



COMMUNITIES OF OPPORTUNITY

 King County

Best Starts for
KIDS



SEATTLE
FOUNDATION

the heart & science of philanthropy

GOVERNANCE GROUP

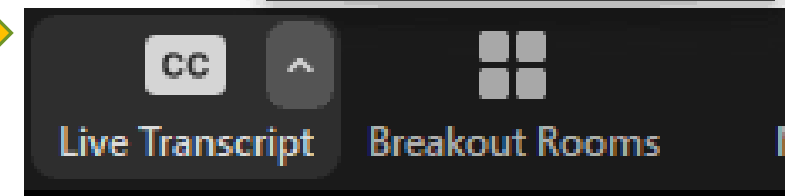
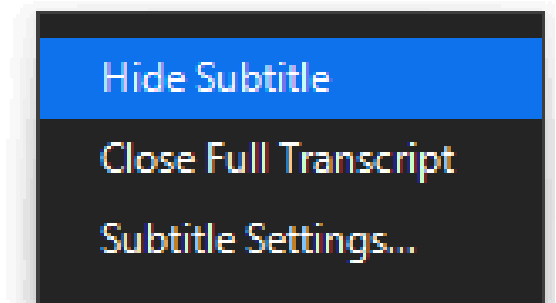
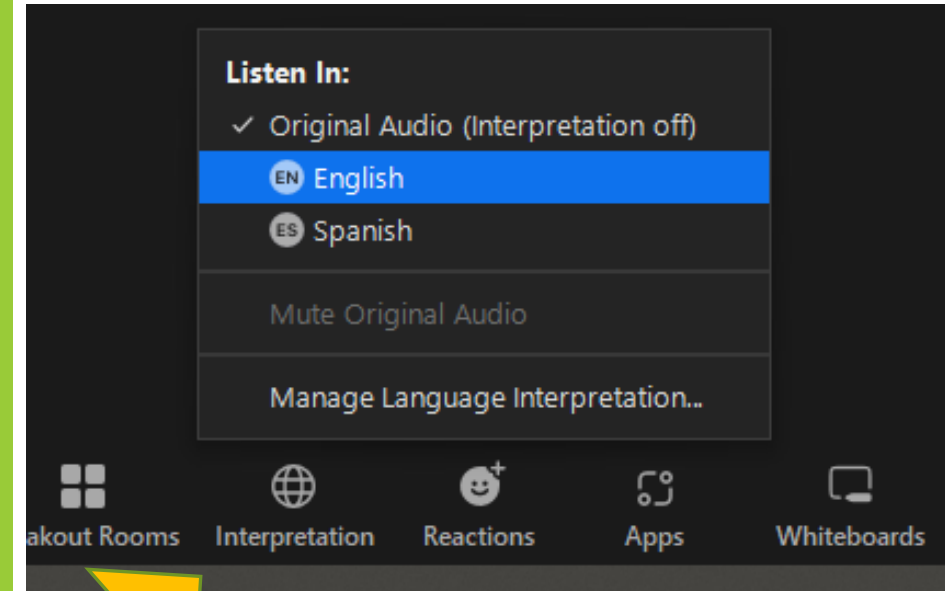
ONBOARDING MEETING #4

SEPTEMBER 30, 9AM-11AM

Interpretation & Closed Captions

Reminders:

- For anyone speaking – please be aware of pacing (*speak slowly, pause*) to assist Martha in interpretation!
- To **EVERYONE** listening in English, please select the Globe symbol “Interpretation” and then “Listen in: English”. To listen to Martha’s Spanish interpretation, select “Spanish”.
- To view Closed Captions, click on “CC / Live Transcript” and show full transcript.



Agenda

- Welcome, Grounding & Review of Onboarding so far
- COO Director hire process update
- COO Community Partnerships RFP review & learnings
- COO Governance Group values & practices
- Upcoming / Next Steps / Questions
- Close / Share Outs

Ten Canoe Rules

EVERY STROKE WE TAKE IS ONE LESS WE HAVE TO MAKE

THERE IS TO BE NO ABUSE OF SELF OR OTHERS

BE FLEXIBLE

THE GIFT OF EACH ENRICHES ALL

WE ALL PULL AND SUPPORT EACH OTHER

A HUNGRY PERSON HAS NO CHARITY

EXPERIENCES ARE NOT ENHANCED BY CRITICISM


THE JOURNEY IS WHAT WE ENJOY

A GOOD TEACHER ALLOWS THE STUDENT TO LEARN

WHEN GIVEN ANY CHOICE AT ALL, BE A WORKER BEE—MAKE HONEY!

Ten Canoe Rules

The very first introduction of the “10 Rules of the Tribal Journey,” was developed as part of a presentation by the Quileute people for the Northwest Experiential Education Conference at University of Puget Sound, [Tacoma, WA] in 1990.



Communities of Opportunity's mission is to create greater health, social, economic, and racial equity in King County so that all people thrive and prosper, regardless of race or place.

COO is a unique community-public-private partnership that believes every community can be a healthy, thriving community—and that equity and racial justice are both necessary and achievable.

So far...

There have been **3** Governance Group onboarding meetings:

- July 15: Intro to one another, History of COO, Role of Governance Group, and COO staff transitions
- July 29: Intro to COO roles and leadership structure; Governance Group responsibilities
- August 12: Introduction to the Place-Based & Cultural Community Partnerships and Systems and Policy Change strategy areas and RFPs

Still to come in 2022... a lot!

- Governance Group confirmations – Executive & County Council
 - Nominations are still open – Dist 3 & 4 representation
 - Subsequent to confirmation: King County Board training(s), sign KC Code of Conduct, KC Code of Ethics understanding
 - Committees/Workgroups? e.g. Nominations & Succession Planning, Narrative & Political Strategy, Restorative & Healing groups established at 2020 Retreat
- **Discussion & decision-making as Advisory Board to COO-Best Starts for Kids Levy:**
 - Formal consensus process or other voting system
 - Conflict of interest policy
 - RFP awards
- **Continued relationship building and learning:**
 - COO “1.0” evaluation and strategy learnings in implementation
 - Continuation on COO history & structure, theory of change, GG role and opportunities for growth and strengthening work...
 - Continuation on COO strategy areas, including introduction to the Learning Community strategy... And more

Meanwhile... for context:

- Hiring COO Director and COO staff transitions (Admin Specialist, COO Program and Strategy leads...)
- Two RFP releases – deadlines Oct 11.
- COO “1.0” Evaluation Report & ongoing evaluation activities
- “Strategy Lab” Community Engagement & strategic planning process
- Coordination with Best Starts for Kids leadership on 2022-27 Implementation Plan (upon passage of Best Starts levy in 2021), budget, and other legislative requirements

How does the Governance Group want to work together to accomplish these goals and responsibilities?

First – let's talk about where there have been concerns and questions – COO Director hire and the Place-Based and Cultural Community (PBCC) Partnerships RFP

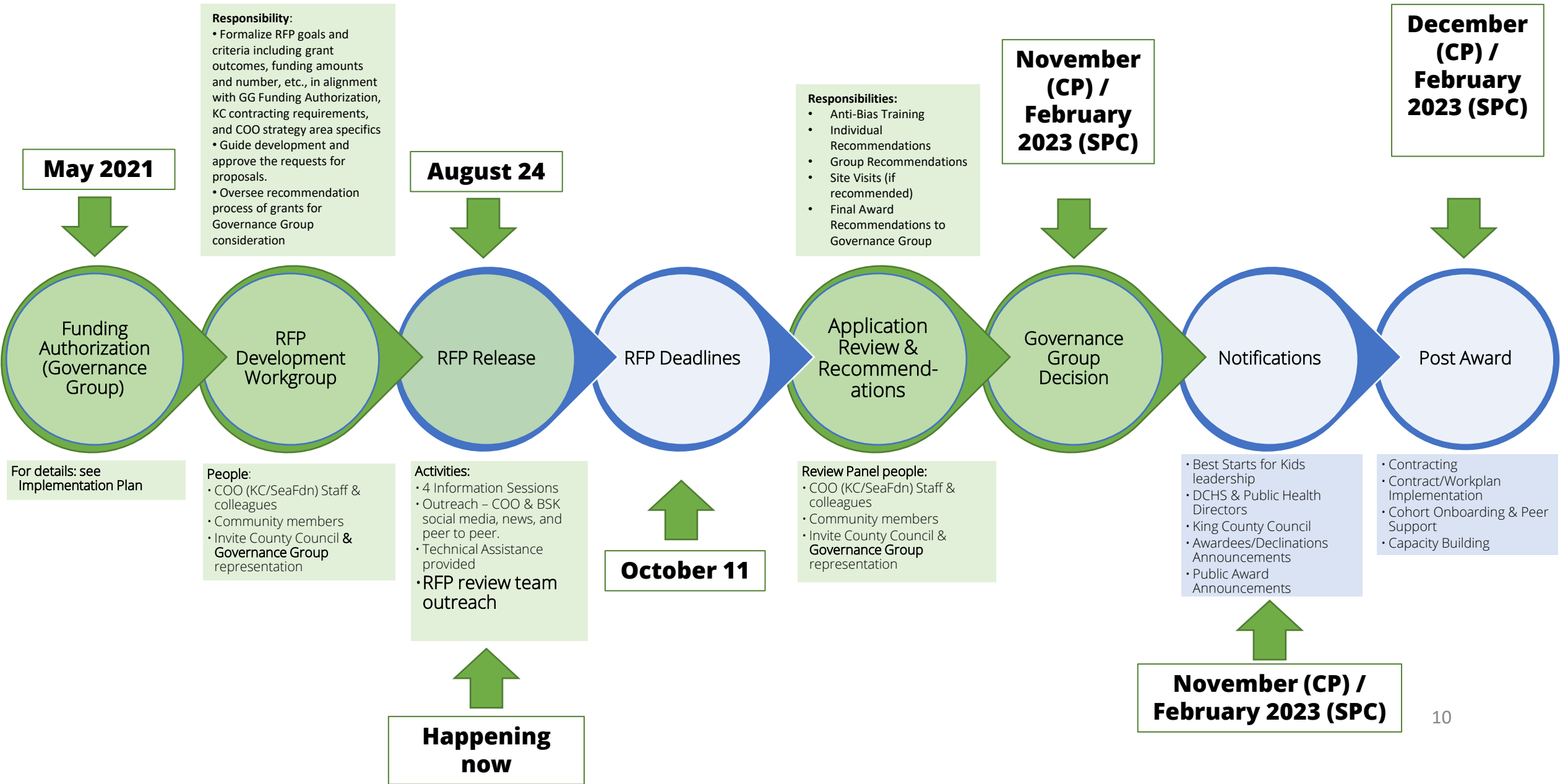


COO Director hire update

- King County HR review of applications – July
- First panel interview w/COO staff – August
- Meet & Greet with COO Governance Group – August & September
- Second panel interview w/COO sponsors & interim Director – September
- Sponsor discussion for decision later today

Questions? Concerns?

COO RFP Timeline



Community Partnerships strategy

- Place-based & Cultural Community (PBCC) partnerships RFP funding will support **coalitions and collaborative partnerships** led by and for the communities they are representing.
- These partnerships will have a shared vision and implement projects that focus on the intersections of health, housing, economic opportunity & community connections [**COO's 4 Result Areas**]. The aim is to close gaps by race and by place (root causes of inequities).
- COO partnership work aligns with and complements COO's separately funded Systems and Policy Change projects.

(Link: [2022-27 Best Starts for Kids Implementation Plan](#))

Community Partnerships RFP comparison update

Overview	COO 1.0	COO 2.0
Number of awards	9 partnerships	9 partnerships
Amount per award	Varied (\$330k-\$1.1 m per year)	\$285,000/yr (total of \$855,000 over 3 years)
Type of partnerships	<ul style="list-style-type: none"> • 2015 RFP: 3 Geographic • 2018 RFP: 3 Geographic, 3 Cultural 	<ul style="list-style-type: none"> • Established Partnership: Anticipated, Fund 7 to 8 (geographic & cultural) • Newly formed/forming Partnership: Anticipated, Fund 1-2 (geographic & cultural)
Rating Criteria	2015 & 2018 RFP criteria available if requested	<ul style="list-style-type: none"> • More focus on health of partnership • Evaluation activities emphasized • Separate rating for newly formed & established partnerships • Project must focus on root causes, base building, and community power building

COO Request for Proposals

One question that has come up – how have COO staff & sponsors incorporated community feedback into the RFPs?

In addition to incorporating feedback from yearly evaluation and reporting, recent community engagement processes that provided information used in the development of the RFPs includes:

- Interviews with current and former funded community partners
- Place-Based & Cultural Community partnerships Community of Practice for all groups – final report to be shared
- Strategy Lab community engagement and strategic planning process – final report to be shared
- Learning Community capacity building evaluation (*Strengthening Community Capacity to Engage in Community Driven Development and Healthy Effective Partnerships: Learning Community Capacity Building Evaluation Findings*)
- Compilation and summary of evaluation & feedback reports and documentation themes and recommendations (inclusive of many, though not all evaluation and feedback reporting) (*COO Evaluation Analysis*)

Additional Questions? Concerns?

**How does the Governance Group want to work with one another to accomplish the mission & vision of COO?
With staff? With sponsors?**



Upcoming / Next Steps

- ❑ COO Director update
- ❑ RFP Deadline – Oct 11
 - ❑ To participate in an RFP review team – please reach out asap!
- ❑ Update on Gov Group member appointments
- ❑ Nominations Process
 - ❑ Recommendations – Dist 3 & 4?

Questions?

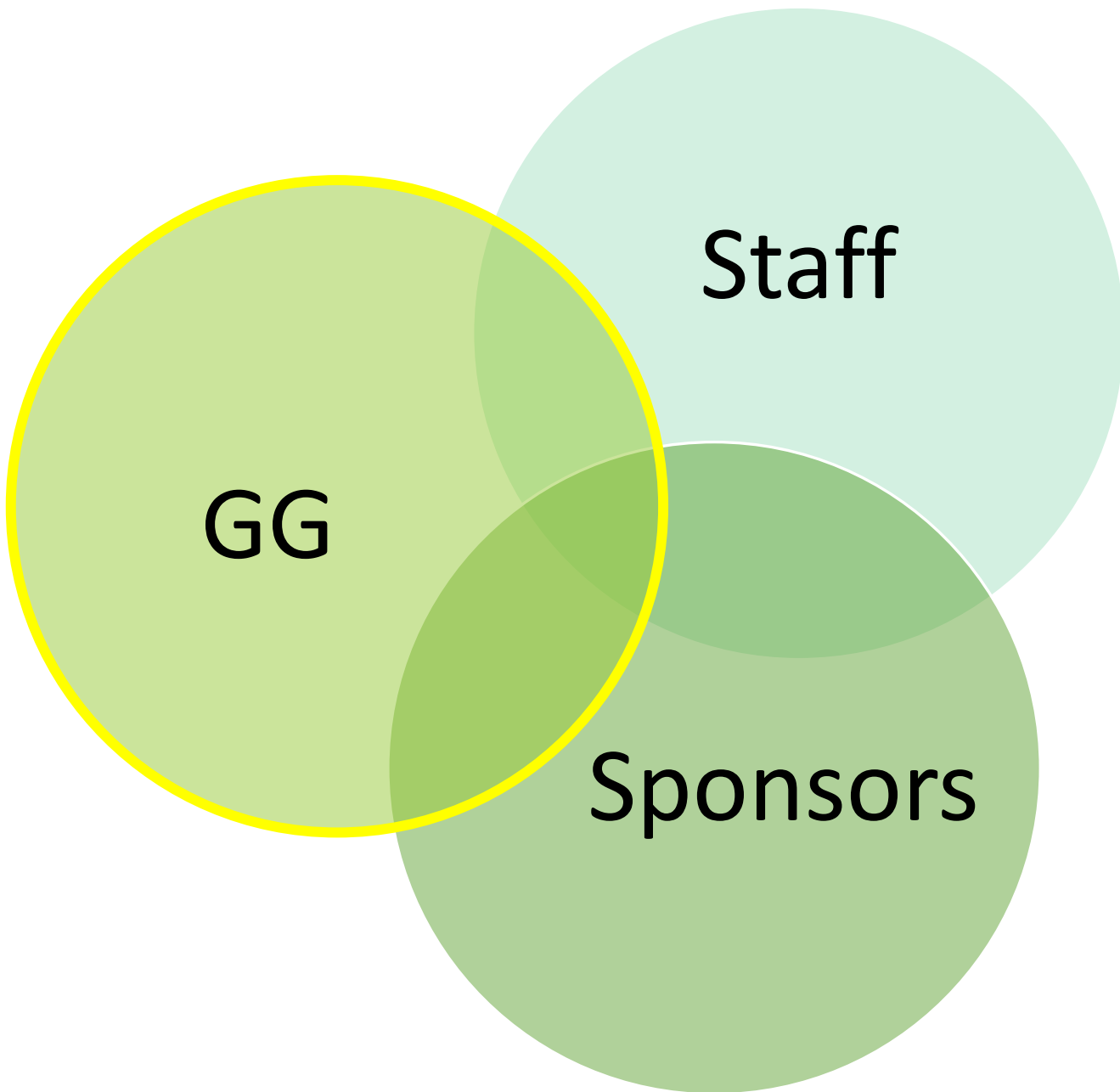
Close and Share-outs

- Next Governance Group (GG) meeting will be **October 28, 9-11am**
- Concluding Speaker Series event on **October 20, 12-1:30pm** on community storytelling: [RSVP to the final session here!](#)
- COO Community Partners Celebration and conversation with Ejeris Dixon – **Nov 3**, details TBD.
- King County's 2024 Comprehensive Plan survey: King County is starting a once-a-decade update to its Comprehensive Plan, [Click here to learn more.](#)

Other items to share?

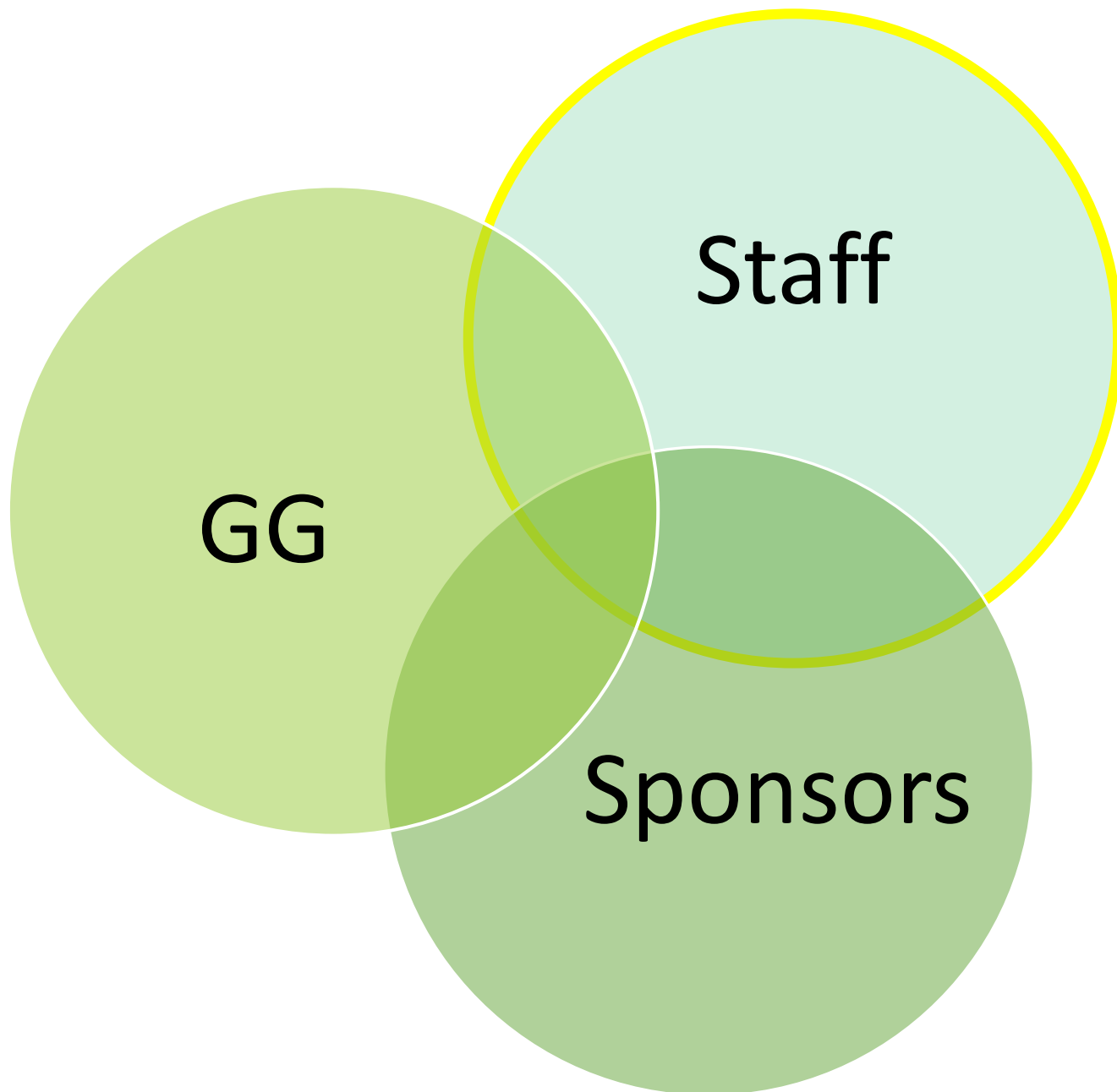
Extra Slides for Reference

GG roles & responsibilities
SPC RFP



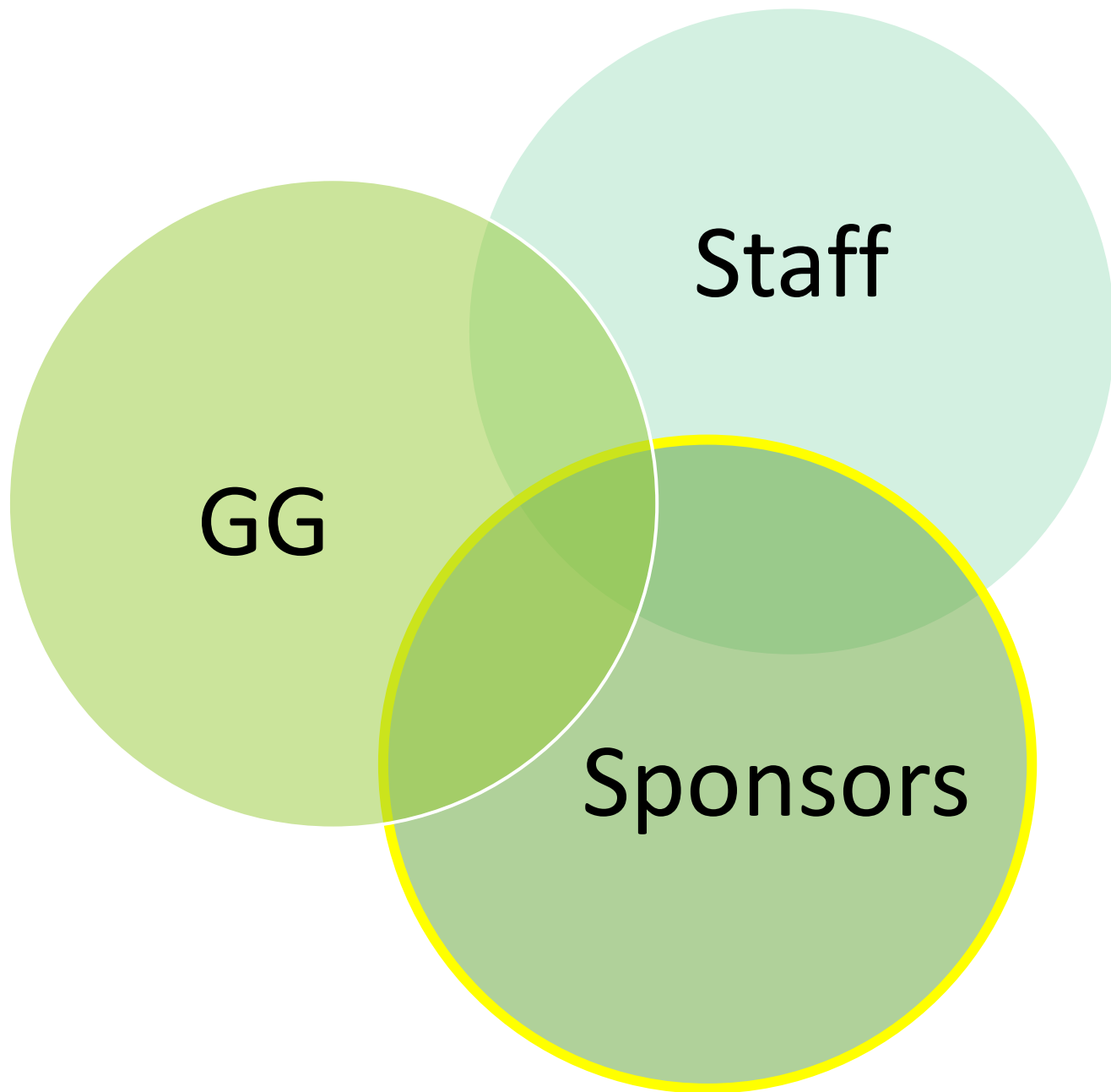
Governing Group (GG)

- Approves Requests for Proposals (RFP) funding recommendations
- Monitors progress of the initiative
- Recommends the allocation of the COO portion of the BSK levy proceeds
- Recommends GG appointment recommendations to the Executive



Staff

- Daily operations (including operational decisions)
- Holds primary relationships with community partners
- Develops strategies and supports community partners with implementation
- Generates recommendations related to strategies and programs for GG and sponsors

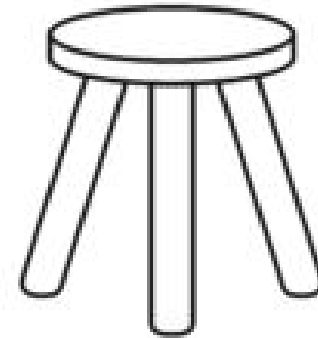


Sponsors

- Manages partnership w/each other and between funders
- Champions COO within their organizations
- Along with the COO Director, holds the relationship with the Governance Group
- Oversees the COO Director

COO Governance Group Roles

- Vision holders
- Strategic thought partners
- Navigators through community, government, and philanthropy
- Collaborators
- Ambassadors & stewards
- Opportunity builders
- Participants in committees/workgroups



COO's Three Strategy Areas

Racial equity and partnership are both central to each of COO's three reinforcing strategies/investment areas:

- **Community Partnerships** that drive change locally.
- **Systems and Policy Changes** that create and sustain equity at all levels.
- A **Learning Community** that leverages the power of collective knowledge to accelerate change.

