power to follow suit, and inviting new funders to support COO. Partners expressed a desire for COO and its leadership to facilitate networking opportunities with funders and other partners with aligned interests to help them leverage their momentum and capacities built from their COO efforts.

Interviews with Governance Group (GG) members included discussion about how they use their influence to highlight aspects of COO or incorporate COO values, such as the importance of community voice, into their institutions. Almost all GG members interviewed mentioned that they have used the COO model of community co-design as an example for others of how working with community can be done, or that they have striven to be more intentional in including community voices in their organizations' decision-making. Several also noted that it would be valuable for them to discuss how GG as a leadership body (versus individual members) can be more intentional in using its influence, including how GG lifts up COO as a model for equitable community partnership to decision-makers.

"COO model": Flexible, long-term funding for communities working in partnership

As mentioned previously, many partners described COO's approach and funding model as a facilitating factor contributing to their success and as an example of community investment that should be replicated by other funders.

Key characteristics of the "COO model," according to partners, were:

- A unique approach to community co-design at the start of the COO initiative
- Long-term, flexible funding
- Investment in community partnerships
- Responsiveness to community-identified needs and wants
- Trusting communities to identify meaningful strategies and solutions

Partners appreciated the value placed on working in partnership. They described the importance of long-term, substantial funding to support the time, resources, and effort needed to be effectively staffed, to develop a shared vision and build trust-based partnerships, to develop critical connections with decision-makers, to form a more strategic plan for systemic change, and to make meaningful progress toward sustainable, long-term change.

A few partners noted that the substantive and long-term nature of COO funding was atypical. Many other funders expect partners to get more done with less and place a low priority on the time needed to build trust and relationships. The duration and flexibility of COO funding gave partners time for critical trust-building within partnerships and with external partners; to identify and prioritize the activities important for their communities; to hire consultants to help them with activities like strategic planning, equity trainings, or conducting a feasibility study; and to develop plans for long-term, systemic change. As stated earlier, the value of this flexibility in funding was further demonstrated in partners' abilities to adjust their activities and budgets based on emerging community needs, such as COVID-19 response.

VI.   Conclusion

COO applied a diverse set of measures to gauge performance and progress over a time frame in which partners made some dramatic strides in bringing community together and effecting system and policy change – only to face the curtailment and/or reshaping of many of their activities in 2020 because of the COVID-19 pandemic and a newly energized movement for racial equity.

This evaluation of COO's progress from baseline to mid-2020 showed some modest gains in COO' headline indicators, and tremendous progress in the strengthening of partnerships, developing organizational and community capacities, and system and policy changes.

Community connections. A top priority for all COO partners is engaging community in order to strengthen community connections. We saw this priority reflected in the upward trend from 2014 to 2018 in two of our original place-based geographies in the percentage of youth who reported they had an adult they could talk to. COO partners increased their activity in community engagement, in leadership development, and in partnerships with each other. A robust set of legislative changes, as well as system and policy changes, were passed that are expected to benefit COO communities.

Health. Partners have also been engaged in activities to improve public safety and mental health opportunities, and to increase healthy food access. At the population-level findings were mixed, with improvements in self-reported health status in COO communities, but a downward trend in the percent of youth who reported eating fruits or vegetables at least four times per day. Partner activities and system and policy changes during this reporting period, such as increasing healthy food access and changing school menus, have the potential to contribute to future health benefits.

Housing. Displacement and housing affordability have been key challenges for COO communities and a focus for many COO partners, as demonstrated in efforts to build affordable housing and promote policies such community land stewardship, community preference, and other equitable land use policies to minimize the displacement of people, cultural hubs, and businesses. Toward these ends, we observed hopeful trends in housing, with fewer COO households spending more than 30% or 50% of their income on housing, and a slowing in the rate of people moving out of COO neighborhoods. Nonetheless, COO partners said housing challenges continue to be an issue for their communities. COO's Learning Community worked with partners to develop their organizational capacities in community land stewardship; partners continued efforts towards building affordable housing; and some of the system and policy changes passed, such as eviction protections and community preference policies, are expected to alleviate displacement and contribute to improved housing opportunities.

Economic opportunity. Similar positive trends were observed with respect to economic opportunity, with fewer COO households living below 200% FPL in 2018 compared to baseline, and improvements in employment rates. Partners confirmed observing some of these trends, noting improvements in economic and mental health opportunities for communities of color over time. Partners provided employment and business supports to COO communities, helping 376 people find jobs, and influenced policies to improve economic opportunities, such consumer protection policies and funding educational supports for students of color.

Progress in shifting power to community. Through its place-based, cultural community partnerships, systems and policy change efforts, and Learning Community activities, COO continued its efforts to improve equity in community connection, health, housing, and economic opportunities and shift power to community. Toward this end, in 2019 COO increased the number of new partnerships made and held more community and capacity-building events, which resulted in more leaders developed and more community members with capacities built compared to 2018. Most partners also made progress in their systems and policy change efforts, with several reporting success in changing systems and policies.

Learnings from COO partners. All COO partners shared how working in partnership contributed to sustainable, systemic change, and emphasized the importance of long-term, flexible funding that invests in the time and resources needed to develop meaningful partnerships and trusts communities to understand and identify their own needs and appropriate solutions. They described the benefits and challenges of working in partnership and suggested ways COO can continue to support partners and partnerships to further their efforts toward positive change for their communities. Despite the challenges presented by COVID-19 that has disproportionately impacted communities of color, COO support was seen as a stabilizing influence, allowing partners to hire staff and/or build skill sets and to pursue additional sources of funding. COO partners were still able to find ways to engage community members and build community capacities and leadership, while shifting priorities to emergency responses for food and housing insecurity and unemployment. Partners noted that they were able to respond more nimbly and expansively to heightened community needs related to COVID-19 due to collaborations developed through COO, funding flexibility, and COO's redirection of funds towards COVID-19 response. Although many partners expressed great concern over the negative impacts of COVID-19 on gains made in the results areas, some were hopeful that the collaborative efforts developed or strengthened through COO could help mitigate negative impacts.

It is evident from our evaluation data that COO's community partners and partnerships have been busy in their efforts to strengthen community connections and promote equity in health, housing, and economic opportunity. They continue to actively bring community together to learn and be engaged in issues impacting them, cultivating relationships with a range of stakeholders to influence equitable changes and building on the groundwork they've established in support of equitable systems and policy changes.

VII.   Limitations

Although the information is this report is relatively comprehensive, additional details may be missing due to missing/incomplete information from partner reporting. Caution should be exercised in interpretation of the population-level indicators. Small sample sizes limit the reliability of these estimates, and there may be a variety of factors contributing to the patterns observed.

VIII.   Acknowledgments

IX. Appendices

A. COO Headline Indicators
B. Displacement – Methodology
C. COO Progress on Systems and Policy Change Efforts
D. In COO Partners' Words
E. COO Evaluation Advisory Group Partners

A. COO Headline Indicators for Place-based and Cultural Communities

Original Placed-Based Sites / Indicator	Direction Expected	King County (KC) Average 2014	2017	2018	Rainier Valley 2014	2017	2018	SeaTac/ Tukwila 2014	2017	2018	White Center 2014	2017	2018	Central Seattle 2017	2018	Kent 2017	2018	Snoqualmie/ North Bend/ Skykomish 2017	2018	Latinx in (South KC) 2017	2018	AIAN^ 2017	2018	African American 2014	2017	2018
Health																										
Self-reported health good to excellent (%)[a]	Increase	87.8	88.0	88.0	81.0	86.3	85.4	82.2	86.6	87.6	81.4	75.4	75.2	85.0	87.1	83.1	82.7	88.1	88.7	73.3	72.5	76.2	75.9	79.3	80.4	80.0
Eating fruits/veg. 4+ times/day in youth* (%)[b]	Increase	24.6	22.8	20.6	19.8	21.7	18.0	24.1	25.1	19.5	16.0	29.5	15.2	23.1	17.8	21.5	18.5	20.7	23.1	19.7	17.9	26.7	27.0	24.0	23.5	20.4
Housing																										
Households paying less than 30% of income for housing (%)[c]	Increase	61.8	65.4	64.7	53.0	58.8	60.8	51.6	54.1	55.4	50.5	57.2	56.7	63.5	61.4	59.6	59.9	72.5	72.4	52.6	54.8	61.3	62.6	44.2	50.0	51.3
Households paying less than 50% of income for housing (%)[c]	Increase	83.7	85.4	83.8	77.1	80.0	78.9	79.8	82.9	81.4	75.0	78.1	78.4	83.7	81.0	82.9	82.0	89.6	89.2	81.4	81.7	79.2	79.2	71.8	74.5	75.3
Residential Migration (Displacement)																										
Percentage of residents who moved out during the year[d]*	Decrease	6.2	5.3	4.9	6.2		4.9	6.2		4.9	7.1		5.2	8.2	7.2	4.9	4.6	4.5	4.3							
Economic Opportunity																										
Households with income below 200% FPL (%)[c]	Decrease	24.4	22.0	20.7	40.1	34.3	30.3	46.7	41.5	35.7	46.5	39.0	35.1	27.2	26.9	33.2	32.7	9.8	9.2	49.1	45.3	40.7	38.9	49.8	46.6	43.8
Employed/in civilian labor force (%)[c]	Increase	92.8	95.0	95.5	89.8	92.4	93.5	89.5	93.2	93.9	89.7	93.4	94.5	95.7	95.4	93.5	94.1	96.1	96.2	94.8	95.7	92.1	92.2	92.9	90.6	91.2
Youth age 16–24 in School/Employed (%)[e]	Increase	88.5	91.2	91.9	88.1	93.5	95.9	80.6	85.4	88.2	80.6	85.4	88.2	93.5	95.9	87.8	88.7	90.0	91.7	86.6	87.7	79.5	79.4	82.2	85.5	86.9
Community Connection																										
Adolescents with an adult they can talk with (%)[b]	Increase	74.9	75.4	74.4	65.6	65.0	63.5	63.0	68.0	65.9	49.4	70.8	65.5	75.0	75.3	70.8	68.2	77.9	80.3	62.4	58.9	69.4	71.4	64.4	64.8	62.9
COO Composite																										
Composite of eight indicators[††]	Decrease	104.9	99.4	96.6	118.9	108.7	104.2	152.8	134.0	129.1	162.1	144.1	135.9	94.4	94.5	132.2	130.9	97.3	95.6	148.1	144.6	177.7	175.6	174.4	159.5	162.7

Data sources and Notes:

[a] BRFSS - Washington State Department of Health, Center for Health Statistics, Behavioral Risk Factor Surveillance System, supported in part by the Centers for Disease Control and Prevention, Cooperative Agreements.