Systems & Policy Change strategy

- Funding will support **community-led projects and campaigns** to transform systems and policies to decrease and prevent continued inequity in low-income communities and communities of color in King County.
- COO funded Systems and Policy Change projects should align with and complement COO place-based and cultural community partnership work.

(Link: [2022-27 Best Starts for Kids Implementation Plan](#))

Systems and Policy Change RFP Comparison update

Overview	COO 1.0	COO 2.0
Total Amount Available	\$2,000,000 available annually, from 2020-2021 \$2,200,000 available in 2022	Approximately \$2.2M to \$2.5 million/year
Purpose	COO supports community-engaged or community-led efforts to transform systems and policies for stronger community connections, economic opportunity, better health, and/or housing that will decrease and/or prevent continued inequity in low-income communities and communities of color in King County.	In service to transforming systems and policies that perpetuate inequities and racism, this strategy aims to support community-led policy work as a mechanism for systems change. In pursuit of this, the strategy will provide support for organizing activities that are focused on the long-term policy and/or systems change defined by the applicant tied to the results areas of Communities of Opportunity.
Investment/ amount per award	An organization applying on its own behalf may receive up to \$100,000 per year. Applicants applying as a coalition with other organizations may receive up to \$200,000 per year.	An organization applying on its own behalf may receive up to \$125,000 per year. Applicants applying as a coalition with other organizations may receive up to \$200,000 per year.
Duration	2 years with a possibility of a one-year extension, pending funding availability and grant award performance	2 years with a possibility of a one-year extension, pending funding availability and grant award performance
Number of awards	2020-2021 Cohort: 16 grantees Black led Organizations: 8 grantees (incorporated into 2022 Cohort) COVID-19 Response*: 16 grantees 2022 Cohort: 22 Grantees *One time investment	Depending on the number of selected organizations, or coalitions, and based on historical records, between 15 and 18 awards.

Reminders

- **Conflict of Interest:** We are keeping things high-level to ensure a level of fairness for the RFP processes and to preserve the eligibility of those around the GG table to apply.
- Please support staff in keeping boundaries that support a fair and equitable process for all community groups who may apply for COO funding.
- **COO Transitions:** Marguerite has transitioned to her new role Washington State Director of AARP.
- Dr. Nadine Chan is taking over Marguerite's role in public health as interim chief of APDE/CDIP.
- Nadine and Blishda Lacet (alternate) will now hold the role of representing the King County Executive (**KC sponsor**) at Governance Group.
- Blishda is in the midst of transition to a new role as Manager of the Chronic Disease and Injury Prevention (CDIP) section in Public Health!

What we heard you need

- a **snapshot of the investments** made in the last 6 years and what priorities they serve so we can make informed decision about future investments.
- an understanding of previous tensions/challenges and how the Governance Group handled them.
- **gathering in-person** to get to know each other as people; strengthened relationships help alleviate tension; opportunity for a hybrid in-person/virtual meeting.
- GG conflict resolution process
- **Retreat:** History and foundational motivations for strategies, RFPs, etc. Big picture discussion
- Shared (internet) folder with documents and process
- **Calendar of events** to show up to as GG members.
- More information of [public] disclosure rules
- **BSK-COO leadership structure/roles/people**
- Are there conversations related to representation in rural King County? How much of the funding goes to more rural parts of King County? Are there considerations to have Fund for Inclusive Recovery to also serve under COO?

Communities of Opportunity – Governance Group Onboarding Meeting notes

Friday, August 12, 2022, 9am-11am

Location: online/Zoom

Members Present: Bilan Aden, Lydia Assefa-Dawson, Michael Brown, Kris Hermanns, Cilia Jurdy, Blishda Lacet, Sandhya S Nakhasi, Gloria Ramirez, Michael Seiwerrath, Yordanos Teferi, Jackie N Vaughn, Agaiotupu I. Viena

Facilitators & Staff Support: Matthew (Matt) Echohawk-Hayashi (Headwater People), Crystal Grosshuesch (Headwater People), Martha Guerrero (Spanish language translator), Jill Strnad (COO), Cristina Gonzalez (COO), Sally Gillis (Seattle Foundation/COO), José Camacho Martinez (COO), Vanesa Gutierrez (Seattle Foundation/COO), Kalayaan Domingo (COO)

Welcome and Check-in

Reminder of how to use Zoom interpretation and ten Canoe Rules.

What is one spot in the county for food and drinks you enjoy?

Review of COO Mission and Vision and Introduction to COO Strategy Areas

Question: Curious about the strategies that are already set – is there room for pilot expansion or are we just providing feedback for what's already there?

- COO Strategies (Place-Based and Cultural Community Partnerships; Systems & Policy Change; and Learning Community) and Result Areas (Health, Housing, Economic Opportunity, and Community Connections) are core commitments of COO to be continued as in the [Best Starts for Kids Implementation Plan 2022-27](#) (COO, p. 27). And there is room to continue to expand and learn from community how to move forward the vision and mission of COO.
 - Updates or changes to the Implementation Plan are possible within a formal process involving Best Starts' leadership, King County Executive Office and King County Council. The current Implementation Plan went through process involving the leadership and approval of the Governance Group in addition to these offices.
- Today's conversation is to learn more about the two strategy areas that have open Request for Proposals (RFPs) this year.

Question: I [Agaiotupu] would like to add fullness to the strategies that already exist. Is there room to add to the language?

- Governance Group members provide strategic leadership, direction, and oversight to COO; in addition to promoting COO's mission, vision and values [[COO Governance Group summary](#)]. Governance Group members working in collaboration with one another, staff and community add to can be generative for the equity mission and goals of COO.

Review of questions and needs were captured at the previous two onboarding meetings.

Review of COO's mission statement and description

- Matt: It's an important thing to stay grounded about why we're here. We want to stay connected to that in that purpose, and we will bring this slide [COO mission & vision] into future meetings to support that.

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Review of COO's Three Strategy Areas: Racial equity and partnership are both central to each of COO's three reinforcing strategies/investment areas:

- Community Partnerships that drive change locally.
- Systems and Policy Changes that create and sustain equity at all levels.
- A Learning Community that leverages the power of collective knowledge to accelerate change.

Reminders (Matt):

- As an Advisory Board & Governance Group of a King County initiative, Governance Group communications, materials and meetings are open to public access through the requirements of the Open Public Meetings Act and Freedom of Information Act.
- Staff & Governance Group transitions:
 - Marguerite Ro has moved to the director of AARP at WA State, and Dr. Nadine Chan is taking over as interim chief of APDE/CDIP.
 - Blishda will serve as Dr. Chan's proxy in the King County Executive representative seat at Governance Group as part of her new role of Manager of the Chronic Disease and Injury Prevention (CDIP) section in public health.
 - Kalayaan Domingo is attending Governance Group meetings in the seat of the COO Director on an interim basis in addition to her leadership as COO Learning Community strategy lead.
- Matt reminds the group of mindfulness of conflict of interests -- work is high level, there must be an is a level of fairness in the RFP process to help preserve both the eligibility and integrity of those around the GG table.
- Cristina: An update that COO Director interviews are taking place this and next week and there are some promising candidates.
 - Yordanos: Are those the first round of interviews or ones that GG members can take part in?
 - Cristina: There will be the opportunity for GG members to meet with the candidates later in the process.
- The 2 RFPs (Place-based & Cultural Community Partnerships RFP and Systems & Policy Change RFP) will go out soon.

Introduction to COO Strategy Area: Systems & Policy Change

- The Systems and Policy Change (SPC) RFP will be administered by the Seattle Foundation.
 - Vanesa: What is key is that the Systems and Policy Change RFP has the principle of changing policies. We are looking to support community engaged and community led policy change and work towards system change. This will be reflected in the RFP. We would like to prioritize this strategy. Seattle Foundation and King County work closely to keep strategies aligned, and Seattle

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Foundation (SF) leads implementation of policy change. SF will lead the RFP process and disperse the funds, and the main beauty of the strategy is to pool public and private philanthropic dollars. SF can utilize private funding for lobby. Public money cannot be used for lobbying.

- Agaiotupu: Are there supplemental materials we can review?
- Vanesa: We can share those materials and also in the notes.
- [Systems and Policy Change RFP](#) information & application links.
- [Place-Based and Cultural Community Partnerships RFP](#) information & application links.
- Agaiotupu: Sometimes people or organizations aren't prepared for the coalition part of the work. We expect them to have shared values, etc., and sometimes folks aren't building trust. When the work is carried out, there's a betrayal when values are being compromised. Is this concern being added to what SPC is? We know that systems and policies don't protect people, and until culture changes, that's important. Is that something that's more explicit?
 - Vanesa: I appreciate that question because that's something staff have thought about an incorporated in this round of RFPs.
- Comparison of Systems and Policy Change RFPs (previous and 2022 – what learnings have been incorporated)
 - Vanesa: we hoping to better align the strategies, communication partners, and systems and policy change, while also increasing clarity of intention, what we want to see, and what folks want to see as outcomes. These are through conversations with COO, SF, and partners and current grantees. We tried to be mindful of them and incorporate these changes into the new RFP, which is now being released Aug 24. We want to fund allocations that will fit into the larger SPC. This grant won't fund internal organizational change or coalitions UNLESS there's an alignment with the larger picture because SF is looking to change policies in the future. What matters to SF is knowing that the coalition or organization has the experience to know how it will affect the system long term. We updated the purpose to reflect that clarity. The way we want to do that is making sure that orgs can identify those policies.
 - This RFP is increasing funding from 100 to 125K, because people asked for more funds. 125 will have more impact. Also, if organizations apply as coalitions, they can receive up to 200K We have funded up to 3-5 coalitions in the past, and we are hoping to fund between 15-18 grantees. The duration of the contract is 2 years with a possible 1-year extension.
 - Sally: We also have thought about the importance of hearing from community's partners— where are they now and where do they want to go? How does that policy impact their community? How will it impact that change? Not everything will change in 2 years, but what

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steps will be taken? We know this is long term work, so how do we support that necessary collation that will lead to systems change over time?

- Bilan: Is there any way we could embed technical assistant in terms of contracting with community partners to prevent litigation? That falls through the cracks with small organizations. Also, sometimes one part of a coalition has issues with the other and a rift or a removal can happen. Can there be some kind of capacity building around contracting to see this through to make sure it's successful?
 - Sally: The SPC RFP will address technical assistance and resources for supporting groups through conflict. And we hear the importance of capacity building around contracting and are providing that and will continue to.
 - Agaiotupu: This is a good point, and there should be some accountability from King County. It's hard for us to show up, take money, and do the work alone. Government and philanthropy have to do the work, too, to change from the inside as well. If there is conflict between groups, and if someone is being booted or harmed, King County has a responsibility to see it through and protect people. This is something that I want to talk more about as a group, the county's responsibility in this work going forward, because if the county isn't pushing language that's in alignment with change, it doesn't change anything. Our communities are still unsafe because culture hasn't caught up, and when people who don't agree, it can cause harm; so, how does KC stay aligned in messaging?
 - Blishda: The COO staff learned a lot in first phase and are learning to implement the lessons from the challenges we and our partners face, and we ensured that our staff receive some training to provide the support to our partnerships. In phase 2, there will be more opportunities for organizations to come together to learn conflict resolution skills, and how to grow together to challenge the systems, and working with King County to identify where King County actually feeds the issues. We value the Learning Community strategy that provides much of this capacity building and learning supports. We may want to select a time to delve into some specific ideas around supporting partnerships.
 - Yordanos: With what Bilan mentioned, to what extent does COO take that into consideration and how do they pay it forward or try to prevent it? What happens when there are other funding opportunities? How does COO prevent that from happening again and holding people accountable? I also think that Bilan is touching on the important issue of conflict resolution and accountability broadly.
- Cristina: we've developed some great tools through Learning Community. Community Collaboration Toolkit: <https://www.coopartnerships.org/learning-community>
- Agaiotupu: Things to add to future convos please? How can KC support other counties in their journey of learning and implementing innovative systems and policies change work coming out

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of our county. We can't protect communities when they are being displaced and pushed out of king county.

- Kris: Thank you. We're intentional about the way we as a team within SF have learning community amongst ourselves, among distinct programs, and in taking in feedback and sharing in real time what is emerging from each community grant pattern. We want to continue to take those learnings to specific evaluations and adapt our strategies and you'll see this, the funds from inclusive recovery, is intentional for continuum for support. We look at what we need to do responsively to do that work and what it means to anticipate and build capacity and other tools into that work because we're trying to work that goes against hundreds of years of the opposite, and we spend time at our weekly team meetings specifically to share and check in and talk to learning team, and that's incorporated into the work.
- Gloria: I am here listening, so much good transformation, great work I'm hearing and hoping we'll do, but I want to keep this in mind as we're having this conversation: there are small communities that do a lot of work but are not seen and I would like to keep that in attention. There are collective works, like the Indigenous people who are overlooked, as well as the sister communities from this land and other communities that are Indigenous, and where I am, this is the first time I'm part of this, and as I'm sitting here listening to this analysis, I'm hearing hope, and giving me hope for the future.

Place-based & Cultural Community Partnerships (PBCC)

- Funding will support coalitions and collaborative partnerships
- Aim is to close gaps by place and race.
 - Blishda: KC team for today will focus more on showing you the comparison between the RFP for COO1.0 v 2.0, and we'll delve deeper into CP strategies. Jose and Cristina will walk you through the RFP process.
- Review of COO RFP Timeline:
 - José: The community partnership RFP, as mentioned by Vanesa, has a release date of August 24. The RFP group worked with community groups and KC and other departments to develop RFP and that feedback was from previous iteration of RFPs. The upcoming release date is Aug. 24, and deadline is Oct. 11. There is a review process. We plan to bring that back to the GG for you to make that final decision, which is then sent to council for funding. That will take place in November. COO and SF have different dates. COO's awardees will be notified in Nov, and the contracts start in 2023.
- Comparison of PBCC RFPs (previous RFP and 2022 RFP – what learnings have been incorporated; what has changed)
 - The number of awards will be 9 -- we envision a longer period of time for funding in this phase of work (no longer "ramping up" in budget as with the first Levy implementation period), which

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breaks down to 285k per year for 3 years for a max total of 855k per partnership. It may be possible to extend funds after 3 years depending on budget and other variables.

- In the first Implementation period there were two RFP rounds -- the first round was awarded to 3 place-based/geographic partnerships, then 6 place-based/geographic and cultural community partnerships. This opportunity is open to both place-based/geographic and cultural community partnerships that are existing/established coalitions and partnerships and newer ones.
 - Newly formed means within the last 2 years, but still having a shared agenda and a shared vision.
 - Partnerships that are working on root causes of inequities, building community power.
 - Partnerships can apply for both PBCC and the SPC RFPs, but applications, scoring and review will be different, to align with the different strategies' goals.
- Questions:
 - Yordanos: What is in place to support partnerships? How are we setting them up for success? Is it before? Or is it after?
 - José: One of the biggest points of feedback from community partners was the continuous capacity building for people to engage with resources and the County and COO staff also have done training to support generative conflict and healthy partnership relationships. The Learning Community strategy area will also continue to offer capacity building and supportive resources, and spaces for peer learning, healing, knowledge-sharing.
 - Agaiotupu: in systems and policy change work, it tends to be very anthropocentric. Can we also add intersection of caring for the land and all life to the raring criteria?
 - Vanesa: Thank you Agaiotupu. Will keep this thought in mind!
 - Bilan: A lot of community-based organizations (CBOs) don't have legal support to cover their backs. CBOs need technical assistance so that if you have an MOU, so you are safe. I would like to explore conflict resolution/support for organizations that aren't in sync anymore.
 - Blishda: We are trying to create systems that allow for healthier and strengthening conflict resolution. And I keep coming back to the 10 Canoe rules. We tried to embed that in the RFP, and we plan to do that in the process to select grantees.
 - Kalayaan (Kai): These are things we've been working on with the Learning Community work, and incorporating that into all the strategies – we have been engaging with community and incorporating that feedback where possible into our strategies as well as processes and practices and will continue to build activities, resources and opportunities to support the RFP cohorts to reduce challenges and barriers for community organizations and groups.

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- Review of anticipated RFP Frequently Asked Questions – what else does Governance Group think community will want to know about the RFPs?
- José: If you (Governance Group members) would like to participate as a review team member for RFP applications, and do not have a conflict of interest, please let me know and we can share the timeline for that, or if you have suggestions of people who would be interested in the review panel, we will have that opportunity coming up.

Updates/Share-outs

- COO Director process (Matt):
 - Interviews are going on, but I do want to be clear that the final decision will be held by the Sponsors, but we do want the final applicants to meet with the Governance Group and can provide feedback. Timing is a bit of a moving target because of scheduling, but we're looking at Friday the 24th to make some space.
- The next on-boarding meeting is September 30th at 9:00 am.

Close

Matt: appreciate the work, meaningful relationships, appreciate contributions today and your presence. As we look at this virtual room, we are thinking about the relationships and these RFPs -- that they build towards outcomes and also relationships.



COMMUNITIES OF OPPORTUNITY Communities of Opportunity Governance Group contact list

COO Governance Group member name	Contact Email	Contact PH#	Organization
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Carlos E. Jimenez	carlos@centroculturalmexicano.org	206-712-3236	Centro Cultural Mexicano
Cilia Jurdy	cilia@feestseattle.org	253-466-4388	FEEST
Gloria Ramirez	ramirez.gloria41@gmail.com	206-437-9416	Colectivo de Pueblos Originarios
Jackie N Vaughn	jackie@surgenw.org	509-714-5255	Surge Reproductive Justice
Joon-Ho Yu	joonho@kcsc-seattle.org	206-459-1874	UW & Korean Community Service Center (KCSC)
Joy Y Sebe	joys@multiculturalfamilies.org	253-285-9343	Open Doors for Multicultural Families (ODMF)
Kris Hermanns	k.hermanns@seattlefoundation.org	206-445-9775	Seattle Foundation (COO <i>Sponsor</i>)
Lydia Assefa Dawson	lydiaad@kcha.org	206-250-9956	King County Housing Authority
Blishda Lacet (designee of Nadine Chan)	Nadine.Chan@kingcounty.gov Blishda.Lacet@kingcounty.gov	Blishda: 206-263-8192	Representing King County Executive (COO <i>Sponsor</i>) from Public Health - Seattle & King County
Michael Brown	m.brown@civic-commons.org	206-769-0977	Civic Commons, Seattle Foundation (COO <i>Sponsor</i>)
Michael Seiwerath	mseiwerath@seedseattle.org	206-760-4281	SouthEast Effective Development (SEED)
Patience Malaba	patience@housingconsortium.org		Housing Development Consortium (HDC)
Sandhya S Nakhasi	sandhya@communitycreditlab.org	301-461-6790	Community Credit Lab
Sili Savusa	sili@wccda.org	206-694-1082	White Center CDA (WCCDA)
Ubax Gardheere	ubaxga@gmail.com	206-512-9756	
Yordanos Teferi	yordanosteferi@gmail.com	202-271-2992	Multicultural Community Coalition (MCC)
Dae Shogren	Dae.Shogren@kingcounty.gov	206-263-8124	Representing King County Council
<i>To be hired</i>			Communities of Opportunity (COO) Director
<i>Open seat – District 3 representation</i>			
<i>Open seat – District 4 representation</i>			
<i>Open seat</i>			
<i>Open seat</i>			

For more information on Governance Group seats and roles: [Communities of Opportunity-Best Starts for Kids levy advisory Ordinance 19399 \(2A.300.521\)](#)

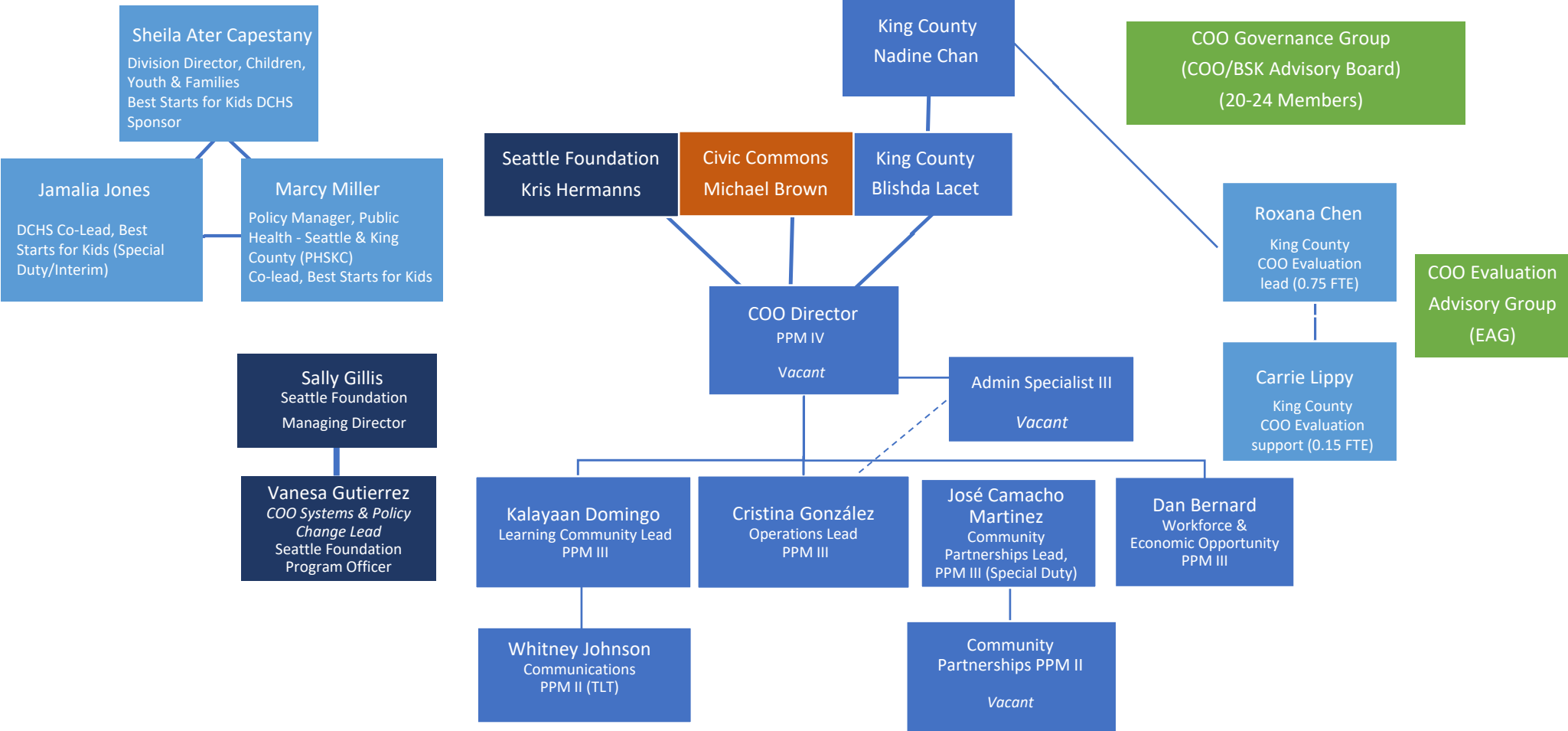
For King County Governance Group member appointment and confirmation information, please reach out to the COO Director or COO staff person contact.