[b] HYS - Washington State Healthy Youth Survey. HYS is administered on even years. 2016 data is presented for the 2017 column and 2014 and 2018 data are presented for the 2014 and 2018 columns respectively.

[c] ACS - American Community Survey. U.S. Census Bureau.

[d] APCD - All Payer Claims Database, Washington State Health Care Authority.

[e] PUMS - The American Community Survey Public Use Microdata Sample (PUMS) files. U.S. Census Bureau.

Statistical significance in the changes of the composite score and outmigration are not assessed.

*Residential Migration is a new indicator. It is standardized for the amount of time a person spent in an area that year. A move is defined as changing zip codes in a given year within Washington state. King County average is the weighted mean of neighborhood outmigration. Formula: Number of moves out of a neighborhood in a year/total amount of person time observed in that neighborhood. All 2014 estimates for this indicator refer to 2015 data due to data limitations.

[††] The composite is the sum of eight indicators included in the composite used to select COO's original geographies. The composite includes life expectancy at birth, rates of obesity, smoking, diabetes, frequent mental distress, unemployment, 2+ poor housing conditions, and living below 200% FPL.

^AIAN = American Indian/Alaska Native.

The highlighted cells indicator significant change between the two time periods. Green: expected direction; Yellow: unexpected direction

B. Displacement – Methodology

Communities of Opportunity – Measures of Residential Displacement

Supporting equitable access to affordable housing is one of the four priority areas of the Communities of Opportunity (COO) initiative. To monitor neighborhood change in COO communities and provide useful information for COO partners related to community conditions, the COO evaluation team has worked with partners to develop a set of measures of displacement and neighborhood change.

The 2016 Best Starts for Kids Implementation Plan describes residential stability as a key indicator of community health and well-being[4]. Involuntary displacement was identified as a population-level headline indicator for COO to monitor over time. Involuntary residential displacement occurs when a person or household is compelled to move for financial, legal, cultural, or other similar reasons, including but not limited to eviction, foreclosure, increasing rent, or lack of neighborhood support. COO has created metrics and frameworks to describe three main aspects of displacement: (1) neighborhood change, (2) neighborhood composition, and (3) residential migration.

Neighborhood Change Typology

Developed by Futurewise[5] through a collaborative process between local researchers and COO partners, the neighborhood typology builds on previous research in Portland, Oregon, to identify at-risk and gentrifying neighborhoods[6]. The COO Neighborhood Change Typology combines data from the US Census, King County Assessor, and other administrative data sources to classify neighborhoods into several stages of neighborhood change, gentrification, and displacement[7]. The typology produces a risk categorization, taking into account how the demographic composition and housing market have changed over time within a neighborhood and the surrounding areas. Through this categorization, the tool identified which King County neighborhoods are either at risk of gentrifying, actively gentrifying, or experiencing continued loss of affordable housing and long-term residents and provides an indirect measurement of displacement. The tool does not directly measure people moving residences or their reasons for moving. The project's lead researchers note that the small set of indicators identified to describe the stage of gentrification tell only part of the story of what a neighborhood is experiencing. Data collected through direct community engagement are needed to further contextualize and apply the findings from the typology.

Neighborhood Composition Index

The neighborhood composition index uses microdata from the American Community Survey[8] to assess how incoming residents to a neighborhood compared to existing residents across several social, demographic, household, and economic characteristics.[9] By observing differences between incoming residents and existing residents, we created a metric to monitor neighborhood composition, track change over time, and potentially identify areas where

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[4] Best Starts for Kids Implementation Plan p.86, https://www.kingcounty.gov/~/media/elected/executive/constantine/initiatives/best-starts-for-kids/documents/BSK-Plan-final.ashx?la=en

[5] http://futurewise.org/

[6] Bates, Lisa K., "Gentrification and Displacement Study: Implementing an Equitable Inclusive Development Strategy in the Context of Gentrification" (2013). Urban Studies and Planning Faculty Publications and Presentations. https://doi.org/10.15760/report-01

[7] Martin, Tiernan., Baynes, Yen. "Communities of Opportunity Neighborhood Change Typology" (2019). Report to Communities of Opportunity, Public Health – Seattle & King County.

[8] American Community Survey, https://www.census.gov/programs-surveys/acs/; Public Use Microdata Sample, https://www.census.gov/programs-surveys/acs/microdata.html

[9] Variables included in the Neighborhood Composition Index: age, citizenship, household income, household size, housing costs, marital status, race, education, rental status.

displacement was occurring. The tool does not specify the dominant characteristics of change among the list of factors included and does not include where people are moving from or where they move. The available data limit prediction of what factors are driving change, because privacy concerns prevent analyses at a small enough area to be useful and are not released in a timely manner. The index was designed to address some of the limitations of previous tools by analyzing data on an individual level rather than by neighborhood and including more variables to reflect the complexity of how neighborhoods are changing in different parts of the county. While neighborhood composition describes various dimensions of displacement, the limitations of the index suggested the need for additional metrics.