COO Governance Group Facilitator contact: Matthew Echohawk-Hayashi (matthew@headwaterpeople.com)
COO staff contact: Whitney Johnson (whjohnson@kingcounty.gov)

Document updated: 9/28/2022

Communities of Opportunity and BSK Leadership Organization

Chart as of 09/28/22



COO Funding summary 2016-2021

Tables on subsequent pages were taken from the COO sections of the Best Starts' Annual Reports created each year for review and acceptance by the King County Council after review and approval by COO and Best Starts for Kids Leadership.

This funding snapshot moves from early investments (2017) to most recent (2021), though does not include 2022 contract extensions of 2021 contracted/grantee partners.

The information shared here and also available within each Best Starts' Annual Report (along with narrative and evaluation reporting) should give a good overview of where and how much COO has invested so far.

Please note that tables show amount awarded and time period for awards.

Headings have been added to indicate what year of report tables were taken from.

[This links to each Annual Report for more info](#)

COMMUNITIES OF OPPORTUNITY (COO) AWARDS

Awards to Community Partnerships: Investments in original place-based sites (SeaTac/Tukwila, White Center, Rainier Valley)

COO 2017 Backbone Funds

Backbone funds support the partnership and alignment of work by community-based organizations and community leaders in each place-based site. The backbone investment have been the “glue” for mobilization of and coordination among the large number of extremely diverse partners, enabling them to develop shared goals and outcome measures, and to mobilize core constituencies to coordinate on mutually reinforcing activities through aligned strategies.

	Activity Amount	COO - Seattle Foundation Award	COO – BSK Award
Rainier Valley Backbone Funds			
HomeSight Expenses	\$105,000	\$150,000	\$165,00
Community Partner Expenses Rainier Beach Action Coalition, On Board Othello, Multi-Cultural Community Center, Sage/South Communities Organizing for Racial Equity (South CORE)	\$210,000		
SeaTac/Tukwila Backbone Funds			
Global to Local Expenses	\$233,000	\$150,000	\$123,000
Community Partner Expenses	\$40,000		
White Center Backbone Funds			
White Center CDA Expenses	\$275,000	\$150,000	\$155,000
Community Partner Expenses	\$30,000		
TOTAL BACKBONE FUNDING	\$893,000	\$450,000	\$443,000

Original Place-Based Site Implementation Fund Awards 2017-18

Implementation funds support the work of the three initial sites to implement the strategies they developed in the COO Results Based Accountability Framework.

COO Partner Name	Activity Summary	COO-BSK Award
Multi-cultural Community Center (MCC) - with HomeSight Fiscal Sponsor	Multi-cultural Communities Ownership Space at Southeast Opportunity Center. Co-Work Space activities focus on pre-development work that is essential for creating a Multicultural Community Center at the Othello station that serves as a vibrant cultural home, community space and shared service delivery center to be owned collectively by 10 community organizations serving immigrants, refugees and communities of color.	\$120,00
MCC	Youth Peace Activities & Community Building. Multicultural youth dialogues/convenings to promote peace and youth leadership and decrease violence.	\$65,000
On Board Othello (OBO) -with HomeSight Fiscal Sponsor	The Southeast Opportunity Center. SEOC, located adjacent to the Othello light rail station in Rainier Valley, will be an integrated, culturally-competent and welcoming community-led built environment project with housing and multiple community benefit components.	\$200,000
OBO	Healthy Othello Safer through Environmental Design (HOSTED). Train neighbors and business owners to identify and reduce environmental causes of crime in “hotspots” located in the Othello neighborhood, increase positive perceptions of safety, physical activity and civic engagement; increase positive community-based interventions for addressing youth and others.	\$30,000
OBO	Othello Neighborhood Farm Stand. This strategy will activate a vacant lot in the heart of the Othello Neighborhood to establish a community space for 30 plus local farmers and artists to sell their goods and host weekly nutritional and educational classes.	\$40,000

Taken from the 2016-17 Annual Report

Original Place-Based Site Implementation Fund Awards 2017-18 Implementation funds support the work of the three initial sites to implement the strategies they developed in the COO Results Based Accountability Framework.		
Rainier Beach Action Coalition (RBAC)	Food Innovation Center (FIC) in Rainier Beach. FIC Coordinator position to further the development of a network of projects in the neighborhood that provide a home to community-owned healthy food businesses, food processing, food industry education & training opportunities and shared community space for FIC activities.	\$100,000
RBAC	Rainier Beach: A Beautiful Safe Place for Youth. Community-led and data-driven approach to addressing crime at “hotspots” and working with young people on solutions. RBAC will deepen ABSPY youth community leadership and sustainability/resilience of the program.	\$288,000
Puget Sound Sage (Sage) - South Communities Organizing for Racial/Regional Equity (South CORE)	South CORE/Sage Graham Street Planning – Community-based development planning activity that will work with community stakeholders to create a shared vision for equitable Transit-Oriented Development in the Graham Street station area.	\$237,500
Sage – South CORE	South CORE/Sage Community-based Mandatory Housing Affordability Re-zone Implementation. The rezone of Rainier Valley’s Urban Villages will be an opportunity to advance more than just community-driven housing outcomes, but also economic opportunity, culturally relevant businesses, and community ownership.	\$31,000
RAINIER VALLEY COO IMPLEMENTATION FUNDS - TOTAL		\$1,111,500
Partners in Employment	Community Economic Development Incubator. Partner in Employment (PIE) will enhance adult and youth economic stability connections through a Community Economic Development Incubator in the SeaTac/ Tukwila region, including neighboring cities. Focuses include Construction, Manufacturing & Aerospace Pre-Apprenticeships; IT and Coding Pre-Apprenticeships; and on-the-job trainings in fields such as hospitality and culinary arts.	\$90,000
Global to Local	Food Innovation Network (FIN) / Network Development. The FIN will convene community members and organizational partners to implement key priorities that have been identified through extensive community engagement, supporting core implementation needs of FIN.	\$330,000
Global to Local Food Innovation Network	FIN Pilot Kitchen. Recently launched a pilot kitchen incubator that is providing affordable kitchen space for food entrepreneurs, and space to establish a hands-on culinary training program for refugees and immigrants that will identify program design and needs for the future FIN Center.	\$23,000
Global to Local	Connection Deck & Health Center Planning 1. Connection Desk. Local, multilingual volunteers serve as resource referral specialists for HealthPoint patients and the broader community—in their native language—to help navigate the complex health and human services landscape. 2. Health Center Planning. Deep community engagement will be conducted to help determine what sort of a facility will best meet the needs of the community as HealthPoint designs a new clinic to be built on the site of the new Tukwila Village.	\$80,000 one-time award for both activities

Taken from the 2016-17 Annual Report

Original Place-Based Site Implementation Fund Awards 2017-18		
Implementation funds support the work of the three initial sites to implement the strategies they developed in the COO Results Based Accountability Framework.		
Global to Local	Community Health Workers (CHWs). CHWs work with Section 8 Voucher holders residing in SeaTac and Tukwila to improve health outcomes. The program reflects the community's vision by recruiting and employing CHWs from local communities who can elevate local needs, priorities, and approaches into strategies for improving health.	\$107,000
SEATAC/TUKWILA IMPLEMENTATION FUNDS - TOTAL		\$630,000
White Center Community Development Association	Community Building. This activity is for ethnic outreach, building community leadership and connections to all of the CDA strategies and activities. Resources support the work of partner organizations to outreach to and involve community members in COO strategy area activities in a deep and meaningful way.	\$210,000
FEEST	Healthy Food Roundtable. FEEST will lead in convening a cross sector roundtable of stakeholders, such as the school district, small business owners, adult residents, and youth residents in White Center to collectively identify key strategies to increase access and affordability in healthy food for the neighborhood.	\$75,000
FEEST	Youth Dinners. Building community and youth leadership is at the core of FEEST's youth dinners. These improvised dinners expose participants to delicious healthy foods, often for the first time, and transfer knowledge, skills and appreciation for cooking.	\$50,000
Southwest Youth and Family Services (SWYFS)	Big Idea Partner Fund Development and Youth Voice Inclusion. The Community Hub or "Big Idea" will create community-owned space for nonprofit partners and the community, addressing housing, economic prosperity and healthy activity needs. Funds will support SWYFS capital campaign, shared community space planning and bringing youth voice to the development process.	\$28,000
White Center Food Bank	Community Garden and Gardening Education for Young People. Programs include a number of elements, including creating a worm bin & compost, compost classes, how to extend harvest times, how to preserve food, harvest and seed swap events and other community garden classes in partnership with the vibrant community garden community.	\$15,000
YWCA	Local Hire and Invest Local White Center. <ol style="list-style-type: none"> 1. Local Hire - The YWCA will extend its current high-quality employment services for residents of KCHA public housing to the surrounding White Center community and will refine and customize these strategies to meet the needs of a multi-cultural community. 2. Invest Local - A Small Business Developer (SBD) will empower local residents to build resilient, sustainable businesses that lead to financial self-sufficiency and community building enterprises. 	\$160,000
WHITE CENTER IMPLEMENTATION FUNDS - TOTAL		\$538,000
TOTAL IMPLEMENTATION FUNDING AWARDS TO THREE ORIGINAL PLACE-BASED SITES		\$2,279,500

Communities of Opportunity: Places & Cultural Communities	
Partner	Award committed through contracts in 2017
Food Empowerment Education & Sustainability Team (FEEST)	\$125,000
Global to Local Health Initiative	\$540,000
Partner in Empowerment	\$90,000
Puget Sound Sage	\$268,500
Rainier Beach Community Empowerment Coalition	\$388,000
Seattle Foundation	\$443,000
Seattle Foundation	\$465,000
Southwest Youth and Family Services	\$28,000
White Center Community Development Association	\$210,000
White Center Food Bank	\$15,000
YWCA of Seattle, King County and Snohomish County	\$160,000
Places & Cultural Communities Total	\$2,732,500

The summary of funds (to the right) by organization is inclusive of information in previous tables, and also funds to the Seattle Foundation for implementation of the Systems & Policy Change strategy. Table from page 48 of the 2017 Best Starts Annual Report.

Community partnerships: place-based cultural communities

Award period May 1, 2018–April 30, 2020

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Kent Community Development Council	\$550,000	\$550,000	—
<p>Description: The Kent Community Development Collaborative (KCDC) ensures the health and well-being of all residents of Kent by focusing on those with the greatest disparities. KCDC is working to ensure Kent residents have access to fresh, healthy, nutritious food, and access to affordable, safe, and housing. KCDC is working to increase active participation in decisions that shape the community as well as opportunities for living wage jobs and locally owned businesses.</p> <p>Partners:* Community Network Council, Living Well Kent, Coalition for Refugees from Burma, Mother Africa, Communities in Schools of Kent, Iraqi Community Center, Somali Youth and Family Club, Being Empowered Through Supportive Transitions, Centro</p>			
A Supportive Community for All	\$540,000	\$540,000	—
<p>Description: A Supportive Community for All partnership goals' are to strengthen community connections by building an inclusive coalition of service providers and key community stakeholders around a shared vision to coordinate human services across the Snoqualmie Valley. They are increasing capacity in: adaptive leadership facilitation, project management, grant writing, and stakeholder engagement. Taken together these investments would build the local support and capacity to help this project become self-sustaining.</p> <p>Partners:* Hopelink, Snoqualmie Valley Community Network, Mt. Si Senior Center, Snoqualmie Valley Food Bank, Encompass</p>			
Transgender Economic Empowerment Coalition	\$550,000	\$550,000	—
<p>Description: The Transgender Economic Empowerment Coalition addresses the economic barriers transgender and gender nonconforming communities and LGBTQ people of color experience as a result of transphobia, homophobia, and racism. They are investing in leadership development programs to affect system and policy change. They are working with our communities to build a model employment policy to support transgender and gender nonconforming workers.</p> <p>Partners:* Ingersoll Gender Center, Greater Seattle Business Administration, UTOPIA Seattle, POCAAN, Gay City, Seattle Counseling Services, Transform Washington, Pride Foundation, Gender Odyssey, Business Impact NW, Ventures NW</p>			
Organizamos: Comunidad Latina de Vashon	\$450,000	\$450,000	—
<p>Description: Organizamos: Comunidad Latina de Vashon builds on the Latinx community's strengths to accelerate empowerment and propel civic actions to break multi-generational cycles of poverty and underemployment while building systems-wide actions on housing stabilization. Since there are no Latinx organizations on Vashon, they also partner with Seattle-based Latinx organizations providing expertise on organizing techniques and strategies for systems change. Their priority is to create a Latinx Community Center on Vashon.</p> <p>Partners:* Latino Community Fund, Latino Comunidad de Vashon, Entre Hermanos, Puentes, Colectiva Legal del Pueblo</p>			
Seattle Urban Native Nonprofit (SUNN)	\$550,000	\$550,000	—
<p>Description: The goal of the Seattle Urban Native Nonprofit (SUNN) partnership is to build the capacity to advocate for the Seattle Native community in the public and philanthropic sectors. SUNN is accomplishing this through leadership development, training, and collective strategic planning. The SUNN collaborative leverages Seattle Indian Health Board's Government Affairs Division to gain the expertise necessary to affect change and bring about policies that will improve the health and well-being of the Native community of greater Seattle.</p> <p>Partners:* Potlatch Fund, Seattle Indian Health Board, Na'ah Illahee Fund, Chief Seattle Club, Native Women's Dialog on Infant Mortality, Longhouse Media, Mother Nation, National Urban Indian Family Coalition, Native Action Network, Red Eagle Soaring, United Indians of All Tribes Foundation, Urban Native Education Alliance, Duwamish Tribal Services, Northwest Justice Project</p>			
Replanting Roots, Rebuilding Community	\$500,000	\$500,000	—
<p>Description: The Replanting Roots, Rebuilding Community partnership will focus on leveraging existing and planned affordable rental housing development and commercial revitalization efforts to facilitate economic opportunity and fortification of cultural institutions. These cultural hubs are mediums to preserve and restore community connections that contribute to a sense of place and belonging for the black community rooted in Seattle's Central District.</p> <p>Partners:* Umoja PEACE Center, Village Spirit Center/Black Community Impact Alliance, Africatown Center for Education & Innovation, Africatown Central District Preservation & Development Association, Cultural Reconnections, Institute for African Centered Thought</p>			

*Partners listed at time of proposal.

Note: Public funds awarded were not awarded to undertake a prohibited activity.

Taken from the 2018 Annual Report

Place-based partnership backbone

Award period January 1–December 31, 2018

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Rainier Valley Partnership	\$375,000	\$225,000	\$150,000
<p>Description: Rainier Valley Partnership backbone funding, including baseline evaluation, data collection. The Rainier Valley Partnership includes more than 75 groups working collaboratively in four coalitions.</p> <p>Partners:* Homesight, MultiCultural Community Coalition, On Board Othello, Rainier Beach Action Coalition, South Communities Organizing for Racial/Regional Equity</p>			
SeaTac/Tukwila Partnership	\$322,000	\$172,000	\$150,000
<p>Description: SeaTac/Tukwila Partnership backbone funding, including baseline evaluation, data collection.</p> <p>Partners:* Global to Local, Partner in Employment, Food Innovation Network, Housing Development Consortium, Somali Youth and Family Club, Congolese Integration Network, HealthPoint, Tukwila Community Center, Lutheran Community Services, Jewish Family Services, Kona Kai Coffee, Somali Health Board, Highline College, One America, Providence Health and Services, and Swedish Medical Group</p>			
White Center Partnership	\$339,484	\$189,484	\$150,000
<p>Description: White Center Partnership backbone funding, including baseline evaluation, data collection.</p> <p>Partners:* White Center CDA, FEEST, SWYFS, Yes!Foundation of White Center, Village of Hope, Trusted Advocates, Partner in Employment, the White Center Food Bank, and the YWCA.</p>			

*Partners listed at time of proposal.

Note: Public funds awarded were not awarded to undertake a prohibited activity.

Taken from the 2018 Annual Report

Institutional systems and policy change

Award period February/March 2018–January/February 2019

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
All In For Washington	\$215,000	\$15,000	\$200,000
Description: All In For Washington, in partnership with the Coalition of Immigrants and Refugees and Communities of Color (CIRCC) engages communities of color through in-language education to develop comprehensive tax policy options that bring multiple perspectives to the table.			
Partners:* Coalition of Immigrants and Refugees and Communities of Color (CIRCC)			
API Chaya	\$184,720	\$184,720	—
Description: A collaborative project to increase the influence of two-spirit, gender diverse, queer, and transgender people of color to lead grassroots movements by becoming meaningfully involved in the political process. Participants work to address issues that are specific to these communities on a local and regional level and in the neighborhoods where they live and work.			
Partners:* TRANSform Washington is a project of Pride Foundation, Gender Justice League, GOT Green, Queer and Trans Pan-African, University of Washington Queer People of Color Alliance, Queer the Land, Entre Hermanos, Somos Seattle, UTOPIA Seattle			
Casa Latina	\$112,958	\$15,000	\$97,958
Description: Casa Latina ensures effective implementation of a Bill of Rights that better protects domestic workers and removes loopholes in employment laws that often exclude domestic workers.			
Chief Seattle Club	\$112,958	\$15,000	\$97,958
Description: Chief Seattle Club strengthens and coordinates a coalition of organizations to address urban Native homelessness. The Coalition will ensure the voices and perspectives of American Indian/Alaska Native communities are central to homelessness prevention efforts and policies.			
Partners:* Coalition to End Urban Native Homelessness in King County			
Church Council of Greater Seattle	\$90,000	\$15,000	\$75,000
Description: The Church Council is working to further mobilize grassroots, faith-based leaders to influence local affordable housing policy in South King County. Multi-faith Leadership Circles come together to promote local priorities.			
Civil Survival	\$40,000	\$40,000	—
Description: Civil Survival provides civic education and mobilizes formerly incarcerated individuals and their network of family and friends to advocate for greater participation and advocacy that results in better quality of life and outcomes, including in housing and employment.			
Communities in Action	\$37,000	\$37,000	—
Description: This project strengthens cross-sector collaborations between neighborhood organizations and the school district to promote healthy youth development in Southeast and Central Seattle to more effectively address mental health and violence issues in the community that hamper the futures of students.			
Community Justice Project	\$40,000	\$40,000	—
Description: This effort aims to transform the criminal legal system and promote policies that support the people and communities of color most impacted by violence, including increased rehabilitation rather than incarceration. It seeks to amplify the voices of crime survivors whose experiences have reinforced that punitive measures often worsen the conditions that lead to crime in the first place.			
EmPower	\$40,000	\$21,498	\$18,502
Description: EmPower sustains a coalition in South King County to protect immigrant rights and offers legal support when needed, including exploring the role of Department of Justice (DOJ) Accredited Representatives.			
Federal Way Youth Action Team	\$72,400	\$72,400	—
Description: Federal Way Youth Action Team engages youth of color in policy making. This includes building youth leadership and youth voice by engaging city leaders to discuss vital issues with young people, including violence prevention approaches.			
FEEST	\$115,000	\$115,000	—
Description: FEEST is dedicated to developing youth leadership for health and food justice. Youth leaders extend their impact in South King County schools by working on policies to increase access and affordability of healthy and culturally-relevant foods.			