Residential Migration Viewer

This interactive tool (https://www.coopartnerships.org/blog/2020/12/10/mobility-viewer) tracks residential migration (e.g., moving from one place to another) within Washington – with a focus on King County – using data derived from administrative medical claims records. By aggregating client-level ZIP code histories over time, we assess migration flows within King County starting from 2015. The data can be stratified by insurance coverage type (e.g., commercial vs. Medicaid), which allows for broad socioeconomic comparisons. While the reasons for a move are not provided, we can analyze the flows to determine which ZIP codes feature the highest levels of in- and out-migration. We can also investigate how the origin and destination of such moves differ and answer questions like:

1) How do migration patterns differ between neighborhoods?
2) How do patterns differ between folks receiving Medicaid and those on commercial insurance?
3) How many moves are to non-adjacent neighborhoods?

While these data cover only ~67% of the county, they do capture migration and therefore include most displacement events.

To analyze migration in King County, we computed out-migration rate from the tool to serve as the main headline indicator. Out-migration rate is defined as the number of moves leaving an area divided by the amount of people who lived in the area during the given time frame, standardized by the relative amount of data available. As reported, the metric can be approximately interpreted as the number of moves per 10,000 people in a given year.[10]

Although the migration viewer approximates a general quantitative measure of residential displacement, it is hampered by a lack of information about why moves occur (forced vs. voluntary) and misses out on rich neighborhood context. Community-level qualitative data are needed to better understand why individuals and families move, how they experience neighborhood change, and how that change may impact their lives.

Deepening the understanding of displacement from a quantitative perspective also remains necessary. COO evaluators and evaluation partners continue to explore new ways to describe the displacement story using new datasets and methods. For example, if eviction records and medical claims data can be linked, we can investigate the potential health effects of displacement in the form of eviction.

The coronavirus pandemic and the resulting economic turbulence will likely result in significant housing turmoil for vulnerable populations as residents face housing cost burden from lost income and the eventual expiration of eviction moratoriums. It is more important than ever to improve our understanding of displacement of King County, so that we might focus efforts on mitigating community-level impacts from things like job loss, eviction, foreclosures, and social isolation from displacement in place.

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[10] Out-migration rate for area A in year Y is equal to the number of moves out of A during Y divided by the number of person-years lived in A during Y*10,000.

C. COO Progress on Systems and Policy Change Efforts by Results Area

Partnership/Organization	Systems and Policy Change Progress	Results Area
All in for Washington*	All in for Washington is working toward changes in state tax policy. They organized immigrants, refugees, and communities of color in civic engagement activities and workshops and provided leadership training to 47 youth.	All results areas
Civil Survival (Public Defender Association)*	Civil Survival worked to pass the New Hope Act in July 2019, which will allow hundreds of thousands of former justice-involved people to vacate their criminal records and has made significant progress toward creating an automatic record vacating process via the Clean Slate Act. They expanded their volunteer programs; added their fourth Game Changer group, which includes formerly incarcerated people; graduated 24 leaders from their Leadership in Advocacy Fellowship; conducted four workshops to build community capacities in advocacy and legislative campaigns; and participated in LFO Reconsideration Days, seeking to reduce or eliminate debilitating court-imposed fees and fines that burden formerly incarcerated people.	All results areas
Coalition to End Urban Indigenous Homelessness*	The Coalition worked to educate all King County Councilmembers and City of Seattle Councilmembers about native homelessness. A new regional entity is being created to consolidate regional homelessness policies, and $128 million in homelessness funding from the City of Seattle, King County, and federal government, and All Home will be disbanded. The Coalition worked to influence the design of the new regional homelessness authority, including meeting with councilmembers and key staff from King County and the City of Seattle. The Coalition has provided technical assistance and learned from other cities with high numbers of homeless AI/ANs. They co-hosted a two-day "Convening on Homelessness and Housing Instability among American Indians and Alaska Natives," which brought tribal and urban native communities, experts, federal partners, and other stakeholders together to: share information on challenges and promising practices for addressing homelessness and housing instability among AI/Ans, both on and off tribal lands; identify additional opportunities for federal and national partners to support collaborative solutions to housing instability and homelessness; identify best practices and challenges related to braiding and blending federal funding to improve access to housing and services; and strengthen partnerships between tribal, urban native, and homelessness services systems.	All results areas
Collective Justice*	Collective Justice is building a survivor-led movement in King County to transform the criminal legal system. Crime survivors went to the Washington Legislature to share their stories and educate policymakers about what amending SB 5819 would mean for them.	All results areas
Open Doors for Multicultural Families*	Open Doors worked to pass Engrossed Substitute House Bill 1130, which requires that: Schools report whether they provided a qualified interpreter for all school meetings related to Individualized Education Plans, Section 504 plans, discipline, and truancy OSPI and OEO convene a Language Access Workgroup to provide policy recommendations for interpreter training curriculum, family engagement strategies, and provision of interpreters and translations Additional successes Open Doors worked toward: 10% of King County Puget Sound Taxpayer Accountability Account funding will be allocated to community of color–led organizations; a $77 million increase in Washington state funding for special education out of the minimum $350 million needed per year. The Metro Access Taskforce signed a contract with a new vendor with a stronger commitment to serving culturally and linguistically diverse individuals with disabilities, particularly by addressing language access barriers. They also worked with KC Metro to hold focus groups to guide the design of a free pass for low-income riders.	All results areas

*Seattle Foundation-funded SP partner

†Place-based, cultural community partner

Washington Dream Coalition*	Fifty undocumented youth between the ages of 15 and 25 gathered and committed to start organizing for educational change in South King County through the Washington Dream Coalition's Undocumented Youth Organizing Summit.	Community Connection
Washington Indian Civil Rights Commission*	Provided leadership development workshops, talking circles, and coaching/mentoring for youth and adults. Twelve members who participated in our workshops are serving on boards or have been appointed by the governor to serve on state boards or advisory councils. Others have been invited to serve on local advisory committees. Three are considering campaigns for local school boards or other elected office.	Community Connection
Friends of Little Saigon*	FLS staff participated in coalitions and relevant trainings to increase our organizational capacities for policy and systems change and to develop strategies and campaigns to preserve Little Saigon. They engaged with developers and decision-makers who've made an impact on issues related to Little Saigon, leading to their involvement in the development of new historic review guidelines. They advocated for additional resources for equitable community development, received an executive order to move forward with a community preference policy, and brought more awareness to issues of deportation and public charge in our community.	Community Connection, Economic Opportunity
Poverty Action*	Poverty Action worked toward the successful passage of the New Hope Act, the reversal of punitive policies in TANF, and a slate of debt/consumer protections.	Community Connection, Economic Opportunity
Puget Sound Sage*†	More than 50 community-based and advocacy organizations came together to demand a reassessment of the fare enforcement program by Sound Transit. In response, Sound Transit conducted listening sessions with people of color and low-income communities, as well as rider surveys, to reimagine its fare enforcement program, receiving more than 8,000 public comments. The Sound Transit Board was slated to consider approval of more equitable policy proposals in early 2020.	Community Connection, Economic Opportunity
The Washington Bus Education Fund*	Continued advocacy for voting rights, specifically focusing on implementation of new Washington voting laws allowing pre-registration for 16- and 17-year-olds, same day voter registration, and automatic voter registration.	Community Connection, Economic Opportunity
White Center Community Development Association (WCCDA)†	Through its participation on Metro's Equity Cabinet, WCCDA was involved in drafting Metro's Mobility Framework, which will guide the development of an equitable, sustainable, integrated, and innovative mobility system in King County.	Community Connection, Economic Opportunity
Seattle Indian Health Board (SIHB)*	Through its work with the AIHC, SIHB passed the Washington State Indian Health Care Improvement Act (WIHCIA) (SB 5415) in the 2019 legislative session, the culmination of three years of collective policy work and legislative advocacy in partnership with tribal, community, and government partners. They will now begin the implementation of the legislation through the Governor's Indian Health Advisory Council.	Community Connection, Economic Opportunity, Health
Rainier Beach Action Coalition (RBAC)†	RBAC built youth leadership through its A Beautiful Safe Place for Youth: Corner Greeters program using a community-led and data-driven approach to address crime that affects youth at "hotspots" in Rainier Beach. Its Rainier Beach Neighborhood Farm Stand supports farmers of color; provides access to fresh, healthy, affordable, and culturally relevant produce; and creates leadership and career path opportunities for young people in the community	Community Connection, Economic Opportunity, Health
Ingersoll*	Trans leaders and partners collaborated and came to agreement on a single priority and strategy: removing the non-covered services list and using litigation if necessary. They sent a demand letter to the Healthcare Authority and received notice that their priorities would be reflected in an upcoming rule-making process.	Community Connection, Health
SIHB*	Through its work with the AIHC, SIHB successfully secured $500,000 in the Washington State operating budget to fund the Urban Indian Health Institute, Northwest Portland Area Indian Health Board, and AIHC to conduct a statewide assessment of tribal public health systems. This assessment will be used to advocate for additional funding and resources that create stronger tribal foundational public health services.	Community Connection, Health