Taken from the 2018 Annual Report

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Friends of Little Saigon	\$40,000	\$40,000	—
Description: Friends of Little Saigon engages small family businesses to mitigate changes in the neighborhood and to strengthen Little Saigon in Seattle’s International District as a cultural hub for the larger Vietnamese population.			
Got Green	\$65,000	\$65,000	—
Description: Got Green works to address disparities that often keep well-qualified people of color out of “green economy” internships and careers. This includes investing in fellowship programs to develop young leaders in the environmental justice movement and to advocate for measures to diversify the workforce in the environmental sector.			
Headwater People	\$91,000	—	\$91,000
Description: Headwater People worked with the current cohort of 27 policy and systems partners to develop a policy agenda. The agenda focused on priority policy areas to rapidly close racial and geographic gaps in four result areas: community connection, economic opportunity, health, and housing. Partners participated in multiple convenings to set policy direction across these focus areas.			
Ingersoll Gender Center	\$40,000	\$40,000	—
Description: This project creates a gender affirming health care policy agenda. This includes engaging stakeholders in discussions and surveys about the challenges that transgender community members have in accessing gender affirming care and medical providers have to connect them to gender affirming care.			
Open Doors of Multicultural Families	\$115,000	\$15,000	\$100,000
Description: Open Doors for Multicultural Families increases opportunities for individuals with developmental disabilities and their families—many from diverse cultural or linguistic backgrounds—to engage in policy and advocacy. Identified focus areas include education, access to recreational opportunities, stable and affordable housing, and reliable paratransit.			
Para Los Niños de Highline	\$40,000	\$40,000	—
Description: Para Los Niños develops the skills of low-income Latinx residents in South King County to become emerging leaders who are advocating for the needs of the community. This includes conducting a survey of existing leaders and convening on community priorities to help develop a change campaign in 2019.			
Puget Sound Sage	\$215,000	\$215,000	—
Description: Puget Sound Sage and Transportation Choices Coalition aim to ensure communities of color, immigrants, and refugees share in and prosper from the benefits of transit, specifically Sound Transit 3. This includes representation of marginalized communities in decisions such as station location and accessibility, equitable development, and affordable housing along transit lines.			
Partners:* Transportation Choice Coalition			
Seattle Indian Health Board	\$115,000	\$15,000	\$100,000
Description: Seattle Indian Health Board (SIHB) aims to bring about concrete improvements in health care access and quality for Native people. SIHB provides necessary data and analysis on proposed state legislation to reduce health disparities and ensure implementation of existing treaties.			
Somali Family Safety Task Force	\$39,875	\$39,875	—
Description: This project increases advocacy capacity among Somali parents through practical skill building. The Task Force advocates for policy changes to make public schools more accessible and effective for Somali families as well as build these skills among community members to address other community needs.			
Somali Health Board	\$215,000	\$215,000	—
Description: Nine racial/ethnic health boards have come together to establish the Community Health Board Coalition (CHBC) to strengthen social cohesion across groups by creating a joint policy agenda and ultimately positioning the CHBC as a powerful voice for health.			
Partners:* LatinX Health Board, Cambodian Health Board, Pacific Islander Health Board, Vietnamese Health Board, African-American Health Board, Iraqi/Arab Health Board, Ethiopian Health Council Health Board, Eritrean Health Board			

*Partners listed at time of proposal.

Note: Public funds awarded were not awarded to undertake a prohibited activity.

Taken from the 2018 Annual Report

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
South King County Discipline Coalition	\$40,000	\$40,000	—
Description: This coalition harnesses the voice of parents and young people to build community power and advance policy goals and strategies that end the use of discipline practices that disproportionately affect students of color in public schools.			
Statewide Poverty Action Network	\$115,000	\$15,000	\$100,000
Description: Statewide Poverty Action Network works with affected populations to document and explore alternatives to debt collection practices that can have harmful effects, particularly on people with criminal histories or who have been targets of predatory lending.			
Tenants Union of Washington State	\$90,000	\$15,000	\$75,000
Description: The Tenants Union hosts community meetings to educate low-income renters about ways to address barriers to housing and to increase their leadership skills, including through the power of narratives.			
Washington Bus Education Fund	\$65,000	\$15,000	\$50,000
Description: The Washington Bus Education Fund aims to engage young people in generating creative policy solutions and increasing voting rates. Key issues for young people include access to post-secondary education and voting access.			
Washington Dreams Coalition	\$115,000	\$115,000	—
Description: Washington Dreams Coalition collaborates with youth, college students, and educators to address key barriers to the success of undocumented youth working and studying in our region. This includes developing a Task Force to build a systemic support for students.			
Washington Indian Civil Rights Commission	\$40,000	\$40,000	—
Description: The Washington Indian Civil Rights Commission builds relationships with public officials and develops leadership within the Native community through advocacy and listening events with the Washington State Department of Children, Youth, and Families.			
Yesler Community Collaborative	\$165,000	\$165,000	—
Description: This collaborative of five organizations and connected partners works to advance multiple anti-displacement strategies. This includes development of policy issue briefs and pilot projects to increase affordable housing, support small businesses, and advance community engagement and leadership.			
Partners: * Byrd Barr Place, Africatown, Capitol Hill Housing, Seattle Chinatown International District Preservation and Development Authority			

Communities of Opportunity baseline evaluation

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
BDS Planning & Urban Design	\$550,000	—	\$550,000
Description: Baseline Evaluation. In 2018, Communities of Opportunity partnered with a multi-disciplinary evaluation team comprising national and local experts to work closely with partners to conduct the baseline evaluation. Partners worked with the evaluators to identify the most salient evaluation questions. The initial insights will serve as a baseline to assess existing conditions and early partner efforts toward creating racial, economic, and health equity.			
Partners: * Urban Design 4 Health, ChangeLab Solutions, HealthxDesign, Nissana Nov, Jackie St. Louis			

*Partners listed at time of proposal.

Note: Public funds awarded were not awarded to undertake a prohibited activity.

Communities of Opportunity Awards

Funding awards—active in 2019

All BSK Annual Reports are required to include a chart with information on any awards to date since the last reporting cycle made under Communities of Opportunity (COO). In accordance with the requirements of the BSK Implementation Plan, this funding chart provides the name of each award recipient, the amount of the award, a description of the work for which the award was granted, and the source of the award. With respect to the award source, if public funds are blended with any other fund source, then a break-down of the multiple sources and amounts is also included.

Place-based partnership awards

January 1, 2019 - December 31, 2020

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Rainier Valley Partnership	\$1,915,649	\$1,915,649	--
<p>Description: The Rainier Valley Partnership includes more than 70 groups working collaboratively in four coalitions. The main strategies for 2019-2020 are to address crime rates in Rainier Beach through the Rainier Beach Action Coalition Corner Greeters program; operate a neighborhood Farm Stand in Rainier Beach in partnership with immigrant and cultural communities in Seattle; implement Phase II of the Graham Street Equitable Transit Oriented Development project; increase the availability of shared programming and advance capital campaign development for eight cultural anchors; train Othello residents on methods to address environmental causes of violent crime; increase access to nutrition education through the Othello Farm Stand (Beet Box); and support program integration across capital campaign coordination for Othello Square (a multi-use community center with housing, healthcare, education, small business).</p> <p>Partners: HomeSight, HOSTED, Multicultural Community Coalition, On Board Othello, Rainier Beach Action Coalition, South Communities Organizing for Racial/Regional Equity, Puget Sound Sage, The Beet Box</p>			
SeaTac -Tukwila Community Coalition	\$723,345¹	\$723,345	--
<p>Description: SeaTac-Tukwila Community Coalition is focused on empowering communities and developing local leaders around health, housing and economic opportunity and extending more opportunities for community leaders to engage in issues of education, cultural leadership, policy and systems change and community building. Their work focuses on health and affordable food access, supporting emerging food businesses, workforce development training and support areas, further development of a cultural food hall in the Tukwila Village and the placement of immigrant and refugees in sustainable, living wage jobs, and further work to address the specific challenges facing SeaTac/Tukwila communities affected by displacement. Community partners in the coalition support business and job creation recreating jobs through developing a food business incubation program, food security, and creation on a pilot kitchen incubator program; and works with residents to obtain direct employment or job training and pre-apprenticeships.</p> <p>Partners: Global to Local, Congolese Integration Network, Food Innovation Network, Partner in Employment, Somali Health Board, Somali Youth & Family Club</p>			
White Center Partnership	\$1,325,838	\$1,325,838	--
<p>Description: The White Center Partnership's vision for success centers on creating a strong and vibrant community led by voices of residents and families. The goals for White Center include access to healthy food for all residents and community; leadership development of community including youth, ultimately obtaining leadership and decision making roles in systems and institutions; increased capacity for culturally relevant systems reform to better meet the needs of communities of color; strengthening community mobilizing and/or organizing for systems change in housing, health, economic development and community building; and addressing institutionalized racism and removing barriers to allow access to services and supports that communities need by working directly to influence policy change at these respective levels. Partners are working on the development of affordable housing and a community HUB, engaging community in a Healthy Food Roundtable, and addressing employment needs of residents.</p> <p>Partners: White Center Community Development Association, FEEST, Southwest Youth & Family Services, Trusted Advocates, Village of Hope, Yes! Foundation of White Center, YWCA</p>			

Note: Public funds are not used to undertake any prohibited activities.

¹ SeaTac-Tukwila Community Coalition funding award period: January 1, 2019-December 31, 2020

Taken from the 2019 Annual Report

Community partnership awards: Place-based and cultural communities

May 1, 2018 - April 30, 2020

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Kent Community Development Collaborative	\$550,000	\$550,000	--
<p>Description: The Kent Community Development Collaborative (KCDC) ensures the health and well-being of all residents of Kent by focusing on those with the greatest disparities. KCDC is working to ensure Kent residents have access to fresh, healthy, nutritious food, and access to affordable, safe housing. KCDC is working to increase active participation in decisions that shape the community as well as opportunities for living wage jobs and locally owned businesses.</p> <p>Partners: Community Network Council, Living Well Kent, Coalition for Refugees from Burma, Mother Africa, Communities in Schools of Kent, Iraqi Community Center, Somali Youth and Family Club, Being Empowered Through Supportive Transitions, Centro Rendu/St. Vincent DePaul</p>			
A Supportive Community for All	\$540,000	\$540,000	--
<p>Description: A Supportive Community for All partnership goals are to strengthen community connections by building an inclusive coalition of service providers and key community stakeholders around a shared vision to coordinate human services across the Snoqualmie Valley. They are increasing capacity in adaptive leadership facilitation, project management, grant writing, and stakeholder engagement. Taken together these investments would build the local support and capacity to help this project become self-sustaining.</p> <p>Partners: Hopelink, Snoqualmie Valley Community Network, Mt. Si Senior Center, Snoqualmie Valley Food Bank, Encompass</p>			
Transgender Economic Empowerment Coalition	\$550,000	\$550,000	--
<p>Description: The Transgender Economic Empowerment Coalition addresses the economic barriers transgender and gender nonconforming communities and LGBTQ people of color experience as a result of transphobia, homophobia and racism. They are investing in leadership development programs to affect system and policy change. They are working to build a model employment policy to support transgender and gender nonconforming workers.</p> <p>Partners: Ingersoll Gender Center, Greater Seattle Business Administration, UTOPIA Seattle, POCAAN, Gay City, Seattle Counseling Services, Transform Washington, Pride Foundation, Gender Odyssey, Business Impact NW, Ventures NW</p>			
Organizamos: Comunidad Latina de Vashon	\$450,000	\$450,000	--
<p>Description: Organizamos: Comunidad Latina de Vashon builds on the Latino community's strengths to accelerate empowerment and propel civic actions to break multi-generational cycles of poverty and underemployment while building systems-wide actions on housing stabilization. Since there are no Latino organizations on Vashon, they also partner with Seattle-based Latino organizations providing expertise on organizing techniques and strategies for systems change. Their priority is to create a Latino Community Center on Vashon.</p> <p>Partners: Latino Community Fund, Latino Community Fund, Comunidad Latina de Vashon, Latinos in Tech, Alianza, Puentes, Washington Immigrant Solidarity Network, Geeking Out Kids of Color</p>			
Seattle Urban Native Nonprofits	\$550,000	\$550,000	--
<p>Description: The goal of the Seattle Urban Native Nonprofit (SUNN) partnership is to build the capacity to advocate for the Seattle Native community in the public and philanthropic sectors. SUNN is accomplishing this through leadership development, training, and collective strategic planning. The SUNN collaborative leverages Seattle Indian Health Board's Government Affairs Division to gain the expertise necessary to affect change and bring about policies that will improve the health and well-being of the Native community of greater Seattle.</p> <p>Partners: Potlatch Fund, Seattle Indian Health Board, Na'ah Illahee Fund, Chief Seattle Club & Native Women's Dialog on Infant Mortality, Longhouse Media, Mother Nation, National Urban Indian Family Coalition, Native Action Network, Red Eagle Soaring, United Indians of All Tribes Foundation, Urban Native Education Alliance, Duwamish Tribal Services, Northwest Justice Project</p>			
Replanting Roots, Rebuilding Community	\$500,000	\$500,000	--
<p>Description: The Replanting Roots, Rebuilding Community partnership focuses on leveraging existing and planned affordable rental housing development and commercial revitalization efforts to facilitate economic opportunity and fortification of cultural institutions. These cultural hubs are mediums to preserve and restore community connections that contribute to a sense of place and belonging for the Black community rooted in Seattle's Central District.</p> <p>Partners: Umoja PEACE Center, Village Spirit Center/Black Community Impact Alliance, Africatown Center for Education & Innovation, Africatown Central District Preservation & Development Association, Cultural Reconnections, Institute for African Centered Thought</p>			

Note: Public funds are not used to undertake any prohibited activities.

Taken from the 2019 Annual Report

Institutional, systems & policy change awards

February/March 2019 – December 2019

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
All In For Washington	\$150,000	--	\$150,000
<p>Description: All In For Washington, in partnership with the Coalition of Immigrants and Refugees and Communities of Color (CIRCC) engages communities of color through in-language education to develop comprehensive tax policy options that bring multiple perspectives to the table.</p> <p>Partners: Coalition of Immigrants and Refugees and Communities of Color (CIRCC)</p>			
Alphabet Alliance of Color/API Chaya	\$125,000	\$125,000	--
<p>Description: A collaborative project to increase the influence of two-spirit, gender diverse, queer, and transgender people of color to lead grassroots movements by becoming meaningfully involved in the political process. Participants share community knowledge and capacity on advocacy, build on the stories collected with additional data and policy research to complete policy agenda for the coalition.</p> <p>Partners: TRANSform Washington a project of Pride Foundation, Gender Justice League, GOT Green, Queer and Trans Pan-African, University of Washington Queer People of Color Alliance, Queer the Land, Entre Hermanos, Somos Seattle, UTOPIA Seattle</p>			
Casa Latina	\$75,001	\$41,397	\$33,604
<p>Description: Building on the successful passage of the Domestic Worker Bill of Rights, Casa Latina will focus on accountability in the implementation process and supporting their worker on the Oversight Board for the policy.</p>			
Chief Seattle Club	\$85,880	--	\$85,880
<p>Description: Chief Seattle Club strengthens and coordinates a coalition of organizations to address urban Native homelessness. The Coalition ensures the voices and perspectives of American Indian/Alaskan Native communities are central to homelessness prevention efforts and policies.</p> <p>Partners: Coalition to End Urban Native Homelessness in King County</p>			
Church Council of Greater Seattle	\$66,250	\$16,250	\$50,000
<p>Description: The Church Council is working to further mobilize grassroots, faith-based leaders to influence economic justice and local affordable housing policy in South King County. Multi-faith Leadership Circles come together to promote local priorities. In 2019, they collaborated with communities in Bellevue on implementation and site selection for successful siting of first permanent shelter.</p>			
Civil Survival	\$75,000	--	\$75,000
<p>Description: Civil Survival provides civic education and mobilizes formerly incarcerated individuals and their network of family and friends to advocate for greater participation and advocacy that results in better quality of life and outcomes, including in housing and employment.</p>			
Collective Justice Project (formerly, Community Justice Project)	\$80,000	--	\$80,000
<p>Description: This effort aims to transform the criminal legal system and promote policies that support the people and communities of color most impacted by violence, including increased rehabilitation rather than incarceration. It seeks to amplify the voices of crime survivors whose experiences have reinforced that punitive measures often worsen the conditions that lead to crime in the first place.</p>			
Communities in Action	\$29,700	\$29,700	--
<p>Description: This project strengthens cross-sector collaborations between neighborhood organizations and the school district to promote healthy youth development in Southeast and Central Seattle to more effectively address mental health and violence issues in the community that hamper the futures of students.</p>			
Community Health Board Coalition	\$150,000	\$75,000	\$75,000
<p>Description: Nine racial/ethnic health boards have come together to establish the Community Health Board Coalition (CHBC) to strengthen social cohesion across groups by creating a joint policy agenda and ultimately positioning the CHBC as a powerful voice for health. CHBC collaborates with local partners to develop and deliver classes and training geared to developing/strengthening members as leaders and advocates in order to influence policy.</p> <p>Partners: Somali Health Board, LatinX Health Board, Cambodian Health Board, Pacific Islander Health Board, Vietnamese Health Board, African-American Health Board, Iraqi/Arab Health Board, Ethiopian Health Council, Eritrean Health Board</p>			

Taken from the 2019 Annual Report

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Crescent Community Collaborative (formerly Yesler Community Collaborative)	\$112,500	\$112,500	--
Description: This collaborative of organizations connecting the neighborhoods adjacent to downtown Seattle (Chinatown-International District, Yesler Terrace, Central Area, Capitol Hill and First Hill) works to advance multiple anti-displacement strategies. This includes development of policy issue briefs and pilot projects to increase affordable housing, support small businesses, advancing community engagement and leadership. Focus in 2019 was on adaptation and implementation of neighborhood inclusion preference policy, advocacy for adequate preservation of Unreinforced Masonry Buildings.			
EmPower	\$25,000	\$25,000	--
Description: EmPower sustains a coalition in South King County to protect immigrant rights and offers legal support when needed, including exploring the role of Department of Justice (DOJ) Accredited Representatives.			
Federal Way Youth Action Team	\$40,200	\$40,200	--
Description: Federal Way Youth Action Team engages youth of color in policy making. This includes building youth leadership and youth voice by engaging city leaders to discuss vital issues with young people, including violence prevention approaches.			
FEEST	\$75,000	\$75,000	--
Description: FEEST is dedicated to developing youth leadership for health and food justice. Youth leaders extend their impact in South King County schools by working on policies to increase access and affordability of healthy and culturally-relevant foods. FEEST will focus on increasing the number of schools that utilize the community eligibility provision as well beginning a multi-year effort to increase the number of schools utilizing scratch cooking.			
Friends of Little Saigon	\$30,000	\$30,000	--
Description: Friends of Little Saigon engages small family businesses to mitigate changes in the neighborhood and to strengthen Little Saigon in Seattle's International District as a cultural hub for the larger Vietnamese population.			
Got Green	\$80,000	\$80,000	--
Description: Got Green works to address disparities that often keep well-qualified people of color out of "green economy" internships and careers. This includes investing in fellowship programs to develop young leaders in the environmental justice movement and to advocate for measures to diversify the workforce in the environmental sector. Got Green will also launch the Movement School – an effort focused on using media and digital strategies to forward clear progressive messaging on climate justice and equity.			
Ingersoll Gender Center	\$80,000	\$80,000	--
Description: This project creates a gender affirming health care policy agenda. This includes engaging stakeholders in discussions and surveys about the challenges that transgender community members have in accessing gender affirming care and medical providers must connect them to gender affirming care.			
Open Doors for Multicultural Families	\$100,000	\$11,470	\$88,530
Description: Open Doors for Multicultural Families increases opportunities for individuals with developmental disabilities and their families--many from diverse cultural or linguistic backgrounds--to engage in policy and advocacy. Identified focus areas include education, access to recreational opportunities, stable and affordable housing, reliable paratransit, and language access.			
Para Los Niños de Highline	\$40,000	\$40,000	--
Description: Para Los Niños develops the skills of low-income Latino residents in South King County to become emerging leaders who are advocating for the needs of the community. This includes conducting a survey of existing leaders and convening on community priorities to help develop a change campaign in 2019.			
Puget Sound Sage	\$150,000	\$150,000	--
Description: Puget Sound Sage and Transportation Choices Coalition aim to ensure communities of color, immigrants and refugees share in and prosper from the benefits of transit, specifically Sound Transit 3. This includes representation of marginalized communities in decisions such as station location and accessibility, equitable development and affordable housing along transit lines.			
Partners: Transportation Choice Coalition			
Seattle Indian Health Board	\$100,000	\$34,800	\$65,200
Description: Seattle Indian Health Board aims to bring about concrete improvements in health care access and quality for Native people. SIHB provides necessary data and analysis on proposed state legislation to reduce health disparities and ensure implementation of existing treaties. SIHB continues to build relationships and strengthen collaboration with organizations that represent communities of color and American Indian communities. This will further solidify their foundation for establishing a "Multicultural Congress."			

Taken from the 2019 Annual Report

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
Somali Family Safety Task Force	\$40,000	\$40,000	--
Description: This project increases advocacy capacity among Somali parents through practical skill building. The Task Force advocates for policy changes to make public schools more accessible and effective for Somali families as well as build these skills among community members to address other community needs.			
South King County Discipline Coalition	\$40,000	\$40,000	--
Description: This coalition harnesses the voice of parents and young people to build community power and advance policy goals and strategies that end the use of discipline practices that disproportionately affect students of color in public schools. The coalition expanded its reach further into South King County, specifically focusing on Federal Way; expanded the advisory committee to include more black men; and hosted more parent-focused trainings on advocacy, violence, special education and discipline.			
Statewide Poverty Action Network	\$75,000	--	\$75,000
Description: Statewide Poverty Action Network works with affected populations to document and explore alternatives to debt collection practices that can have harmful effects on people, particularly those with criminal histories or who have been frequent targets of predatory lending. SPAN will focus on a consumer debt issues, including medical debt and pocket service.			
Tenants Union of Washington State	\$66,250	\$66,250	--
Description: The Tenants Union hosts community meetings to educate low-income renters about ways to address barriers to housing and to increase their leadership skills, including through the power of narratives. Tenants Union will focus on Just Cause Eviction protections at local/state level and grow their learning circles to reach members in new areas.			
Washington Bus Education Fund	\$71,786	--	\$71,786
Description: The Washington Bus Education Fund aims to engage young people in generating creative policy solutions and increasing voting rates. Keys issues for young people include access to post-secondary education and voting access. The Bus will participate in a table convened by King County to develop a free tuition program modeled off the Seattle Promise - advocating for improvements including non-utilization of the last dollar first policy and allowing enrollment up to age 26.			
Washington Dreams Coalition	\$75,000	\$75,000	--
Description: Washington Dreams Coalition collaborates with youth, college students and educators to address key barriers to the success of undocumented youth working and studying in our region. This includes developing a Task Force to build a systemic support for students. WA Dream Coalition will recruit new leaders expand their work to include South Seat-tle Community College and Highline School District.			
Washington Indian Civil Rights Commission	\$40,000	\$40,000	--
Description: The WICRC is building relationships with public officials and develops leadership within the Native community through a series of advocacy and listening events with the Washington State Department of Children, Youth and Families. The group plans to elevate Native people to roles on boards and commissions through networking and relationship building; host advance learning workshops to prepare community for service; and advocate for creation of coordinated Native taskforce to track indigenous missing and murdered women.			

Note: Public funds are not used to undertake any prohibited activities.

Taken from the 2019 Annual Report

Learning community awards

Awardee	Total award	Funding source	
		Best Starts for Kids	Seattle Foundation
African Community Housing and Development & TEN Consulting	\$120,000	\$120,000	--
<p>Description: African Community Housing & Development (ACHD) will lead the planning and implementation of a Built Environment, Community Development, and Real Estate Learning Circle. The learning circle will take participants through a learning journey rooted in racial equity in the economic development of King County’s Black communities. King County’s Black communities, including Black, refugees, and descendants of enslaved African people, are centered in these learning circle topics because of the unique history, displacement, and economic disenfranchisement of Black communities in this region.</p>			
Cascadia Consulting Group	\$80,000	\$80,000	--
<p>Description: Cascadia Consulting Group will participate in a co-design process with COO staff, and as necessary other Learning Community consultants, to develop a shared work plan and activities related to developing the Learning Community programming infrastructure, initiating and sustaining implementation of one-time and on-going activities, as well as support continuous improvement.</p>			
Communities Rise (formerly Wayfind & Nonprofit Assistance Center)	\$160,000	\$160,000	--
<p>Description: Communities Rise will lead planning and implementation, for a series of capacity building activities with COO grantees and other community-based organizations. Activities will include workshops, clinics, training, webinars, convenings, roundtables, learning groups, independent coaching, and mentorship, on topics that will help community leaders, groups, coalitions and organizations more effectively achieve COO’s racial, economic, social and health equity goals. Training and technical assistance will include areas such as non-profit management, community organizing, legal support for non-profits, strategic communications, policy and system change strategies, developing healthy and resilient partnerships, and strategies for integrating and implementing racial equity throughout the participants’ work.</p>			
Puget Sound Sage	\$120,000	\$120,000	--
<p>Description: Puget Sound Sage is piloting its first Community Real Estate Stewardship Team (CREST), a learning circle to provide training and leadership development to community partners who are interested in advancing community driven development, land stewardship, and strategies for long-term affordability. Through facilitating CREST, Sage hopes to deepen the capacity of organizations based in communities of color to become developers and community asset owners ready to promote a community stewardship frame including models of collective ownership and permanent affordability.</p>			

Note: Public funds are not used to undertake any prohibited activities.

Communities of Opportunities awards

All Best Starts for Kids annual reports are required to include a chart with information on any awards made under Communities of Opportunity (COO) since the last reporting cycle. In accordance with the requirements of the Best Starts for Kids Implementation Plan, this funding chart provides the name of each award recipient, the amount of the award, a description of the work for which the award was granted and the source of the award. With respect to the award source, if public funds are blended with any other fund source, then the chart also includes a breakdown of the multiple sources and amounts.

King County Best Starts for Kids funds are restricted from use in political campaigns, state lobbying or any non-charitable or illegal purpose.

Place-based partnership awards

Awardee	Amount awarded	
Rainier Valley Partnership The Rainier Valley Partnership includes more than 70 groups working collaboratively in four coalitions. Partners are working towards increasing access to healthy and locally grown food; reducing crime rates in Rainier Beach; developing a community vision and plans for equitable transit-oriented development; addressing environmental causes of violent crime; increasing access to nutrition and supporting integration of cultural, education, employment, health, and well-being programs and projects. Partners: HomeSight, HOSTED, Multicultural Community Coalition, On Board Othello, Rainier Beach Action Coalition (RBAC), South Communities Organizing for Racial & Regional Equity, Puget Sound Sage, The Beet Box	Best Starts	\$1,149,390
SeaTac-Tukwila Community Coalition The SeaTac-Tukwila Community Coalition is focused on empowering communities and developing local leaders around health, housing and economic opportunity, and extending more opportunities for community leaders to engage in issues of education, cultural leadership, policy and systems change and community building. Their work focuses on health and affordable food access, supporting emerging food businesses, workforce development training and support areas, further development of a cultural food hall in the Tukwila Village, and the placement of immigrant and refugees in sustainable, living wage jobs. Partners: Global to Local, Congolese Integration Network, Food Innovation Network, Partner in Employment, Somali Health Board, Somali Youth and Family Club	Best Starts	\$789,041
White Center Partnership The White Center Partnership's vision for success centers on creating a strong and vibrant community led by voices of residents and families; increasing access to healthy food for all residents; leadership development of community including youth, ultimately obtaining leadership and decision-making roles in systems and institutions; increased capacity for culturally relevant systems reform to better meet the needs of communities of color; strengthening community mobilizing for systems change in housing, health, economic development and community building; and addressing institutionalized racism and removing barriers to services and supports that communities need. Partners: White Center Community Development Association, Cham Refugees Community, Cambodian Cultural Alliance of Washington, Education for All, FEEST, Southwest Youth and Family Services, Trusted Advocates, Village of Hope, YES! Foundation of White Center, YWCA	Best Starts	\$849,363

Taken from the 2020 Annual Report

Community partnership awards

Place-based and cultural community awards

Awardee	Amount awarded	
<p>Kent Community Development Collaborative</p> <p>The Kent Community Development Collaborative (KCDC) focus is on improving the overall health and well-being of Kent residents most impacted by inequities by increasing their access to culturally responsive health care services, increasing economic opportunity for small businesses, strengthening tenants' ability to advocate for safe affordable housing, and fostering civic engagement by building the capacity of residents to advocate for change.</p> <p>Partners: Community Network Council, Living Well Kent, Coalition for Refugees from Burma, Mother Africa, Communities in Schools of Kent, Iraqi Community Center, Somali Youth and Family Club, Being Empowered Through Supportive Transitions, Centro Rendu/St. Vincent DePaul</p>	Best Starts	\$605,000
<p>A Supportive Community for All</p> <p>The A Supportive Community for All (SCFA) partnership continues to strengthen community connections through its inclusive coalition of service providers and key community stakeholders to coordinate human services across the Snoqualmie Valley. Through adaptive leadership facilitation and project management, the SCFA Workgroup and Partner Team is designing a multifaceted Community Services Navigator Program that will create a network of contact points throughout the Snoqualmie Valley to enable community members to more easily access human services.</p> <p>Partners: Hopelink, Snoqualmie Valley Community Network, Mt. Si Senior Center, Snoqualmie Valley Food Bank, Encompass</p>	Best Starts	\$660,000
<p>Transgender Economic Empowerment Coalition</p> <p>The Transgender Economic Empowerment Coalition (TEEC) focus is on implementing a model employment policy with local governments, businesses and organizations and building a LGBTQ youth advisory group to ensure their policies and programs address the challenges youth are facing. TEEC is also advocating for policies and building programs that support transgender and gender-diverse people returning from prison to address a lack of housing stability.</p> <p>Partners: Ingersoll Gender Center, Greater Seattle Business Administration (GSBA), UTOPIA Washington, POCAAN, Gay City, Seattle Counseling Services, Transform Washington, Pride Foundation, Gender Odyssey, Business Impact NW, Ventures NW</p>	Best Starts	\$660,000
<p>Comunidad Latina de Vashon</p> <p>Comunidad Latina de Vashon continues to build partnership capacity and engage the Latinx community of Vashon Island to implement projects that contribute to better health, economic opportunity and stronger community connections among the Latinx community of Vashon Island.</p> <p>Partners: Latino Community Fund, Comunidad Latina de Vashon, Geeking Out Kids of Color, Latinos in Tech, Alianza, Puentes</p>	Best Starts	\$330,000

Taken from the 2020 Annual Report

Awardee	Amount awarded	
<p>Seattle Urban Native Nonprofits</p> <p>The goal of the Seattle Urban Native Nonprofit (SUNN) partnership is to build the capacity to advocate for the Seattle Native community in the public and philanthropic sectors. SUNN is accomplishing this through leadership development, training, advocacy and collective strategic planning.</p> <p>Partners: Potlatch Fund, Seattle Indian Health Board, Na'ah Illahee Fund, Chief Seattle Club & Native Women's Dialog on Infant Mortality, Longhouse Media, Mother Nation, National Urban Indian Family Coalition, Native Action Network, Red Eagle Soaring, United Indians of All Tribes Foundation, Urban Native Education Alliance, Duwamish Tribal Services, Northwest Justice Project</p>	Best Starts	\$660,000
<p>Replanting Roots, Rebuilding Community</p> <p>The Replanting Roots, Rebuilding Community partnership continues to build on their first stage of research and planning and is focusing on placemaking within Seattle's Central District by stabilizing and developing cornerstone institutions and assets to anchor the historic and current Black community. The partnership continues in their work to develop a holistic portfolio of culturally appropriate and responsive resources and services for the Black community in King County to heal and thrive.</p> <p>Partners: Umoja PEACE Center, Village Spirit Center/Black Community Impact Alliance, Africatown Center for Education & Innovation, Africatown Central District Preservation & Development Association, Cultural Reconnections, Institute for African Centered Thought</p>	Best Starts	\$660,000
Systems and policy change awards		
Awardee	Amount awarded	
<p>Africatown Community Land Trust</p> <p>Africatown and the King County Equity Now coalition are working to support community priorities for effective public and private investments needed to effectively respond to COVID-19 and for greater equity for the Black King County community.</p>	Best Starts	\$100,000
	Seattle Foundation	\$25,000
	Total award	\$125,000
<p>Casa Latina</p> <p>Casa Latina is improving economic conditions for domestic workers in Seattle, King County and Washington state by changing the policies that affect their working conditions. This project is focused on implementing and completing the work Casa Latina led to win a Domestic Worker Bill of Rights in Washington.</p>	Best Starts	\$120,000
	Seattle Foundation	\$80,000
	Total award	\$200,000
<p>Chief Seattle Club</p> <p>Chief Seattle Club is working toward equitable responses related to COVID-19 in health, housing, community and economic protections, including Indigenous-designed contact tracing for more accurate data collection.</p>	Best Starts	\$25,000
	Seattle Foundation	\$25,000
	Total award	\$50,000

(continued...)

Taken from the 2020 Annual Report

Awardee

Amount awarded

Chief Seattle Club (continued)

The Chief Seattle Club's Coalition to End Urban Indigenous Homelessness advocates to include American Indian/Alaska Native representation in the region's response to homelessness. and to ensure that community preference policy includes American Indian/Alaska Native individuals as displaced people.

Partners: United Indians of All Tribes Foundation, Labateyah Youth Home, Seattle Indian Health Board, Urban Indian Health Institute, Native American Women's Dialog on Infant Mortality, Mother Nation, Seattle Indian Services Commission, Seattle Public Schools Huchoosedah Indian Education

Best Starts	\$28,000
Seattle Foundation	\$80,000
Total award	\$360,000

CHOOSE 180 and Community Passageways

CHOOSE 180 and Community Passageways is working in partnership for the development of a sustainable advocacy strategy led by those most impacted by mass incarceration, ensuring the health and well-being of incarcerated or court-involved young people, and that equitable public health and systemic changes made in response to COVID-19 are expanded and sustained.

Best Starts	\$100,000
Seattle Foundation	\$25,000
Total award	\$125,000

CHOOSE 180

CHOOSE 180 is developing a community-grounded approach to restorative community pathways that would divest resources from a juvenile legal system and reinvest those resources in programs that support youth, community, healing and racial justice.

Partners: Collective Justice, Creative Justice, Community Passageways

Best Starts	\$115,000
Seattle Foundation	\$30,000
Total award	\$145,000

Church Council of Greater Seattle

The Church Council is working with local faith leaders to connect and mobilize their communities for housing justice and tenant protections across King County.

Best Starts	\$120,000
Seattle Foundation	\$80,000
Total award	\$200,000

Collective Justice

Collective Justice is strengthening their systems and policy work to build a survivor-led movement in King County to transform the criminal legal system and promote policies that support the people most impacted by violence.

Best Starts	\$120,000
Seattle Foundation	\$80,000
Total award	\$200,000

Community Health Board Coalition

The Community Health Board Coalition is addressing the disparate impact of COVID-19 among Black, Indigenous and people of color communities by focusing on addressing the causes of mental health issues that are rooted in structural racism and are manifesting more vividly because of the pandemic.

Best Starts	\$125,000
Seattle Foundation	\$8,000
Total award	\$133,000

Awardee**Amount awarded****Crescent Collaborative**

The Crescent Collaborative is pursuing a multi-pronged, community-driven anti-displacement strategy that unites and elevates communities' voices for: affordable housing; economic opportunity (small business); healthful, safe communities; and community capacity to engage in equitable community development; and is extending the push for equity in policies and systems that govern how communities function, who gets to live or work in them, and how they can be made safe, healthy and welcoming.

Partners: Seattle Chinatown-International District Preservation and Development Authority, Capitol Hill Housing, Byrd Barr Place, Africatown Community Land Trust, Friends of Little Saigon

Best Starts	\$340,000
Seattle Foundation	\$60,000
Total award	\$400,000

Dare2Be Project

Dare2BE is working on effective strategies to empower communities and identify, document and execute a community action plan to disrupt health inequities by creating an equitable and sustainable urban food system.

Partners: Urban Food Systems Pact, Skyway Community Advocates Cohort, New Birth Center for Community Inclusion

Best Starts	\$115,000
Seattle Foundation	\$30,000
Total award	\$145,000

FEEST

FEEST youth leaders are building a movement for better student health by organizing for increased access to fresh, free and culturally relevant school breakfasts and lunches.

Best Starts	\$160,000
Seattle Foundation	\$40,000
Total award	\$200,000

ForFortyTwo

ForFortyTwo is combating systemic racism impacting education, law enforcement, politics and youth investment.

Partners: Glover Empower Mentoring, Kent Black Action Committee

Best Starts	\$90,000
Seattle Foundation	\$55,000
Total award	\$145,000

Freedom Project

The Freedom Project is working to see through the implementation of a new state policy mandating resentencing and release for people who were tried and sentenced as adults when they were children.

Partners: Beyond the Blindfold Project, Freedom Project East

Best Starts	\$85,000
Seattle Foundation	\$60,000
Total award	\$145,000

Gender Justice League

Gender Justice League and partners are activating and advocating for trans and non-binary people who are experiencing significant barriers to safe housing (permanent and non-permanent) due to the intersection of transphobia, misogyny and the COVID-19 crisis.

Partners: Black Trans Task Force, Heartspark Press

Best Starts	\$105,000
Seattle Foundation	\$20,000
Total award	\$125,000

Awardee**Amount awarded****Got Green**

Got Green is working to build community power for Seattle's Green New Deal, which outlines a vision of decarbonization by 2030 and addresses historic injustices, creates thousands of unionized green jobs and invests in climate-resilient communities (improving health, housing, economic opportunity and community connections).

Best Starts	\$100,000
Seattle Foundation	\$100,000
Total award	\$200,000

Got Green is working to advance its emergency justice platform in response to COVID-19 via education, narrative development and community action.

Best Starts	\$20,000
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Ingersoll Gender Center

Ingersoll Gender Center is developing and implementing an advocacy strategy for Apple Health improvements with the Coalition for Inclusive Healthcare, educating their provider consult group and building more partnerships with community health clinics.

Best Starts	\$100,000
Seattle Foundation	\$100,000
Total award	\$200,000

King County Equity Now

King County Equity Now is developing research, technology and data management capacity in order to collect community data while building trust and deepening relationships among Black community members and Black-led organizations and toward effective policies that support Black communities.

Best Starts	\$115,000
Seattle Foundation	\$130,000
Total award	\$145,000

The Maternal Coalition

The Maternal Coalition is supporting birth rights, birth advocacy and perinatal mental health advocacy for communities of color in King County.

Best Starts	\$125,000
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Muslim Community & Neighborhood Association

The Muslim Community & Neighborhood Association is advocating for policies in east King County that protect low-income immigrant and refugee renters from eviction during and after the COVID-19 crisis.

Best Starts	\$42,000
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New Economy Washington

The New Economy Washington project is building infrastructure and supporting leaders for a more just and democratic economy, including through the Frontline Community Fellowship program designed to support entrepreneurs from communities of color who are integrating the principles and practice of a "Just Transition" in projects that demonstrate core principles of democracy and self-determination, environmental sustainability and equity, and create shared economic well-being for communities.

Best Starts	\$340,000
Seattle Foundation	\$60,000
Total award	\$400,000

Partners: Front and Centered, People's Economy Lab

Awardee	Amount awarded	
Northwest Health Law Advocates Northwest Health Law Advocates is working to maintain and strengthen immigrant health coverage and access beyond the pandemic emergency period.	Best Starts	\$63,000
	Seattle Foundation	\$20,000
	Total award	\$83,000
Not This Time! Not This Time! is addressing the reformation of the criminal justice system, modernizing state law through the implementation of Initiative 940 and engaging with city youth through their “Conversation with the Streets” initiative.	Best Starts	\$100,000
	Seattle Foundation	\$50,000
	Total award	\$150,000
OneAmerica OneAmerica is mobilizing communities in shaping a just, community-led recovery from the COVID-19 pandemic.	Best Starts	\$25,000
	Seattle Foundation	\$25,000
	Total award	\$50,000
Open Doors for Multicultural Families Open Doors for Multicultural Families is building community knowledge about advocacy and civic engagement strategies to promote meaningful communication between families and schools so that all students and families with developmental/intellectual disabilities and special health care needs have equal access to culturally and linguistically appropriate information, resources and services.	Best Starts	\$138,000
	Seattle Foundation	\$62,000
	Total award	\$200,000
Para Los Niños Para Los Niños is educating and supporting Latinx families in engagement and leadership work that supports students’ academic success from birth on. Their Parent Leadership Team is surveying Latinx parents and children across south King County on issues impacting their children and families’ success and safety.	Best Starts	\$160,000
	Seattle Foundation	\$40,000
	Total award	\$200,000
Puget Sound Sage Puget Sound Sage is organizing with Black and Indigenous communities and communities of color in Seattle and King County toward a just COVID-19 recovery framework that centers policies that prevent further displacement and gentrification and promote resiliency through community stewardship of land.	Best Starts	\$125,000
Seattle Indian Health Board Seattle Indian Health Board is focusing policy and systems change to stop gender-based violence and the missing and murdered Indigenous women crisis; and is creating tribally driven behavioral health systems with culturally attuned and sustainable programming that will engage tribal, community and government partners to build community connections that sustain a framework for local and state health efforts and address the chronic underfunding by the federal government.	Best Starts	\$62,000
	Seattle Foundation	\$138,000
	Total award	\$200,000
Seattle Indian Health Board is engaging in advocacy efforts to ensure adequate funding for the Indian health care system, community health centers and public health in coordination with tribes and tribal organizations in response to the impacts from COVID-19.	Best Starts	\$25,000
	Seattle Foundation	\$25,000
	Total award	\$50,000

Awardee	Amount awarded	
<p>Skyway Coalition</p> <p>Skyway Coalition is addressing the historic lack of investment, inequitable policies and systems that have impacted the urban unincorporated King County community by advocating for policies and funding that support anti-displacement strategies, affordable housing and economic development.</p> <p>Partners: Skyway Solutions, West Hill Community Association, the Renton Innovation Zone Partnership, Renton Area Youth and Family Services), Renton School District, Urban Family, Somali Parent Education Board</p>	Best Starts	\$300,000
	Seattle Foundation	\$100,000
	Total award	\$400,000
<p>Statewide Poverty Action Network</p> <p>The Statewide Poverty Action Network is supporting the creation of, and access to, direct cash assistance for low-income communities and communities of color in response to the COVID-19 pandemic and in COVID-19 recovery.</p>	Best Starts	\$47,000
	Seattle Foundation	\$10,000
	Total award	\$57,000
<p>Surge Reproductive Justice</p> <p>Surge is establishing a policy table comprising individuals and organizations that represent women of color and queer and trans people of color to establish policies that meaningfully and effectively address reproductive health injustices. The work will address Black maternal health and maternal health disparities for people of color through their 10-week Ella Baker Summer Leadership program.</p> <p>Surge is launching a Black maternal and perinatal health campaign to create a community-directed strategy for policy and advocacy solutions to health inequities.</p> <p>Partners: Families of Color Seattle, Black Birth Workers Collective</p>	Best Starts	\$160,000
	Seattle Foundation	\$40,000
	Total award	\$200,000
<p>Tenants Union of Washington State</p> <p>The Tenants Union is supporting the leadership development of low-income tenants in King County in advocating for essential tenant rights and eviction protections.</p>	Best Starts	\$115,000
	Seattle Foundation	\$30,000
	Total award	\$145,000
<p>UTOPIA Washington</p> <p>UTOPIA (United Territories of Pacific Islanders Alliance) is developing a leadership cohort of queer and trans Pacific Islanders (QTPI) working for the health, safety, well-being, empowerment and economic stability of QTPI, for the sake of liberation for all queer and trans People of Color.</p> <p>UTOPIA is supporting the leadership of QTPI in King County working for essential safety protections for those whose lives and livelihoods are being severely jeopardized by the COVID-19 crisis.</p>	Best Starts	\$160,000
	Seattle Foundation	\$40,000
	Total award	\$200,000
	Best Starts	\$150,000
	Seattle Foundation	\$40,000
	Total award	\$190,000
	Best Starts	\$85,000

Awardee**Amount awarded****Wa Na Wari**

Wa Na Wari is continuing their anti-displacement organizing work with Black homeowners in Seattle's Central District to broaden community use of properties in single family residential zones, and increase opportunities for Black homeowners as a response to the housing affordability crisis impacting families, artists and small organizations.

Best Starts \$140,000**Seattle Foundation** \$60,000**Total award** \$200,000

Wa Na Wari is conducting participatory research and organizing Central District Black homeowners and cultural workers to engage in land use policy education and organizing for systems change.

Best Starts \$50,000

Partners: CD Brothers and Sisters, Keep Your Habitat, King County Equity Now, Africatown

YES! Foundation of White Center

YES! Foundation of White Center is actively supporting Pacific Islander youth and their families to engage in the process of raising awareness, identifying solutions and leading change in addressing health disparities highlighted and exacerbated by COVID-19.

Best Starts 50,000**Learning community awards****Awardee****Amount awarded****BDS Planning and Urban Design**

BDS is co-designing with Communities of Opportunity staff a peer learning "Community of Practice" group for members of Communities of Opportunity partnerships. The Community of Practice is a space to engage in peer learning and facilitated activities to develop, learn and practice effective techniques and skills to build partnerships with deeper relationships, trust and conflict resolution skills.

Best Starts \$55,000**Cascadia Consulting**

Cascadia Consulting is providing administrative and logistics support across learning community activities.

Best Starts \$211,000**Centro Cultural Mexicano**

Centro Cultural Mexicano is focusing on the direct and estimated long-term effects of COVID-19 on low-income Latino children in King County, including housing stability, education, food security, physical health and social-emotional well-being as part of their COVID-19 Storytelling work.

Best Starts \$97,000**Coalicion de Pueblos Originarios**

Coalicion de Pueblos Originarios is engaging south King County youth and adults who are from Indigenous communities of the P'urhepecha, Nuu Savi and Kichwa Otavalo as part of their COVID-19 Storytelling work.

Best Starts \$100,000

Awardee	Amount awarded	
Communities Rise Communities Rise and Sama Praxis/Sarah Tran are providing consultation and co-designing and facilitating capacity building activities — working with consultants and practitioners on organizational stability, skill-building and knowledge sharing, sustainable partnerships and power-building. Partner: Sama Praxis LLC	Best Starts	\$790,000
Contacto Consulting Contacto Consulting is providing foundational communications skill-building activities in communications plans, crisis communications strategies, audience segmentation and brand strategy and development. Partner: Sama Praxis LLC	Best Starts	\$30,000
Headwater People Headwater People is creating and coordinating a learning and technical assistance series for COO community-based organizations to develop and strengthen communications skills and strategies. A series of interactive sessions is being offered in 2021.	Best Starts	\$78,000
King County Equity Now King County Equity Now is focusing on solutions to improve the on-the-ground, lived experiences of Black communities in King County experiencing disproportionate impacts of the COVID-19 related health and economic crisis as part of their COVID-19 Storytelling work.	Best Starts	\$100,000
La Roxay Productions La Roxay Productions is co-designing and presenting a speaker series to highlight COO partners' work and spark a strategic set of conversations for COO stakeholders with leaders in the field. Partner: BDS Planning & Urban Design	Best Starts	\$75,000
Puget Sound Sage Puget Sound Sage is hosting, designing and coordinating the second Community Real Estate Stewardship Team learning cohort, designed to support and train grassroots organizations led by and for low-income communities and communities of color in pursuing community driven development, land stewardship and strategies for long-term affordability.	Best Starts	\$250,000
National Development Council The National Development Council is designing and coordinating a commercial affordability pilot program to assist micro/small businesses to remain open and contribute to economic stability and resiliency in their communities and supporting local job creation and retention. Partners: Craft3, BDS Planning & Urban Design, Moving Beyond, Darren Medina	Best Starts	\$1,500,000

Awardee
Amount awarded
Tesfa Program
Best Starts \$100,000

Tesfa Program is uplifting experiences of Amharic-speaking Ethiopian community members throughout King County as part of their COVID-19 Storytelling work.