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WCCDA†	Through its participation on King County's Open Space Equity Cabinet, WCCDA continues to provide recommendations and advice to the county on how to best engage communities and ensure equity in access to green and open spaces for underserved communities.	Community Connection, Health
Multicultural Community (MCC)†	MCC's vision is to build a vibrant and innovative center from which historically underrepresented communities in Southeast Seattle are empowered to make decisions about the future of their community and the means to achieve their shared vision. Toward that end, they hosted community visioning events to ensure that community voices were heard in the planning process of the Cultural Innovation Center (CIC), built leadership and capacities among community members and staff through COO-related training opportunities, and advocated for funding to support community-led and owned development. MCC is part of the Community Real Estate Stewardship Trust cohort, Race and Social Equity Task Force, and Equitable Development Advisory Board.	Community Connection, Housing
Puget Sound Sage*†	Puget Sound Sage partnered with other coalitions to advocate that the Seattle Mayor's Strategic Investment Fund spending plan to be used to acquire sites located in communities at risk of displacement; that sites are to be identified by the community that will address the holistic needs of the community; and that sites are used to address race and social justice outcomes. They successfully advocated for Seattle City Council to impose a proviso on the Strategic Investment Fund. Council put a Statement of Legislative Intent to request the development of criteria and community participation for use of the fund. In addition, Puget Sound Sage's South CORE members led a successful culturally-responsive community campaign to center community priorities for the disposition of Sound Transit–owned surplus properties.	Community Connection, Housing
Casa Latina*	Casa Latina has sought to collaborate with the Domestic Workers Standards Board (DWSB) established under the Domestic Workers Bill of Rights to develop additional protections and benefits for domestic workers. By end of 2019, the DWSB was able to come up with a list of recommendations for the labor committee. Two domestic workers from Casa Latina have seats on the DWSB; one of them is a co-chair.	Economic Opportunity
Food Innovation Network (FIN)†	FIN is working toward systems changes by partnering with PHSKC's Environmental Health (EH) Division to reduce barriers in the food business permitting and inspection process. The complex process has been a barrier for small food businesses, particularly those operated by immigrants, refugees, and people of color. FIN is currently working on a document that clarifies and formalizes mutually agreed upon steps they have tested with EH over the past couple years.	Economic Opportunity
Got Green*	Got Green's Green Pathways Program launched with 10 fellows who are advocating for living wage green jobs citywide. Got Green is also outreaching to local high schools, educating about environmental justice and green jobs. Working in partnership with 350 Seattle and Puget Sound Sage, Got Green co-drafted the Green New Deal resolution, got 200+ groups to endorse it, and advocated City Council and the Mayor to pass the resolution and establish an Oversight board to implement the GND.	Economic Opportunity
Transgender Economic Empowerment Coalition (TEEC)†	TEEC drafted a Model Employment Policy, in collaboration with transgender, nonconforming, and LGBTQ partners and area employers. They also completed a needs assessment with the region's LGBTQ community. Data from assessment will provide guidance on policies, systems, and environment priorities.	Economic Opportunity
Seattle Indian Health Board (SIHB)*	Secured $1 million from the Housing Trust Fund in support of SIHB's $46 million capital campaign to renovate its clinical facility and build affordable housing. SIHB will work with our representatives to leverage this $1 million to support its clinical expansion site at Chief Seattle Club's affordable housing project in downtown Seattle.	Economic Opportunity, Health, Housing
Umoja†	Umoja is working to make sure they are providing jobs and contract opportunities for African Americans and providing affordable housing for those who have been displaced from the community or those seeking to stay in the community. Regarding health, an Umoja partner is on the King County Mental Health Board inserting her understanding of the African American	Economic Opportunity, Health, Housing

	community's unique challenges around mental health. They are using Black Dot, Umoja's economic platform, as case study/proof of concept to show elected officials and local business/organizations the impact an economic hub can have in the African American community. Their ultimate goal is to be able to open an innovation center, which will allow them to serve a greater amount of people and increase the opportunity for the African American community to thrive at a higher rate.	
Community Health Board Coalition*	The Community Health Board Coalition (CHBC) completed a mental health assessment that included over 250 participants from 12 participating health boards. The assessment includes policy recommendations for key health and social institutions in Washington state.	Health
Food Empowerment Education & Sustainability Team (FEEST)*†	FEEST is working to increase access and affordability of healthy foods in White Center through an intergenerational healthy foods roundtable (HFRT) and accompanying projects. It created a policy memo for food systems changes, which provides a road map for potential projects to improve health for young residents in White Center that is based on youth and community feedback. HFRT members implemented one of the policy memo recommendations: the snack program pilot. FEEST youth leaders won new, fresher menu items for their school lunches. FEEST youth are advisors supporting the implementation of Seattle Public Schools' first high school snack program.	Health
On Board Othello (OBO)†	On Board Othello developed/strengthened partnerships in the neighborhood to effect environmental-level changes in use of neglected public spaces to promote public safety. They succeeded in attaining agreement from property owners, city agencies, and community members to improve the pedestrian right-of-way along the 3900 block of South Othello Street and address many of the CPTED recommendations reported in 2017. They also succeeded in getting support for two to three community projects for Your Voice, Your Choice to be implemented in 2020 and technical support from SDOT and Seattle Neighborhood Greenways for a home zone pilot in the Holly Park neighborhood starting in 2020. (This includes another example of leveraging funds.)	Health
Seattle Urban Native Nonprofits (SUNN)†	With completion of the SUNN Policy Profile, SUNN has provided a platform for SUNN leaders to see themselves as policy decision-makers on priority issues such as the murdered and missing indigenous women and girls (MMIWG) crisis, and is partnering with allies locally, regionally, and nationally to inform organizations' work on behalf of MMIWG. As they formalize a framework, their PS change is rooted in a call for leaders and nonprofits to address the following issues: Native coalition to end homelessness Native vote and Census 2020 Cedar Rising – an initiative that supports MMIWG and works to end violence against women Affordable housing for urban native people	Health
Church Council of Greater Seattle*	Burien City Council invested over $125K in hiring a new staff member to run the new Rental Housing Inspection Program. In a dramatic U-turn, Federal Way invested $25K in joining and funding the new South King County Housing and Homelessness Partnership (SKHHP).	Housing
Church Council of Greater Seattle*; Tenants Union of Washington State*	Just Cause Eviction Protection passed in Burien.	Housing
Church Council of Greater Seattle*	The Council's organizing local faith leaders in South King County, Eastside, and Seattle helped to move forward countywide recommendations of the King County Housing Task Force, which its local leaders helped shape. This includes: 1) countywide housing policy and financing, and 2) participative learning among local leaders to build strong relationships with the regional housing authorities of ARCH and the South King County Housing and Homelessness Partnership (SKHHP), key players for moving policy and funds.	Housing
Crescent Collaborative*	Seattle City Council approved $50,000 in 2020 budget to support implementation of community preference policy allowing low-income people to stay in or return to their historic neighborhoods.	Housing
Othello Square†	Broke ground on site that will include affordable housing.	Housing