Washington Dream Coalition
Best Starts \$100,000

Washington Dream Coalition is engaging members of undocumented communities throughout King County to explore research questions relevant to community needs and resilience and systemic changes for long-term impacts as part of their COVID-19 Storytelling work.

Investment index | Communities of Opportunities awards

Investments, by investment area and strategy	Unspent funds 2016–2020	2021 budget	2021 expenditures	Years of investment	Total invested 2016–2021 ¹
Sustaining the gain: 5 to 24 years (continued)					
Five to 24 Direct Program Staff	—	\$2,688,968	\$2,292,637	1/2016–12/2021	\$6,715,120
Five to 24 Administration	—	\$1,684,917	\$1,627,034	1/2016–12/2021	\$7,237,180
Technical Assistance and Capacity Building (PN–5 & 5–24) ³	\$83,783	\$2,122,699	\$1,967,775	9/2017–12/2021	\$4,255,679
Communities Matter	\$1,835,879	\$10,126,904	\$11,915,792	—	\$36,487,153
Communities of Opportunity	\$1,210,934	\$8,905,059	\$10,193,982	—	\$30,274,181
Place-Based and Cultural Community Partnerships	\$520,155	\$3,845,099	\$4,378,807	9/2017–12/2021	\$16,283,852
Systems and Policy Change	\$311,821	\$2,305,053	\$2,625,000	2/2018–12/2021	\$9,207,459
Learning Community	\$378,958	\$2,754,907	\$3,190,175	1/2019–12/2021	\$4,782,870
Communities of Opportunity Direct Program Staff	\$624,945	\$775,055	\$1,363,541	1/2016–12/2021	\$4,723,583
Communities of Opportunity Administration	—	\$446,790	\$358,269	1/2016–12/2021	\$1,489,388
Homelessness Prevention	—	\$4,467,000	\$3,488,859	—	\$19,524,424
Youth and Family Homelessness Prevention Initiative (YFHPI)	—	\$3,900,000	\$3,085,120	10/2016–12/2021	\$18,007,808
YFHPI Direct Program Staff	—	\$567,000	\$403,739	6/2016–12/2021	\$1,516,616
Evaluation⁴	—	\$4,898,064	\$5,399,877	10/2016–12/2021	\$17,335,551
Elections⁵	—	—	—	—	\$117,276
TOTAL INVESTMENT through December 31, 2021	\$10,398,185	\$107,802,154	\$111,542,715	—	\$389,973,219

¹ Amount invested includes all 6 years of expenditures; original Implementation Plan budget was \$400M and includes legally required levy fund reserves.

² Programs Include Mentoring, Youth Leadership, Positive Identity Development, and Healthy Relationships and DV Prevention.

³ Technical Assistance and Capacity Building funding was blended between Investing Early and Sustain the Gain with most service providers.

⁴ Evaluation Total includes Metropolitan Parks District prorationing expenditures from 2016.

⁵ Elections Total is for 2015 Prop 1 Levy General Election expenditures in 2016.

Note on all expenditures that exceeded 2021 budget: Strategies and programs within the Best Starts for Kids Levy intentionally spent up to their full 6-year implementation plan amounts in 2021 in order to meet the ordinance-required allocations and community commitments. Spending should be considered within the context of the full 6 years, or total amount invested.

Note on expenditures that exceeded 2021 budget plus 2016–2020 unspent funds: Best Starts for Kids responded to community feedback and needs by using flexibility within its budget structure to intentionally reallocate some funds within investment areas (such as Invest Early).

Learning from COO 2014-2021: Reflections and Learnings to Improve Future Practices

Overview

With the renewal of the Best Starts for Kids Levy and continued philanthropic support, Communities of Opportunity (COO) is positioned to continue investing in transformational change through 2027. Throughout the first levy, COO collected feedback and evaluation reports on various aspects of our work.

Over the course of 2022, COO staff and leadership will be reflecting on and integrating the learnings from the last 8 years of the initiative.

The intention of this report is to summarize recommendations for how COO works with partners and how COO Staff work internally and with each other (Public Health and Seattle Foundation staff).

Additionally, this report seeks to identify opportunities to clarify and expand values and improve funding, resources, relationships, and activities that COO provides to community partners.

Process & Methods

Cascadia reviewed and analyzed 21 reports to summarize recommendations for how COO works with partners and internally as a staff team. Cascadia compiled the following data on each of the reports: 1) General Feedback; 2) Things to Maintain; 3) Opportunities for Improvement; 4) External Recommendations; and 5) Internal Recommendations.

All of the reports are available at the links in the table below. Note that several of the programs referenced took place during COVID-19 and so activities were virtual.

#	<u>Reports</u>	<u>Date of Program(s)</u>	<u>Date of Report</u>
1	COO Evaluation Report Executive Summary for 2020 Evaluation Findings	2020	May 2021
2	COO Evaluation Report for 2019-June 2020	2019 – June 2020	July 2020
3	COO Evaluation Report 2019 (July 2020)	2019 – June 2020	July 2020
4	BDS Partnerships Community of Practice findings	2021	Dec 2021
5	Vision Change Win	2021	Dec 2021
6	Learning Community Capacity Building Report 2021	2021	Dec 2021
7	LC Evaluation Report by Leika Suzumura	2021	March 2022

8	COO Systems & Policy Change Program, Evolution & Influence by Ellen Kissman	2014 - 2021	August 2021
9	COO 2.0 Program Implementation & Operations Draft by Ellen Kissman	2014 – 2020	September 2020
10	COO Place-Based & Cultural Communities, Program Evolution & Influence by Ellen Kissman	2014 – 2021	March 2022
11	Equitable Contracting Review	Sept 2021 – Feb 2022	Feb 2022
12	Policy & Systems Change 2021 reports	April 2020 – Dec 2021	Dec 2021
13	LC Coaching Evaluation Intern project	2020 - 2021	June 2021
14	Learning Community mini-grant reports	2021	Dec 2021
15	Resource Media Narrative recommendations 2020	2020 – Feb 2021	Feb 2021
16	Commercial Affordability evaluation/report	2021	Jan 2022
17	LC Evaluation Synthesis (Cascadia)	2021	Dec 2022
18	COO Speaker Series Feedback (<i>included in LC Evaluation Synthesis</i>)	2021	Dec 2022
19	Research / Interviews / Synthesis – Best Practices from other Initiatives (Zielinski)	2019 – 2020	Jan 2022
20	Memo to COO Director Observations & Recommendations for GG 2.0	2020 - 2021	August 2021
21	Systems & Policy Cohort 2018	2018 – 2019	2019

The data was then summarized into themes such as relationships, funding model, community engagement, and other topics. The observations and recommendations include in-line citations to denote which report(s) the feedback came from.

General Feedback

- Community partners faced compounding impacts from the COVID-19 pandemic while showing incredible resilience (1, 2).
 - Partners faced a higher burden of COVID-19 compounding impacts, including the lack of affordable housing, and increasing risks of displacement.
 - Partners were able to pivot and leverage partnerships to respond to community needs.
- Several partners' reports point to ongoing capacity needs around staffing (3, 12).
 - There are ongoing challenges of staff leadership turnover and staff capacity due to a number of factors including burnout.
- Project Monitors (PM) are vital to building trusting and authentic relationships with partners (10, 12). They have the best pulse on what is happening with partners.
- There is a need for continued messaging and storytelling about COO's values, vision, and impacts (15, 19).

- Resource Media provided specific narrative recommendations, an elevator pitch, and audience mapping to support this work.
- This includes sharing out the lessons learned, governance priorities, investment priorities, and communicating and evaluating stories of COO’s impact.
- Investing in relationships and partnerships remains an ongoing need (2, 3, 10, 14).
 - Partnerships and collaboration are critical but are time and resource intensive.
 - Partners expressed the desire for more opportunities for collaboration amongst communities including exploring and unpacking power dynamics amongst backbone organizations and sub-grantees (10).
 - Ex. The lead agencies were assigned a new responsibility that put them in the position of facilitating a decision-making process for its partnership’s grant funds to be distributed to themselves and other partners. Partnerships were not given sufficient time to prepare for this new approach and needed to respond quickly. Upon reflection, they expressed concerns that they didn’t have the internal capacity, appropriate infrastructure (e.g., agreements), or, in some cases, the skills necessary to negotiate the changed relationships.
 - Since relationship and partnership building work takes time and staff capacity – it should be resourced adequately (14).
- There is complexity in supporting community driven development projects (16).
 - A solution tailored to one business owner may not make sense or be helpful for another.
 - The commercial affordability pilot demonstrated that programs must be flexible, comprehensive, and responsive to the needs of diverse businesses through a combination of financial, business, and project technical assistance.
 - There is a need for trusted advocates to help guide the process and build financial and political support for projects.

Observations

A summary of the key observations including things to maintain and opportunities for improvement. The observations are categorized by theme (e.g., relationships with COO staff, consultants, and coaches). Each of these findings includes which value(s) underly the observations.

A summary of the values is below.

Values	Where they show up?
Racial equity as central to mission of COO.	<ul style="list-style-type: none"> • Funding model • Programming, Workshops, and Learning Activities • Communications • Evaluation & Reporting
Community leadership and ownership.	<ul style="list-style-type: none"> • Community engagement • Programming, Workshops, and Learning Activities

Foundational importance of relationships.	<ul style="list-style-type: none"> • Relationships with COO staff, consultants and coaches • Partnership support • Programming, Workshops, and Learning Activities
Balance responsive funding needs with long-term funding opportunities.	<ul style="list-style-type: none"> • Funding model
Ongoing space for reflection and learning.	<ul style="list-style-type: none"> • Evaluation & Reporting • Partnership support

RELATIONSHIPS WITH COO STAFF, CONSULTANTS, AND COACHES

THINGS TO MAINTAIN

- COO staff and consultants are seen as trusted advisors, supporters, and advocates of the work (2, 12, 12, 21).
 - Continue to perform conversational midyear check ins and maintain one-on-one connections between staff/consultants and partners.
 - Additionally, partners recommended continuing to hire trusted coaches to support partners.

OPPORTUNITIES FOR IMPROVEMENT

- Expand relationship building opportunities amongst partners and consultants (12, 13, 14).
 - Provide networking opportunities between COO partners such as through convening meetings where partners can get together to share about lessons learned or challenges.
 - One partner suggested developing a Slack or similar platform to connect partners in an informal and ongoing way.
 - Additionally, several reports suggested regular group check-ins with consultants, coaches, and COO staff.

Values: Foundational importance of relationships.

FUNDING MODEL

THINGS TO MAINTAIN

- Continue to create opportunities for responsive funding (1, 2, 8, 9, 11, 16).
 - Continue to provide flexibility with scopes of work to allow space to respond to emerging community needs, including providing flexibility with contract deliverables and timelines.
 - Within the community driven development body of work, continue to combine debt and grant funding, ensuring that debt financing is provided by community-minded

lenders and backed by credit enhancements to increase access to capital and that grant funding is right-sized to fill financial gaps.

- Continue to evaluate, assess, and incorporate contracting best practices.

Values: Balance responsive funding needs with long-term funding opportunities.

OPPORTUNITIES FOR IMPROVEMENT

- Equity in funding, processes, and programs by focusing on BIPOC-led organizations and policy and systems change work. (9, 21)
 - Create an application process that recognizes different writing standards due to diversity in education and English fluency

Values: Racial equity as central to mission of COO.

- Refine and clarify contract language (9, 21).
 - Examine and change contracting models that have inequitable power relationships.
 - Give grantees more comprehensive and earlier notice and clarity about expectations regarding reporting.
 - Specific suggestions:
 - Align all contracts with fiscal or calendar year.
 - Clarify whether lobbying is allowed or not.
 - Allow partners to define deliverables.
- Expand amount and type of funding available (2, 4, 12, 21).
 - Continue or extend existing funding.
 - Provide additional funding for capacity building:
 - Invest in operational stability of organizations including professional development trainings and organizational infrastructure.
 - Consider resources to address staffing capacity issues.
 - Extend funding beyond programming.
 - Balance need for responsive and long-term funding opportunities.
 - Consider impacts of flexible funding (e.g., too much flexibility with funding can cause conflict within partnerships).
 - Create opportunities for new, multi-year funding program.
 - Meet partners where they are at in terms of funding needs.
 - Assess partners individually and identify best-positioned grantees to maximize funding opportunities.
 - Account for smaller organizations needing more time and money than other grantees.

Values: Balance responsive funding needs with long-term funding opportunities.

- Transparent decision-making process and organizational structure (21).
 - Simplify process and increase transparency of organizational structure (e.g., COO org chart),
- Encourage other funders to support policy and systems change work (19).
 - Consider presenting multiple investment options for funders that include a short-term lane for tactics and actions, and a long-term one for systems change.
 - Need for coordination and research to identify inter-organizational alignment and natural partnerships.

COMMUNITY ENGAGEMENT

THINGS TO MAINTAIN

- Center community as experts and leaders (2, 3, 16, 18).
 - Continue to center and elevate Black, Indigenous, and People of Color (BIPOC) voices.
 - Continue to support opportunities to engage and develop leadership among youth.

Values: Community leadership and ownership.

OPPORTUNITIES FOR IMPROVEMENT

- Expand co-design of programming with community (4).
 - Consider opportunities to build a collective strategy and impact by engaging partner organizations and the broader community.

COMMUNICATIONS

THINGS TO MAINTAIN

- Center racial equity and policy and systems change (19).
 - Continue to center and communicate COO's work to advance racial equity.
 - Communicate that policy and systems change work requires a long-term commitment.

Values: Racial equity as central to mission of COO.

OPPORTUNITIES FOR IMPROVEMENT

- Expand communications and storytelling work (1, 4, 13, 19, 21).
 - Create orientation materials about COO and the Learning Community to share with partners.
 - Model racial equity through values and communications strategy by highlighting community voice and framing policy and systems change work.

- Give more attention to community voice **Partnership support**

THINGS TO MAINTAIN

- Continue partnership building work (1, 5).
 - Continue learning and sharing how to build collective agreements and commitments to each other and partnership as a whole.
 - Leverage the lessons learned and successes from past partnership building work.

Values: Foundational importance of relationships.

OPPORTUNITIES FOR IMPROVEMENT

- Additional programming needed for partnership work (2, 5, 14).
 - When conflicts arise in partnerships, consider conflict management and partnership building exercises led by external consultants, particularly someone trained in mediation or conflict transformation.
 - Consider additional institutional support and resources towards completing conflict work plans. This could be completed through structured workshops or one-on-one meetings from COO staff or consultants.
 - Provide support drafting shared language around strong partnerships to share with partners.
 - Provide additional support to help communicate new protocols to wider partnership membership.
- Build in additional time and resources for relationship and partnership work
- Coalition building can be time-consuming and difficult, especially with funding decisions (2, 5).
 - Working in partnership requires upfront investments of time and resources for trust building.
 - COO should continue to provide resources to ensure there is capacity for multiple people to move partnership work forward.

Values: Ongoing space for reflection and learning.

PROGRAMMING, WORKSHOPS, AND LEARNING ACTIVITIES

THINGS TO MAINTAIN

- Continue to provide access to a variety of learning opportunities and hire community experts to lead (13, 14).
 - Provide free, individualized coaching that is flexible to participants needs.
 - Ideally, hire community-based coaches with direct experience and knowledge of the community being served.
 - Continue to hire and work with BIPOC consultants with deep knowledge and relationships with community.

Values: Foundational importance of relationships.

Values: Community leadership and ownership.

OPPORTUNITIES FOR IMPROVEMENT

- Expand programming opportunities (6, 14, 16).
 - Several consultants provided examples of potential specific additional learning opportunities, including:
 - Storytelling around the history of different BIPOC communities in the region.
 - Partners to visit each other’s work locally, regionally, and nationally.
 - Create resource list of trusted and endorsed facilitators and other consultants.
 - Provide coaching and peer support for backbone staff.
 - Additionally, there were several examples of new programming opportunities within the community driven development body of work (16).
 - Expand the commercial affordability pilot into a permanent program.
 - Provide technical assistance to small businesses earlier in project development to navigate complex systems and ensure small businesses are equipped with the resources they need to succeed.
 - Provide credit enhancements to offset the additional risk.
 - Design a program that can reach more types of businesses at various stages.
- Diversify and scaffold activity delivery to increase engagement (12, 21).
 - Utilize creative and embodied facilitation techniques to keep partners engaged during virtual activities.
 - Ensure a shared understanding of terms and accommodate for varying levels of knowledge of specific topics.

Values: Racial equity as central to mission of COO

EVALUATION & REPORTING

THINGS TO MAINTAIN

- Ongoing check ins to share progress and lessons learned (12).
 - Continue to perform conversational midyear check ins and maintain one-on-one connections between staff/consultants and partners.

OPPORTUNITIES FOR IMPROVEMENT

- Shift evaluation framework (4, 17, 19).
 - Create a culture of evaluation amongst staff, consultants, and partners to consistently assess skills, capacities, and relationships built.
 - Since changing systems can be a slow process, identify milestones and timeline to generate a sense of progress and maintain motivation.

- Be accountable to racial equity by modeling silo-busting, including equity measures and anti-racism into programs' logic models, deliverable KPI for deepening relationships, deliverable KPI for sustaining staff and non-staff emotional wellbeing.

Values: Ongoing space for reflection and learning

Values: Racial equity as central to mission of COO

- Consider shortening written report (21).
- Center racial equity within data collection and analysis (4, 9).
 - Increase and improve consistency of data collection.
 - Use a race and social justice lens on data collection and evaluation.
 - Increase community involvement especially regarding impact analysis & validation.

Values: Racial equity as central to mission of COO

Recommendations

Recommendations are organized by the number of times they emerged in the reports. The frequency with which they emerged is in brackets. The reports that reference the recommendations are in parentheses.

External Recommendations

The following recommendations relate to how COO works with and can best support community partners in formal and informal partnerships, COO-developed programming, and reporting and evaluation.

PROGRAMMING

- Capacity building and tools to deepen operational stability [6]
 - Continue to provide tools and best practices that help partners with strategy and budget planning (1).
 - Provide training in how to position grantees work as “market worthy” (21).
 - Integrate resources for capacity building into projects and funding (6).
 - Assist with capacity-building opportunities through trainings in facilitation, conflict mediation, data collection and evaluation (3).
 - Assist partners with clarifying job descriptions, refining their hiring processes, providing clear definition regarding roles, and clearly communicating expectations (3).
 - Provide support for partners for communication planning and activities to share their stories and their work (2).
- Consider programming opportunities to address burnout [4]
 - Day-long trainings on collective impact model (4).
 - Build a toolkit to respond to conflict and build accountability within a group or oneself (4).
 - Support with realistic steps/actions for addressing burnout and low capacity (5).
 - Create more opportunities for the whole cohort to be together, rather than in small groups (21).
- Expand support for community driven development [4]
 - Partner with a Community Development Financial Institution (CDFI) to provide debt financing (16).
 - Ensure that the entrepreneur remains centered, informed, listened to, and the final decision-maker (16).
 - Ground commercial affordability efforts in the communities the program serves (16).
 - Local governments or community organizations can take the pressure off small business owners by strategically acquiring affordable commercial spaces (16).
- Peer learning and mentorship opportunities [2]
 - Identify how partners’ skills complement each other (1).

- Play a convener role to have organizations train each other in various skills and insight development (21).

PARTNERSHIPS

- Support partnerships through programming [6]
 - Provide training, coaching, and/or consultants for partnership building including how to be a supportive lead agency, strategic planning, policy & systems change, leadership development, equity, conflict resolution, and other skills (2).
 - Develop resources for partners that highlight power imbalances in contracting, especially how to dismantle the nonprofit industrial complex (4).
 - Provide executive leadership coaching to organizations which serve as the “backbone” or coordinate the partnerships (4).
 - Create additional space to work through conflict in an accountable manner (4).
 - Skill building to support negotiation with partner organizations (10).
 - Support with coalition building through trainings on processes for partnering organizations to identify each other’s goals, strengths, and motivations, how to synthesize this information to use it to form strategic partnerships (3).
- Clarify funder support of partnerships [5]
 - Clarity on COO’s expectations for partnerships (lead & partnering organizations) roles and responsibilities (2).
 - Consider alternative partnership structures/models from the current “lead agency” model (2).
 - Consider changes to contracting and funding requirements to meet the needs of the communities being served (4).
 - Clear expectations and communicate what is expected from all parties, especially when conflict arises (5).
 - Offer a variety of support for partnerships: TA, regular check-ins, more/less structure, access to conflict resolution support (9).

REPORTING & EVALUATION

- Update metrics and measure impact [4]
 - Examine program impact through additional lenses such as working across result or issue areas, levers of system and policy change, level of government, and elements of community engagement (8).
 - Structure evaluation around measures that are both funder and community-defined (9).
 - Build on Results Based Accountability model (9).
 - Improve COO’s tracking of data of outcomes over time, plus support grantees in tracking their impacts and activities over time (9).
- Streamline reporting requirements [3]
 - Evaluate COO Reports’ length and complexity to streamline reporting requirements (12).

- Communicate reporting questions in the award letter to ensure partners are aware from the start about the length and required resources and information to complete reports (12).
- Provide technical assistance on how to translate organization’s work into the required report format (21).

Internal Recommendations

Partners shared feedback and recommendations on how COO works internally, and how COO may improve processes from an outsider’s perspective.

CONTRACTS

- Set clear expectations within contracts [3]
 - Set clear expectations for grantees in terms of contract requirements depending on stage of development, projects working in multiple result areas, movement building, and multi-year funding (9).
 - Address gray area between capacity and project level grants (21).
 - Provide clarity around any potential requirements or restrictions. E.g., Within a partnership, 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 (2).
- Expand timing and amount of funding [3]
 - More time for funding – at least 1 year for mini grants (10, 14).
 - More funding for mini grants (14).

GOVERNANCE GROUP

- Center equity within Governance Group process [7]
 - More separation between grantees and governance (9).
 - Assign new GG members a “GG mentor” (20).
 - Set clear expectations for GG members (20).
 - Clarify the role of GG meetings attending staff and invited guests (20).
 - Add more “breathing room” to the Governance Group monthly meeting agendas by adding more time to meeting, create small group conversations, or send out pre-reads or pre-work (20).
 - As COO reaches organizational maturity, shift power away from founders (20).
 - Assess the current skill sets within the governance group, and ensure they focus on relevant areas like health, economic development, racial justice, housing (20).
- Expand community voice within Governance Group and other Advisory Groups [3]
 - Give more seats to community partners, moving from 20% to 50%+ community seats (20).
 - Bring community into review process (21).
 - Build in more workgroups and conversations with community (4).

COMMUNICATIONS

- Clarify and communicate values [4]
 - Provide clarity on COO definition of equity (2).
 - Clearly and consistently articulate and center values so that community partners are aware of what values COO will abide by as a funder (6).
 - Improve understanding of what “community connections” means (9).
 - Communicate values to community partners (15).

ENGAGEMENT WITH OTHER FUNDERS

- Conduct outreach to other funders [5]
 - Facilitate relationships with funders and community partners outside of COO to communicate value of COO and build critical connections (1, 3).
 - Create awareness of COO with the public sector, philanthropy, higher education, and the private sector (15).
 - Find ways to align other County departments with the work of COO (4, 9).
- Connect partners with other aligned funders [3]
 - Leverage additional aligned philanthropic involvement (9).
 - Expand COO funders in addition to Seattle Foundation such as those who are looking to reduce inequities in health, housing, and economy (12, 15)

COO STAFF CAPACITY BUILDING

- Skill building and training [2]
 - COO and consultants deepen understanding of generative conflict and how it applies to institutional culture (5).
 - Continue trainings around anti-racism and dismantling anti-Blackness (9).
- Examine opportunities for internal systems change (1).