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†Place-based, cultural community partner

Tenants Union of Washington State*	Eviction reform measures are under consideration in jurisdictions throughout the state, with legislation passing at the state level and in Burien.	Housing

D. In COO Partners' Words…

COO Impacts

"We're building a food hall, which supports economic security. Something that began as a concept a couple years ago will now result in a food hall with six businesses. In terms of [economic opportunity], we've been hugely successful. You had women who were doing housekeeping, working at the airport, unemployed, selling out of their homes…. Because of engagement, we found that there were quite a few women running food catering out of their home…. Instead of cracking down, how do we create an opportunity for them? And as a result, one of those women will have product at PCC." *FIN – SeaTac-Tukwila Community Coalition*

"I have seen people's mental health improved by the fact that they have seen their economic stability improved. In terms of community connectedness, leveraging different partners to pull together different capacities – such as language capacity, cultural capacity within each organization – it really creates a strong community connectedness. Not just the partners we have, but they are bringing the community together as well to gain knowledge in resources and to tap into services that we provide." *PIE – SeaTac-Tukwila Community Coalition*

"A change in housing that we've been able to impact, maybe indirectly through COO, we've been able to help a few of our young adults in housing, stabilize their income for them to get their own housing. But in the cases that I have, it has worked wonders in their esteem, their focus, their capacity. Because then they have their own place. It's been tremendous…. It's not something we had as an outcome to track young people and get them into housing, but it's been tremendous." *RBAC – Rainier Valley COO*

"One interesting example is that this fall I was elected to be part of the School Board here in the Highline district. That is systems change. We have these values that are being instilled in our community through this process; I am making sure I'm leading with that." *WCCDA – White Center COO*

COO Impact on COVID-19 Response

"…the way the partnerships have deepened over the first phase of the COO grant, laid a foundation for our community's response to COVID as well. Even though it wasn't something we knew would be happening, the level of partnership in the Valley, largely, a lot of it due to the COO work, has made it easier to respond to and bring providers together during this time. … because of those relationships, there's the ability to come together weekly to determine COVID needs, whether its food supports, or being able to map the Snoqualmie transit to an isolated elderly person. Those were relationships developed in COO in that first phase has made that (COVID response) easy to manage." *A Supportive Community for All*

"The first event we did for COVID testing, we did in Tukwila, a local mosque. Most were Somali speaking. It was successful, by our means, because 100 people got screened. But when we approached the coalition that this something we need to expand, a lot of people need to get tested and don't know where to go, we said we'd do it in Federal Way, and the County. In a matter of a couple of days, we saw over 3000, including those who came just to get supplies. I think the partnership itself, made it stronger for us to see a wider range of our community that we couldn't have served just ourselves. So that's what partnership means to me." *Somali Health Board – SeaTac-Tukwila Community Coalition*

Building Community Connections and Capacities

"I go back to the conversation about coordinated human services, it's been happening for a long time. We all knew something had to give, but we didn't have the time or capacity to make it happen. COO gave us both. Because of the funding, we were able to make the time and support a different model than just bringing human service providers together. We could bring clients from the Valley and support them, have childcare, so they could be a part of that conversation. I don't think any of that could've happened…. So, this really is solely the piece, COO funding and support is what has broken it open. We feel it's seminal work. We feel this is the thing. This is the life-changing structural work for human services in the Valley, and it's super exciting to be part of it…. We had partnerships before, but the depth of the partnerships has increased. The workgroups ended up with youth, senior citizens, city council, transit, very much multi-sector, clients of health services. Because of that work and time together, you could see perspectives shifting in those workgroup meetings. City council members who thought you just had a 'pull yourself up by the bootstraps' mentality coming into the workshop, did not leave the workgroup that way. They left trying to figure out, 'OK, I just ended up looking at a community needs assessment. I now have a much better understanding of what's going on in my community and the communities around me…. How can I use where I am at to help support this work moving forward?'" *A Supportive Community for All*

"I think we built awareness that we are here, and through COO, folks see that this native organization exists, and people are asking us to be at the table, to partner to create systems change, and create more equitable relationships." *Seattle Urban Native Nonprofits*

"I've seen more coalition-ing particularly around specific issues than before. Some has been more in the neighborhood, but also extending outward to Rainier Valley. There are different people who previously were not at the table together, are now at the table together…. COO has contributed to people's ability to come together to the same table, see common issues… Thinking about it from outcomes and impact, if that's been happening in earnest for three, four years, then I wouldn't necessarily expect the impacts to occur within that time. Perhaps in the collegial relationship, but not in impacts." *RBAC – Rainier Valley COO*

"Another benefit about leadership development: these conversations about community control of land are more in the public right now. For example, one of the CREST participants sent me an email. After the first round of CREST, participants were still very engaged, and felt empowered, that they'd done a lot of this learning and could support others doing this. So, someone emailed me about a Facebook conversation, someone talking about land stewardship. And that person thought CREST would be a place for others to come and learn about that. People see they can come and be leaders with others, other groups." *Puget Sound Sage – Rainier Valley COO & CREST Learning Circle*