What we heard you need in onboarding meetings 1-3; grouped by topic; answers/resources in blue:

History information:

- a snapshot of the investments made in the last 6 years and what priorities they serve so we can make informed decision about future investments.
 - COO funded partners overview by Strategy Area may be found here: <https://www.coopartnerships.org/partners>
 - Additional details provided in COO funding summary document, compiled from 2016-2021 Best Starts' Annual Report.
- an understanding of previous tensions/challenges and how the Governance Group handled them.
 - One possibility – reach out to schedule a one-on-one conversation with a returning COO Sponsor -- Michael Brown (Governance Group member from 2016-on) or Blishda Lacet (new Governance Group member in the King County Executive representative seat, and former COO Community Partnerships strategy lead); or a returning Governance Group member: Lydia Assefa Dawson, Ubox Gardheere, Sili Savusa, Yordanos Teferi.
 - Other ideas?

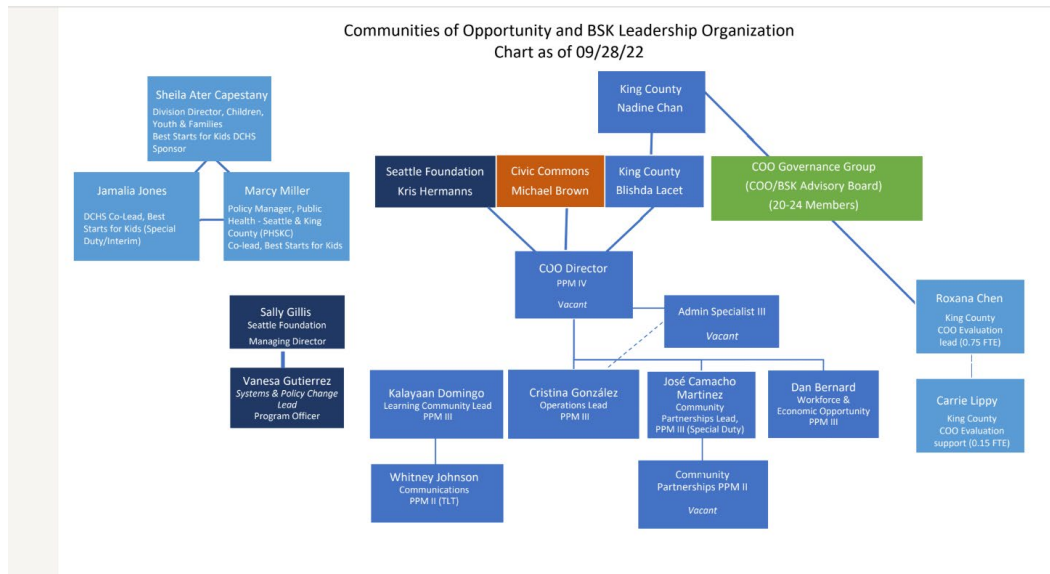
Relationship building opportunities

- GG conflict resolution process
- Retreat: History and foundational motivations for strategies, RFPs, etc. Big picture discussion
- Gathering in-person to get to know each other as people; strengthened relationships help alleviate tension; opportunity for a hybrid in-person/virtual meeting.

GG materials and documentation:

- Shared (internet) folder with documents and process
 - Currently Governance Group meeting materials may be found here by date: <https://www.coopartnerships.org/meeting-materials/2022>
 - A shared Sharepoint site for Governance Group may be a future possibility.
- Calendar of events to show up to as GG members.
 - Current COO community calendar here: <https://www.coopartnerships.org/community-events>
 - Future Sharepoint site (see above) may also include calendar.
- More information of [public] disclosure rules
 - Overview with links to statutory and regulatory details, [here](#).
 - Governance Group can also invite a King County public records officer to a future meeting.

- BSK-COO leadership structure/roles/people.
 - Current organizational chart below and included in onboarding materials (note that the chart captures a time of transition, and does not fully capture shared leadership or responsibilities, only supervisory relationships and roles).



Strategic and Programmatic

- Are there conversations related to representation in rural King County? How much of the funding goes to more rural parts of King County? Are there considerations to have Fund for Inclusive Recovery to also serve under COO?
 - Rural areas of King County are specifically addressed in the Community Partnerships RFP; there is no set % of COO funding that is devoted to rural areas specifically. For details on the Seattle Foundation’s Fund for Inclusive Recovery, please reach out to a Seattle Foundation sponsor, there is not currently considerations to move that body of work to COO.



**Strengthening Community Capacity to
Engage in Community Driven
Development and Healthy Effective
Partnerships:
Learning Community Capacity Building
Evaluation Findings**

PREPARED BY CASCADIA CONSULTING GROUP AND LEIKA SUZUMURA

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Strengthening Community Capacity to Engage in Community Driven Development and Healthy Effective Partnerships:

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Suggested Citation: Communities of Opportunity (April 2022). *Strengthening Community Capacity to Engage in Community Driven Development and Healthy Effective Partnerships*. King County, WA.

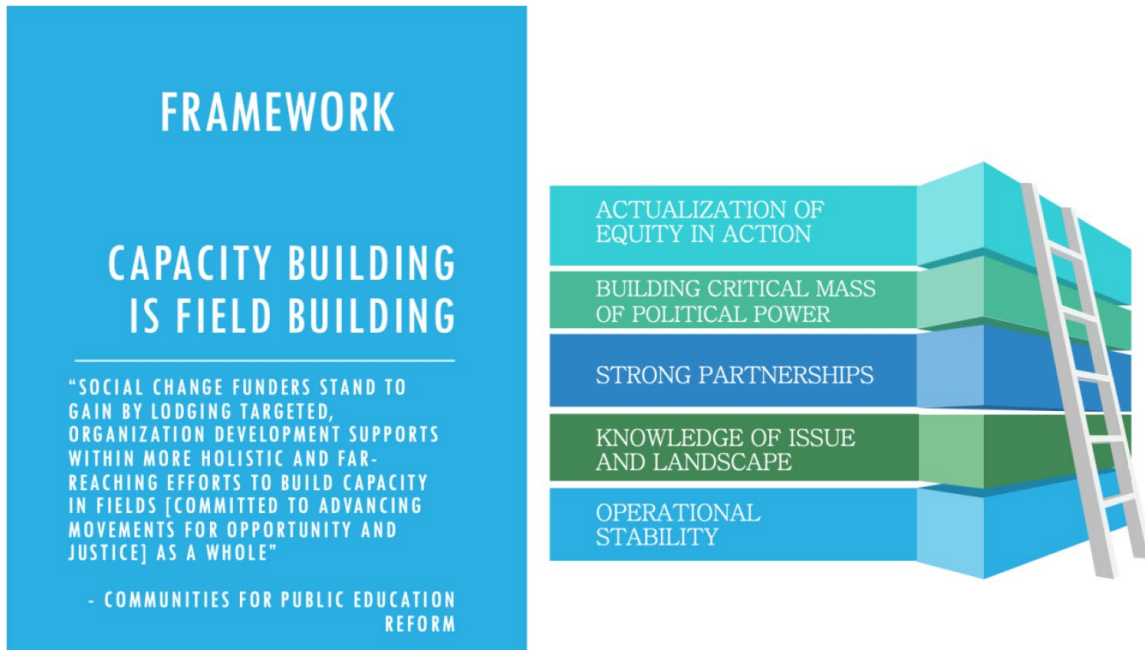
Learning Community Capacity Building Evaluation Findings

Overview

Communities of Opportunity (COO) Learning Community piloted a variety of Capacity Building activities between 2020-21 that aimed to support individuals, organizations, and communities to actualize their goals and build long-term, systemic change by providing free resources to:

- Establish and strengthen operational stability.
- Build knowledge of issues and landscape relevant to community organizations.
- Strengthen and support strong partnerships.
- Build skills and strategies to build power.

COO defines Capacity Building as “building an organization and partnership’s infrastructure and sustained civic capacity to actualize equity – policy after policy, issue after issue, year after year.” The Capacity Building Framework (see Appendix A. Capacity Building Framework for more detail) defines the necessary elements, including the skills, relationships, and analysis to change processes, practices, and policies that lead to more equitable community conditions.



The COO Learning Community Capacity Building Strategy piloted 24 activities¹ including trainings, peer learning cohorts, and one-on-one coaching. These different offerings focused on supporting one or multiple aspects of the

¹ Note that all activities took place during COVID-19 and were virtual.

capacity building framework and highlighted a range of topic areas. See Appendix B. Capacity Building Activities for a list and description with each of the activities.

This evaluation centered on understanding participant’s capacities built in two topic areas: **Community Driven Development** and **Partnership Support**. This evaluation is designed to understand how the activities in these topic areas built and deepened knowledge of community driven development and supported strong partnerships. Additionally, this evaluation sought to understand how the full suite of activities (across community driven development and partnership support) contributed to overarching operational stability, building a critical mass of political power, and actualization of equity.

Stakeholders including COO staff, Public Health Seattle-King County (PHSKC) staff, COO funded partner organizations, aligned partners, partner organizations leading workshops, and Capacity Building contractors were interested to know what skills participants learned through the activities, how they applied them to their work to further their missions, goals, and effectiveness, both individually and as organizations, and how to improve the array of Capacity Building support offerings.

METHODOLOGY

Individuals who attended 3 or more COO Learning Community (LC) Capacity Building activities related to Community Driven Development and/or Partnership Support were invited to participate in a 60-minute interview or focus group. These activities are referred to as Learning Community (LC) Capacity Building activities in the body of this report.

A total of 16 interviews (14 individuals, 2 focus groups) took place in late 2021. The focus groups were facilitated for the Community Real Estate Stewardship Team (CREST) cohort and the CREST Leadership Team. Each interview was facilitated by Leika Suzumura and notes were taken by staff from Cascadia Consulting Group. The facilitator asked roughly 10 open-ended questions focused on understanding if and how COO LC Capacity Building activities supported participants’ and/or their respective organizations capacity. See **Appendix C. Interview Questions** for more detail on the specific questions asked in the interviews.

Interviews took place over Zoom and were recorded per the participants consent; however, their responses will remain anonymous and confidential. Any identifying information has been removed from this report to protect participants’ anonymity. Each participant received a \$100 stipend for their involvement in the interview or focus group.

Interviews were transcribed and coded using a qualitative analysis software called Dedoose. All interviews were analyzed and coded to themes that emerged using an inductive reasoning approach. Codes were developed based on patterns and themes observed in the data. See **Appendix D. Methodology** for more information on the codes developed and applied to the interview transcripts. The codes were used to develop an outline and excerpts from the interviews were used to build out the content of the report.

ABOUT THE AUTHORS

Leika Suzumura is a health advocate dedicated to uplifting health and well-being in her community. Leika earned her BS in Nutrition from Bastyr University in 2006 and recently completed her Master of Public Health at the University of Washington, specializing in Community Oriented Public Health Practice. She has been working in the Rainier Valley of South Seattle for 15 years, providing experiential and community driven opportunities for people to learn and share food traditions that support health, connect us to our community, and honor the land our food comes from. Leika is passionate about working to resolve issues of social injustice that lead to health disparities. When Leika is not cooking and eating with the community, she can be found playing Capoeira or hosting an event at the Union Cultural Center where she and her husband are the Guardians, along with their two children.

Cascadia Consulting Group supports communications, evaluation, and coordination of the COO Learning Community. Cascadia Consulting Group is a certified small, women-owned consulting firm working to foster sustainability in communities, businesses, and organizations.

ABOUT COMMUNITIES OF OPPORTUNITY

[Communities of Opportunity](#) (COO) is a public-private-community initiative supporting healthy and more equitable communities in King County, funded by the Seattle Foundation and King County through the Best Starts for Kids levy.

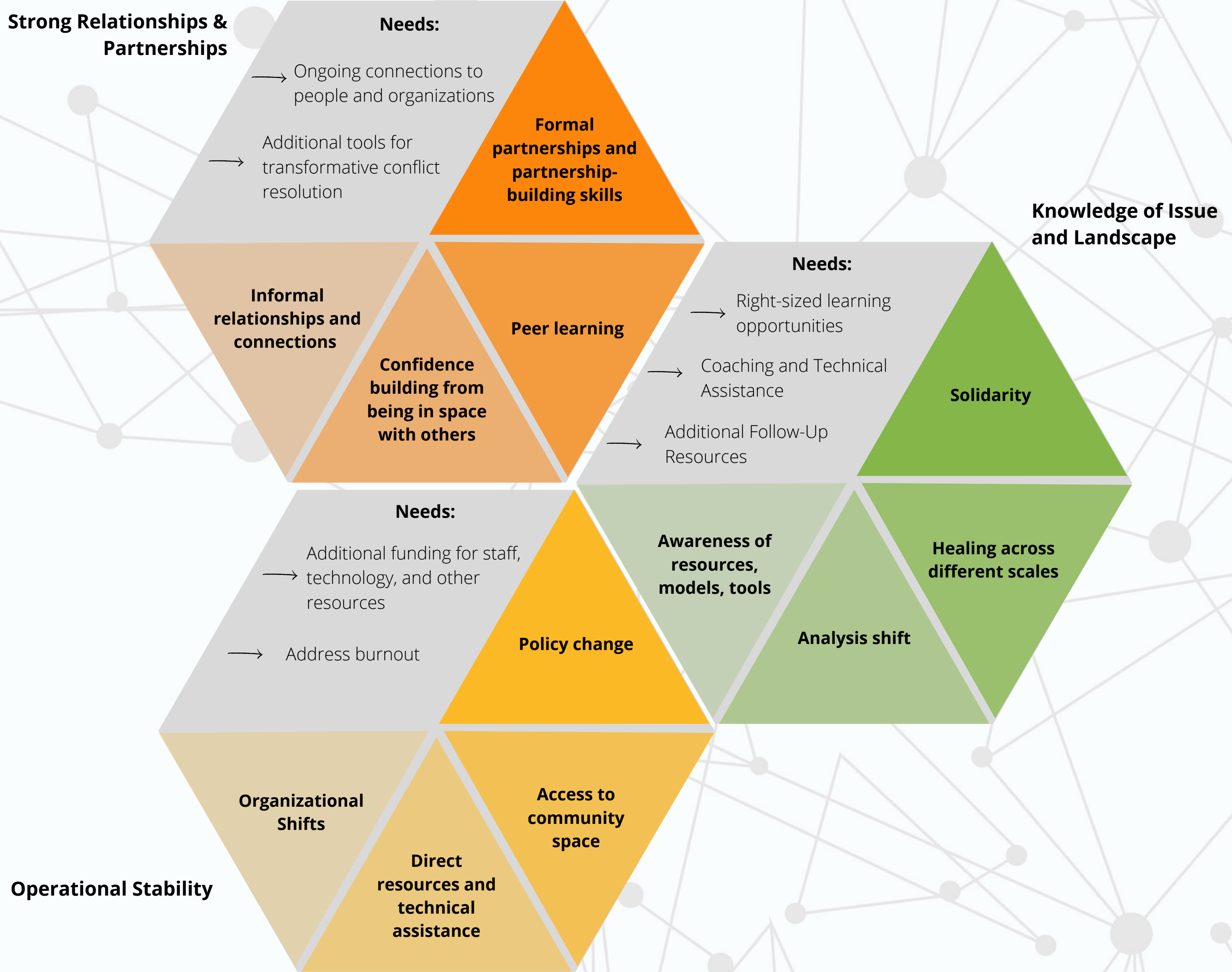
[The COO Learning Community](#) strategy supports community to engage in shared learning and practice, build critical connections, and to foster innovative solutions.

Executive Summary

In 2021, the COO Learning Community Capacity Building Strategy piloted 24 activities including trainings, peer learning cohorts, and one-on-one coaching around community driven development and strong partnerships. A series of interviews assessed capacities built through participation in these activities, remaining needs, and recommendations to expand operational stability, build a critical mass of political power, and actualize equity.

Findings were grouped into three categories: strong relationships and partnerships; knowledge of issue and landscape; and operational stability. Capacities built are shown by the triangles whereas the remaining needs to support the capacity are shown in grey.

CAPACITIES BUILT AND REMAINING NEEDS



RECOMMENDATIONS

PROGRAMMING

Lead with Values	Delivery & Follow Up of Activities	Relationship & Partnership Building
<ul style="list-style-type: none"> Center BIPOC-led organizations. Center equity in programming. Center systemic change. Articulate, co-create, and share values. 	<ul style="list-style-type: none"> Continue 1-on-1 coaching. Mentorship. Additional materials and time to access. Consider how to transfer knowledge from individual to organization. Consider delivery of content. 	<ul style="list-style-type: none"> Continue to connect partner organizations. Provide specific support for coalitions and partnerships.

FUNDER ROLE

Contracts	Funder Role
<ul style="list-style-type: none"> Resource capacity building. Expand amount of time for funding. Allow for negotiations on funding constraints. Streamline reporting. 	<ul style="list-style-type: none"> Regular check-ins. Transparent decision-making frameworks. Leverage role as funder to influence others.

Impacts of Capacity Building

For this evaluation, *capacity* is defined as the ability to act on knowledge, skills, and resources that support the success of an organization reaching its mission. In other words, an individual or organizations' ability to put learning into practice.

Through conversations with community partners, we heard several key themes around the capacities built through participation in COO LC Capacity Building activities, including skills to support strong relationships and partnerships, knowledge of issue and landscape, and operational stability to build community power.

STRONG RELATIONSHIPS AND PARTNERSHIPS

Participants shared a range of impacts regarding relationship and partnership building that the LC Capacity Building activities supported including:

- Informal relationships and connections built.
- Confidence built from being in space with others.
- Increased peer learning.
- Formal partnerships built.

RELATIONSHIPS AND CONNECTIONS BUILT (INFORMAL)

Interview participants noted the power of sharing space with other community organizations and becoming familiar with others' work. They added that exposure to individuals and organizations across different sectors and communities helped to foster relationships. One participant noted that they *"wouldn't have connected with [them] if I had just seen [them] in one space but when you double down and you see people in multiple spaces, you can see that there is connection and align[ment] in many ways."*

"We are making connections through COO and then see [them] in other spaces. We start to figure out how we can collaborate, support, and partner with other organizations."

"This work is about making connections and how you can align with people who have done it before and can offer information. With covid and full schedules, [it is] almost impossible to look up and see what others are doing."

Others noted that they built mutual solidarity with organizations and are in regular conversation to share ongoing project updates and create space for healing. One participant noted that they began scheduling informal meetings with LC Capacity Building participants.

"Being able to do the coffee dates we learned that we had the exact same frustrations, fears, and challenges - all trying to learn how to guide a collaboration through."

Many interview participants specifically called out the ways in which COO centers relationships as a part of its strategy for long-term systemic change.

"We are learning so we can help each other better understand and change how it has always been done."

"[People] show up and are ready to be a part of something because they are valued. They quickly show up to take care of each other in the chat - people are already really connecting virtually and the highlight of it is the community piece."

CONFIDENCE BUILDING FROM CONNECTING WITH AND LEARNING FROM OTHERS

Several people noted the power that comes from forming trusting relationships in which people are able to be vulnerable, to feel seen and heard, and to be able to candidly share successes and challenges. Relationships support the building of confidence by fostering a sense of belonging and what is possible. Several participants noted that there are many capacity needs and systemic barriers that lead to feelings of scarcity and burnout. People noted the confidence that comes from being able to form relationships in which people are able to be vulnerable and learn that their struggle is not theirs alone. One interview participant noted that *“this comes back to the safety and trust in the learning space to be able to share struggles. If you can do that and share where you have gaps, then [you are] able to connect folks to meet those gaps and keep moving forward.”*

Others added that case studies are valuable to break down the feelings of competition and scarcity of resources amongst community-based organizations. One participant noted that hearing case studies from ‘well-established’ organizations was beneficial because it *“gives confidence of what is possible... Learning what people have gone through and been able to do tells me that we are also able to do it!”*

*“I thought I was just going to get a bunch of information to bring back to my team and move on. It has turned out to be a family - a family of information and relationships. Being able to reach out to each other and hear each other’s opinions, see what is going on in other communities, understanding what everyone else is doing, the problems they are running into, and creating the partnerships to help each other if we can. Sometimes there are no answers, because it is a systemic problem - but **to know that someone else is going through a same thing, that gives an awesome amount of relief to go ‘oh this is a problem bigger than me or my organization.’”***

*“The opportunities to hear what other partnerships were going through was huge! As human beings, **we think we are the only ones going through specific challenges.** Often think ‘we’re horrible and going through all of this crap,’ but then you find out that others are going through that too. It **takes pressure off so we can then focus on the work.** Let’s not worry about what we look like to other organizations or COO and just do the work!”*

“That’s what I need from groups like COO - to feel better - to know that if I walk away, it is still going to go on - there are more and more of us out there doing the work.”

INCREASED PEER LEARNING

Through the process of building authentic relationships, organizations and individuals were able to access additional resources and connections to expand their work and visions of what is possible. For example, participants noted that by sharing their challenges, organizations were connected to coaches who offered real time technical assistance.

Similarly, others added that exposure to new people and organizations helped them polish language and advance the stories around their work. One participant noted that during an activity, they *“shared a story of a learning and another panelist repackaged it in a way that was universally heard in that space.”* This experience made them consider the importance of language in different spaces and how to move different audiences to action.

“The language used, the metaphors, the lived experience of all the panels, the different information...these are all skills of being in this system. This vibration of work has really been helpful in welcoming me into that funnel of energy. In my first year it has all been critical of building those informal tools to navigate this sector.”

“We were able to create content, workshops, and conversations as an organization to figure out where are our commonalities and how do we really work together across communities and root for each other as we are trying to push back against the system and see greater leadership, voice, and power from these communities of color in development spaces.”

"[Another organization] talked about their development project - that was very useful and interesting to learn what other people are doing. They're breaking new ground and doing it differently - not stuck in the paradigm they make you think they are. a real lesson that 'yes, we don't always have to do it the way they've always done it. We can do it differently!"

"...Was good for me to hear and discuss how we award and designate money. it was a lightbulb because I learned we could actually influence this."

PARTNERSHIPS BUILT (FORMAL)

Several organizations noted that they deepened their skills to support strong partnership while others noted that they also developed formal partnerships as a result of being in space regularly with other community partners.

Partnership Skills: Participants noted that they built skills around partnership building including setting clear expectations and managing conflict. For example, one participant noted that through participating in activities, they were *"really intentional from the beginning as we were developing the MOU and how we would work together to talk through what the potential issues could be [and] who is responsible for what."*

Others shared that participating in partnership building activities supported the development of a collective decision-making framework and accountability processes. These participants noted that *"this was something we wish we had done a couple of years ago."*

Partnerships Formed as a Result of Activities: Through interacting in several activities, some participants were able to build relationships and ultimately longer-term partnerships. For example, a trainer from one activity is now on a board for a partner organization after meeting and interacting in several workshops. This points to the importance of exposure to a wide array of organizations as well as the need to continue to center relationship building within activities.