"This whole project consists of new partnerships. We've been able to leverage that with COO. We've been able to convince EDI about that. COO has put us in the position to have these conversations. We're able to make new partners. This project wouldn't be feasible without new partners, fund raise collectively." *HomeSight – Rainier Valley COO*

COO Model – Investing in Community Partnerships and Strengths

"I appreciated the unique nature of the COO partnership, in that our program manager has been very understanding and supporting of the challenges we've been experiencing the past year and a half. And having the space to meet with players in our community is huge. And the work COO is doing is recognized at a larger scale. I was in a training last August, and someone in that training was working in Denver, CO, and she said she was aware of the work COO was doing, and her agency was far behind in supporting this type of work in health, housing, economic opportunity, and community connection. I think we often forget Seattle is a progressive city; this city is really unique. We go to other cities and see their challenges; it makes me appreciate COO despite our challenges. There have been many learnings from this that we've been able to apply. And there's still a lot of good faith in our partnership. I'm looking forward to

moving forward and doing this kind of work, and appreciative of the work COO has made to listen to and implement the changes we've been asking for." *HomeSight – Rainier Valley COO*

"I think COO has played a significant role, I think it's a model that in my opinion, other counties should utilize…. I think it's a unique partnership with the community and utilizing the leadership from the community itself, recognizing the people on the ground. I think community mobilization isn't easy. It takes trust, relationship building, and that lens that COO is utilizing, is something I personally think is useful and should be broadened." *Somali Health Board – SeaTac-Tukwila Community Coalition*

"The role of COO, going back to organizations that have historically not gotten large amounts of funding, they get little grants here and there, trying to cobble together programs. Now we turn around and see groups getting fairly substantial amounts of money and support and seeing those organizations and communities they serve grow and be successful. It helps for those organizations to also be seen as successful versus struggling. It was never about their internal capacity. It was about their needing to work so hard to get little chunks of money together and do all this reporting. They do know what to do with that money. It just elevates so many organizations in a way that it's like, 'Wow, they're successful! They know what they're doing.' In COO, I feel like that's something I've seen." *Governance Group member*

"'Go slow to go fast.' The work of building a solid partner team with strong, shared working agreements and regular meetings and retreats is a key factor in this success. It meant it took much longer before we felt we 'had anything to show for this work,' but the results at the back end have been smooth and purposely designed for success. The pressure to immediately gather together the community at the beginning of the process was there, but through the support of our consultants and the strong build of the team, we resisted and focused on building a process that centered equity and inclusion and truly allowed the capacity-building of community members to develop their actionable plan for the community moving forward." *A Supportive Community for All*

Using Data to Identify Priorities

"One of the most significant challenges has been the political environment in which we operate. COO's not going to work if we're peanut-buttering it across all regions. It started out as initiative where we were looking at public health data, at an index of 'Who's being the most burdened in the county?' and that has to remain the core of it. And some of it is us trying to retain focus on those who are most directly burdened or victimized by systemic poverty and systemic racism, and not, 'It has to happen in everybody's district, and everybody has to have the same.' Because that's sort of the nature of the political response to it." *Governance Group member*

Need for Different Processes to Address Conflict

"We have to prepare and do something explicit around conflict resolution, mediation, front-and-center acknowledging that it's not just the funding process that needs to change, but how our relationships interact. At least once a year there's a big blowup about something. The way we try to deal with that conflict is just shush it, do back-end negotiation to make it go away. In order for there to be different outcomes, we need to say, we know conflicts will come up and this is how we'll address it, otherwise we'll fall into old patterns…. There's a hesitancy to acknowledge the conflict that can cause significant pain and trauma and can harm relationships that are key to changing how we operate. That's something to encourage us to think about and figure out how we're going to operationalize different ways of dealing with conflict." *Governance Group member*

"Another thing that's quite interesting has been how having intentionality and plans for how to deal with conflict, because this gets back to, how do you get away from, or build something different, different systems? I think we are learning this lesson now because there's a conflict between two organizations… and it's been really interesting to figure

out how to navigate. In that instance, it's almost like another lesson in power. Who has the power to say? And is that OK? And do we need to set this up differently so there's a different decision-maker or power broker? That was something really interesting to me where it felt like, given that dispute, it defaulted back to the regular system. Again, you're within government. I think there are interesting lessons to be learned, but I'm not sure that we've learned them yet." *Governance Group member*

E. COO Evaluation Advisory Group Partners

Global to Local – SeaTac-Tukwila Community Coalition (PBCC), COO Governance Group

HomeSight – Rainier Valley COO (PBCC)

Hopelink – A Supportive Community for All (PBCC)

King County Housing Authority – COO Governance Group

Comunidad Latina de Vashon (PBCC)

Open Doors for Multicultural Families – Systems & Policy Change cohort member

Potlatch – Seattle Urban Native Nonprofits (PBCC)

Puget Sound Sage – Rainier Valley COO (PBCC), Learning Circle, Systems & Policy Change cohort member

Rainier Beach Action Coalition – Rainier Valley COO (PBCC)

Rainier Valley COO Steering Committee - Rainier Valley COO (PBCC)

Transgender Economic Empowerment Coalition (PBCC)

White Center Community Development Association – White Center COO (PBCC)

Public Health – Seattle & King County (Funder)

Seattle Foundation (Funder)