KNOWLEDGE OF ISSUE AND LANDSCAPE AND ABILITY TO APPLY LEARNINGS

Participants shared that the LC Capacity Building activities supported their ability to transfer learnings to their organizations or communities to build long term solidarity and systemic change. The transfer of knowledge happened on a variety of scales:

- Awareness of new resources, models, and tools.
- Analysis shift to deepen understanding of intersecting inequities and bold solutions.
- Healing at the individual, organizational, and community scale.
- Solidarity over isolation, competition, and scarcity.

AWARENESS OF RESOURCES, MODELS, AND TOOLS

Through participating in LC Capacity Building activities, organizations learned about resources and tools to support their operational stability as well as models to nurture long-term, systemic change.

For example, through participating in a wide array of activities, participants learned about what resources are available (e.g., EDI funding) and gained access to specific tools. One participant noted that they *"gained more actionable tools rather than purely high-level concepts. There were clear examples and models of what you could do which are very powerful when working with government owned resources which can be really intimidating."*

"One of the first things I attended was the People's Economy Lab 101 - that was also an area that I needed a bit more background and connection in getting into this work. I was happy to have this offered right around the time I was starting."

Other participants added that the ongoing workshop series helped them learn key concepts and terminology to reflect on their own practices.

“Filling up my personal data bank of the housing language was very important.”

“We gained an awareness about white dominant culture, and how that could be adding to conflict.”

Other participants added that exposure to new language helped to expand their vision of the work to support future communications, funding opportunities, and partnerships:

“One of the great discussions we had was around terminology, there were great phrases or vocab that I was not very familiar with before but that were actually very applicable to the work I am doing which is really powerful to communicate what we do. I didn't know there was this whole word to describe the work we are doing and now I can search for other resources or look for funding opportunities that tag this concept. I can use this word to describe to our partners what we are doing.”

ANALYSIS SHIFT

Participants gained exposure to different models for approaching the work (e.g., community stewardship of land, Just Transition) that helped them to shift their analyses of systemic injustices as well as solutions to drive long term change.

Participants noted that exposure to these concepts through workshops helped expand perspectives:

“One of the things that resonated with me was the People's Economy Lab. Looking at a capitalist society that is all about extraction...whether from people or the environment and [we do] not think about the regenerative aspect. the reciprocal, evolving - how do we give back? How do we regenerate energy? Focus on people first. Approach it with a humanity mindset, not with capital gains.”

“Reaffirmed that this is what community should be. We are so conditioned to a capitalist mindset [and have] dehumanized everything. We have to shift that mindset - how do we treat each other? What does fairness look like?”

“Gave me an idea of where we are headed. Not everyone sees it yet and it may change, but [it's] good for me to see that people are looking at things differently and that's how they change.”

Participants noted that the exposure to new models paired with being in relationship with others deepened their ability to apply the skills and knowledge. Participants noted that coaches “brought in the technical side and lived experiences, [which] allows us to look in a more systemic and sustainable way to build a vibrant ecosystem.”

“Having the coaching sessions was so successful...When it comes to the concept of displacement, [community] ownership, and real estate development, I learned a lot individually. Knowledge is power...”

“[The coach] made the connection point for me – made me feel I could do this work, even though it is a new language, and it takes years to learn. [They] gave me space and grace to learn.”

HEALING ACROSS DIFFERENT SCALES

A common theme from participants in the partnership building activities is that these activities provided space for the individual to unpack the impacts of systemic injustices. Several participants noted the scales at which healing takes place and that they were able to then bring this learning (or unlearning in several instances) to their organizations or communities:

“See patterns and not take the conflict personally.”

“A lot of the conflict resolution starts within ourselves.... The benefit is for the greater good and not just for myself.”

“Using mindfulness to see how we can improve ourselves and how that ripples out to the full group.”

“Spent time going through intergenerational trauma to look at our history and relationships with one another.”

SOLIDARITY

The experience of engaging in a wide array of learning activities and being in relationship with one another built a sense of solidarity amongst partners. This breaks down feelings of isolation, scarcity, and competition. One attendee described their experience participating in the activities and building relationships with others as *“I want to see you win, you want to see me win - let's figure out how we do that together.”*

“Really living out collaboration and not competing with each other to solve a collective issue. especially because someone's small question or something that came up would bring up a shared challenge that people were having. Helped us identify the shared challenges that people were having together.”

OPERATIONAL STABILITY & BUILDING LONG-TERM COMMUNITY POWER

Several partners noted that the access to learning content and new relationships has allowed organizations to expand their operational stability and build power. One partner noted that *“The funding, support, and connections to other people and organizations have changed what we have been able to do.”* Nearly all interview participants pointed to specific impacts that their participation in the LC Capacity Building program has nurtured:

ORGANIZATIONAL SHIFTS

“We are attempting to do as much organizational transformation to put power in the hands of the participants of the projects.”

“Capacity is definitely growing - the grant helped us grow in staff.”

TECHNICAL ASSISTANCE

“One thing that has come out strongly from my partnership is the County providing technical resources directly that organizations or partners may need.”

“Met with someone from the City who said they were on the right path and to stick with it, that stuck with me more than anything - to validate the model I had in mind even though I am not a housing expert.”

COMMUNITY SPACE

“Now our development story has expanded a bit more and we are able to implement the project of having housing attached to our Community Center.”

“Built on the strengths of our community and created a space for the community to come together and create a giving circle.”

POLICY

“CREST stepped in and gave us info on people we could get in contact with to help with the redistricting. One of the bigger things was helping to get a KC EDI initiative going.”²

Supporting Capacity Needs

Capacity needs refer to gaps people or organizations have with regards to applying skills or resources. These needs include both overarching impacts of systemic inequities as well as needs to support the application of knowledge following participation in LC Capacity Building activities.

Participants shared where there is a need for the LC Capacity Building program to support long term capacity building including:

- Additional support from COO to support relationship building.
- Additionally support from COO to support the transfer of new knowledge, skills, and resources.
- Funding support for staff and other capacity and resource needs.

Participants shared that they experience the following capacity needs as organizations and as participants in LC Capacity Building activities.

SUPPORT FOR STRONG RELATIONSHIPS AND PARTNERSHIPS

Participants shared that they need additional support, tools, knowledge, and skills from COO to build informal and formal relationships.

ONGOING CONNECTIONS TO PEOPLE AND ORGANIZATIONS TO SUPPORT RELATIONSHIP BUILDING (INFORMAL)

Participants expressed a desire to continue to connect with people and organizations to facilitate knowledge and trust building, create peer support systems, and strengthen informal relationships.

“Our community has so many gaps, barriers - don't even know where to start”

“In order for us to survive, we need to build the people/capacity of people around us so they can support us in the work.”

While formal partnerships are essential to capacity building, participants noted that *informal* relationships with individuals and organizations strengthen the sense of belonging and trust between organizations. Many indicated that trust-making between organizations cultivates deeper and more meaningful relationships which then inspire vulnerable conversations and collective power making.

“We move at the speed of trust.”

“Always think about what will it take to make a strong movement for justice? When I think of a movement, I think of leaders, organizations, links that make up the larger connected chain pushing in a coordinated way towards a vision.”

PARTNERSHIP BUILDING SKILLS

² This work emerged out of the original CREST cohort but was not funded through Learning Community.

Interviewees noted that **lack of clear expectations, roles, and responsibilities** often lead to conflict and tension in partnership relationships. Further, participants noted that siloing, inherent power dynamics, and competition amongst member organizations perpetuate tension and conflict. When goals and understanding of the partnership are not aligned, conflicts tend to arise. These conflicts are noted as being particularly prevalent among coalitions, as it is difficult to navigate inherent power dynamics, understand who is representing who, and who is aligned with the coalition. There is a need for clearly aligned values between organizations and bringing a collective vision for the coalition over each organization's mission.

Many organizations expressed the need for additional tools and staff capacity to invest in transformative conflict resolution. This includes more time and skills to define roles and responsibilities, set decision making protocols, and set clear expectations with partners to help mitigate conflict.

“Ability to act within the coalition is a bit slowed down because of the cohesion or shared understanding of goals. Able to do it on a personal level but as a coalition some more challenges with the dynamics. The nature of competition in a nonprofit drives the disconnect in coalition.”

SUPPORT FOR THE APPLICATION OF NEW KNOWLEDGE

Participants shared that they need additional support from COO to apply the knowledge gained from LC Capacity Building activities. They expressed that there is a gap in terms of putting knowledge into practice within their organizations.

RIGHT SIZED LEARNING OPPORTUNITIES

There is a shared feeling that knowledge is power, however many participants found it challenging to transfer skills and knowledge they learned in the LC Capacity Building activities to their organizations. They further noted that it was difficult to apply the skills they learned to their work.

“[I’ve] never been able to duplicate the same experience or consolidate it in a way that was effective.”

“[It’s] hard to sum up everything that we are experiencing through the cohort and teach that information in a short amount or space of time to give our organization everything that we are gaining.”

Participants sometimes felt that the learning was too technical and would like more right sized learning opportunities in the future, to accommodate those at different phases of learning and organizational growth.

COACHING AND TECHNICAL ASSISTANCE

In addition to right sizing workshops, several participants request additional support in the form of **personalized coaching** and **technical assistance**. Some participants felt that participating in technical workshops, particularly the Real Estate Series, was overwhelming and intimidating because they did not feel confident in their baseline knowledge of the topic.

Additionally, partners may feel uncomfortable asking questions in front of others (both funders and partner organizations) due to confidentiality or because they are new to the topic area. Coaching and technical assistance can help organizations and individuals work through their unique challenges and further meet them where they are at.

“Learning about the subject while needing to make decisions, when you're learning you are not as confident in making decisions... can't wait a month for the next workshop.”

RESOURCES

Several participants shared that they would appreciate additional tangible resources, such as short handouts, to share with their organization and reference after the workshop.

"[I] would like to see more takeaway handouts or resources of things that we can reference when we are no longer there. [It's] hard when you're there for a 3-hour workshop to take in everything!"

PEER LEARNING & COLLECTIVE STORYTELLING

The value of and desire for more peer learning was a consistent theme across interviews. For many organizations and individuals, peer learning provides a space within COO workshops to collaborate, network, share knowledge and advice, make connections, promote solidarity, and bridge the transparency gap between organizations. Peer learning was described as a "safe space" that helped participants "see that I wasn't alone" and "broaden my perspective".

"This work is about making connections and how you can align with people who have done it before and can offer information"

Additionally, interviewees expressed the desire for more collective storytelling to facilitate a space to share stories of successes, failures, and conflicts. This can support building trust and relationships.

"Coalition is about unifying forces to achieve a goal versus having the coalition as a standalone and trying to compete with members of the coalition which then triggers disintegration of the coalition itself."

Participants shared that more opportunities in breakout rooms can facilitate more meaningful and vulnerable conversations to support peer learning and collective storytelling.

"The breakout sessions were beautiful, and it was a peaceful experience to be in community with folx working towards equity, liberation and justice."

SUPPORT FOR OPERATIONAL STABILITY

Participants shared that there is a need for support for building capacity through funding and additional staffing support. This may come from COO or other funders. Organizational capacity needs stretch beyond the organization to individuals themselves, many participants shared feeling a sense of burnout and logistical gaps.

STAFFING, FUNDING, AND LOGISTICAL NEEDS

Lack of staffing and funding were two of the most commonly identified overarching capacity needs. Largely correlated, lack of funding was noted as inhibiting staffing abilities and vice versa. Moreover, a lack of staffing and funding was often said to contribute to additional logistical needs including a sense of burnout, lack of representation, as well as technology and meeting space needs.

One organization mentioned that 70% of their community does not have access to technology, and even more that lack digital literacy, while others noted inconsistent messaging and app platforms as their biggest organizational barrier.

SENSE OF BURNOUT

Busy schedules and limited free time were repeatedly mentioned as barriers to increasing organizations' capacity to invest in professional development (i.e., LC Capacity Building activities) and make decisions such as how to move forward as a collaborative. Along with scheduling and time constraints, emotionally taxing and often unpaid work leads many participants to feel drained and unmotivated.

"Tension and competing priorities around time and capacity."

Recommendations

From the many fruitful discussions with COO LC Capacity Building participants, partners, coaches, and staff, we heard the following key recommendations for the future.

RECOMMENDATIONS FOR LC CAPACITY BUILDING PROGRAMMING

As participants in the various types of capacity building programming offered, there were recommendations for how COO can improve, and in the future, develop and plan for capacity building programming that will meet the needs of LC Capacity Building partners.

LEAD WITH VALUES

Participants shared that it is important to them that COO clearly articulate its values and develop future programming around these shared values.

Center Black, Indigenous, and People of Color (BIPOC)-led organizations and individuals to lead sessions

- Participants shared that it is important to have BIPOC-led programming for BIPOC-participants since they possess familiarity and contextual awareness needed to make learning spaces the most applicable to participants.
- BIPOC-led programming and instructors are able to relate and share experiences and tips with participants regarding entering new areas of work.

Center equity and ensure cultural responsiveness of programming

- Trusted messengers, cultural responsiveness, understanding, and humility are critically important when developing new programming and offerings to reinvest in community.
- Equity and cultural responsiveness need to be baked into programming so that community can know how to navigate and access resources.
- If planning new programming, work with those who are interested in participating to help build what the program looks like. Or bring in those who previously participated to help shape programming for the next year.

Center systemic change

- With the understanding that there are governmental/legal restrictions on funding, advocacy is a critical aspect of community capacity building and leadership. There is a need to allow community leadership to determine how to best use resources once allocated based on where and what type of work is needed.
- Develop programming with the idea in mind that it will be used as a playbook of sorts for the community to learn how to navigate new areas of work and subjects.
- Ensure that all programming is sharing the same messaging and aligned towards creating real, systemic change. Some participants noted that it can be misleading if some programming is based around breaking down current, extractive systems while others are focusing on fixing current systems.

Shared values as a connection point

- Articulate, define, co-create, and disseminate COO values with everyone. How do we practice them at the governance level and with both staff and community partners? How do these shared values show up in our space and how do we develop programming around them?
- As a funder, it is important to communicate to partners that COO has values that they will abide by, and that COO expects partners to be engaging and abiding by the shared values with each other in relationship.

- Leverage shared values between COO and partners as a way to build successful programming and a way to walk the talk.
- Shared values can be leaned on in times of tension and conflict between COO (funder) and partners, as well as between partners themselves.

DELIVERY AND FOLLOW UP TO APPLY KNOWLEDGE

Partners provided ideas to help the retention and application of knowledge learned through LC Capacity Building activities.

Continue to provide individualized coaching

- Continue to offer, and expand upon, individualized coaching, where participants can have a safe space to work through scenarios, apply knowledge, and build confidence.
- Several participants noted that there is a gap between the learning and action, which can be filled by individualized coaching to help individuals and/or organizations make the bridge into action. For example, some participants noted that they struggled to understand how to apply learning content around conflict styles to their organization or partnership. Individualized coaching could support tailoring content to specific organizations.
- There are individualized needs that coaching or technical assistance could fill, specifically in the capital campaigns or foundational capacity and infrastructure and support areas. Specifically for funding a leadership team structure, it will require more time, intention, support and funding for a facilitator and more time to co-develop and realize the leadership structure.

Provide mentorship opportunities

- Mentorship and peer learning opportunities would be able to provide a safe, confidential learning space within or after workshops for individuals/organizations to build confidence with guidance from mentors.
- To make the most of mentorship opportunities, it would be beneficial if participants completed a needs assessment.
- Potential to offer mentorship opportunities between like-minded organizations. A space to co-learn from others who have been through similar processes or working in the same spaces.
- Building human capacity through mentorship as individuals contribute to the larger community and organizations.

Additional materials and time to access

- Specifically for community development, there is a need to create a shared database/library of BIPOC-owned resources (such as builders, architects, etc.) for organizations who are looking to build or start the process. Funding information and sources available could be a part of this database. This could be a joint effort by the County, City of Seattle EDI, coaches, and organizations who work in this space.
- Design programming that can be accessible at varying times by participants, such as offering the content online and a place to have discussion.
- Sharing out participant lists from events or workshops with participants might help foster informal networking between those in the virtual room.
- Opportunity to provide a 1-pager or email summary sharing content (slides, recording), participants/panelists/speakers/coaches, key topics and themes covered, questions and comments shared, and who was in the room.

- Create a website, or within the current COO website, where all the content from Lunch and Learns, case studies/examples, workshop summaries, and other tools could be made available after the sessions for participants to be able to review.
- Having different models and ways to access knowledge/resources is helpful for individuals and organizations since every community engages and participates differently.

Consider how to expand knowledge transfer from individual to organization

- Handouts and access to content after workshops helps to facilitate transfer of knowledge between a participant to the rest of their organization.
- Help participants learn how or gain skills to facilitate spaces to share back the knowledge learned in a meaningful way.

Delivery of Content

- **Break Out Rooms** - Continue to provide small group learning spaces to foster discussion and review examples.
- **Coaching** - Opportunity to offer tailored learning and technical assistance with coaches to supplement workshop programming.
- **Online versus In-Person** - Opportunity to provide hybrid options, especially around topics that heavily rely on relationship building and creating closeness only available in-person.
- **Level of detail/depth** - Offer a pre-questionnaire, or multiple levels of workshops, to scale content to the appropriate levels for participants.
- **Materials and resources** - Provide access to handouts or recordings after longer workshops covering technical topics.

CONTINUE RELATIONSHIP BUILDING WORK

Participants expressed that building relationships between communities and organizations is critical to continue to advance systems change work. They shared that COO can help foster relationship building by continuing to connect people and provide support for coalitions.

Continue to connect partner organizations

- Continue to create peer-learning spaces where organizations can connect and operationalize solidarity through connections made. COO knows who is working on what and can continue to connect organizations where there is a need.
- Being in space together, showing up and supporting each other is critically important. Offer resources for helping people/organizations convene and mobilize together.
- Leverage funding sources as a way to connect organizations, work, and communities rather than trying to divide.

Provide specific support for coalitions and partnerships

- There is a need for coaching for coalition building and handling conflict within coalitions. Current programming would be able to supplement the larger vision/foundation of building coalitions.
- Set cohorts, partnerships, and coalitions up for success by investing in all participants for longer periods of time (e.g., 2-3 years) to help foster more of a co-design process. Consider how funding and reporting requirements impact roles and dynamics for cohort members.
- Provide more time, intention, and specific resources for supporting and setting up a leadership team model and/or coalitions.

- Write grants that advocate for coalitions. Funding coalitions would help limit competition between organizations while encouraging people to work together who are doing similar work to meet the critical needs of communities.
- Participants noted that they increased understanding of different styles of conflict and harm and suggested that additional learning is needed to deepen understanding of how to apply to their specific partnerships.

RECOMMENDATIONS FOR BROADER COO INITIATIVE

Participants shared that there are many opportunities for COO to support capacity building including through dedicated resources, to serve as a connector to other organizations, and to invest in partners longer term.

CONTRACTS

Integrate resources for capacity building in contracts

- Currently, capacity building activities are not tied to contract deliverables for partners and compete with other priorities around time and capacity. Opportunity to build in capacity building activities into contracting/scope/deliverables from the outset and would help drive programming and navigate participation.
- Integrate capacity building into the heart of COO through contracts and RFPs.

Expand amount of time for funding

- Consider extending funding timelines for cohorts, leadership models, and systems change work. It takes time to build relationships and trust. Investing in this type of work is long term.

Allow for negotiations on funding constraints

- There is a need to be able to pivot if a new need or project direction arises that could be met with current funding.
- Think through longer term implications of what it means to fund systems change and community leadership work, and what that really means in action.

Provide resources for future visioning and planning

- Provide resources to support the long-term visioning of the work that community has started, what is available now and what it can look like in the future, and what medium- or longer-term support is needed.

Streamline reporting requirements

- Reporting requirements look different for different members of a cohort/leadership team and who held the primary responsibility for submitting the requirements.
- Consider offering check ins as an alternative to reports, and fewer reporting requirements for mid- and year-end reports.

FUNDER ROLE

Facilitate regular check-ins

- Create a structure to have regular touchpoints with partners to discuss available programming and if it still feels timely and what other needs may be coming up.

Increase transparency of decision-making frameworks

- Partners would like COO to be more transparent in how decisions are made, to ultimately shift control of resources and governance to community.

- Share decision making around timelines and amounts of resources; be open to negotiations about what funds can be used for.

Leverage role as funder to influence others

- Continue to provide tools and opportunities for learning and growth, and support work plans and deliverables without micromanaging.
- Use funding to encourage organizations to team up for funding to meet community needs.
- Use applications for funding as a resource to anticipate where there are needs for capacity building in the community.
- Continue to put trust in organizations through investing time and resources.



Appendix A. CAPACITY BUILDING STRATEGY REPORT

COMMUNITIES OF OPPORTUNITY
Learning Community

SEPTEMBER 1, 2020

COMMUNITIES RISE
Authored by: Sarah Tran

BACKGROUND

ASSESSMENT

In Summer 2019, an assessment was conducted to gather input from across the COO community (including early shapers of the COO initiative, current COO staff, and COO funded partners – with the primary emphasis being on COO funded partners) to guide the development of the COO Learning Community Capacity Building Strategy. Participants generously shared successes and challenges with their COO work and offered ideas on the unique role and supports that COO could provide.



Key questions centered on:

- Capacity needs on an organizational level
- Capacity needs within partnerships/coalitions, both COO partnerships and with aligned partners
- What would be an appropriate and effective role for COO to take in providing capacity building support to COO partners
- What are the different vehicles of delivering capacity building support that partners want to see in different issue areas (one-off workshop/trainings vs. coaching, templates/tools, product development, additional people power, etc.)
- (For COO partners only) What are the strengths/skills/resources that individual organizations or partnerships possess that they would like to share/offer to others in the COO community

CORE FINDINGS

The themes that emerged from the assessment reflected a broad range of capacity building needs that organizations are simultaneously grappling with as they work to advance racial, economic, and health equity.

The most frequently mentioned needs were for support on building and maintaining strong partnerships, strengthening leadership, and more convenings for mutual learning and cross-organizing. Operational stability was another frequent theme due to the ongoing impacts of systemic under-resourcing of both equity work and communities of color.

Upon reviewing all of the data, it became clear that in order to effectively put “equity in action” as COO aims to do, the approach to capacity building would need to be multi-faceted. In fact, the conversations with COO partners were reminiscent of Abraham Maslow’s Hierarchy of Needs – when partners lacked operational stability, they did not have the access or bandwidth to pursue deeper skill-building in specific issue areas or to engage in strategic partnership work and scale their impact. The reverse also held true. Organizations with more operational stability were much more likely to be actively engaged in cross-organizing efforts and leading systems and policy change.

This ultimately led to the development of COO’s definition of Capacity Building as well as its Capacity Building Framework which identifies four different levels of capacity building that organizations need in order to reach their highest level of impact.

THEMES
Building Strong Partnerships
Convening COO Partners
Strengthening Existing and Emerging Leadership
Fund Development
Board Leadership
Budgeting and Finance
Policy Advocacy
Community and Housing Development
Influencing other Funders*
Communications
Technology
Community Organizing

Listed in order of priority with the most frequent themes at the top

CAPACITY BUILDING FOCUSES ON BUILDING AN ORGANIZATION
AND PARTNERSHIP'S INFRASTRUCTURE AND SUSTAINED CIVIC
CAPACITY TO ACTUALIZE EQUITY – POLICY AFTER POLICY,
ISSUE AFTER ISSUE, YEAR AFTER YEAR.

WHAT DOES CAPACITY BUILDING MEAN FOR COMMUNITIES OF OPPORTUNITY

We propose that COO defines capacity building as “building an organization and partnership’s infrastructure and sustained civic capacity to actualize equity – policy after policy, issue after issue, year after year.”

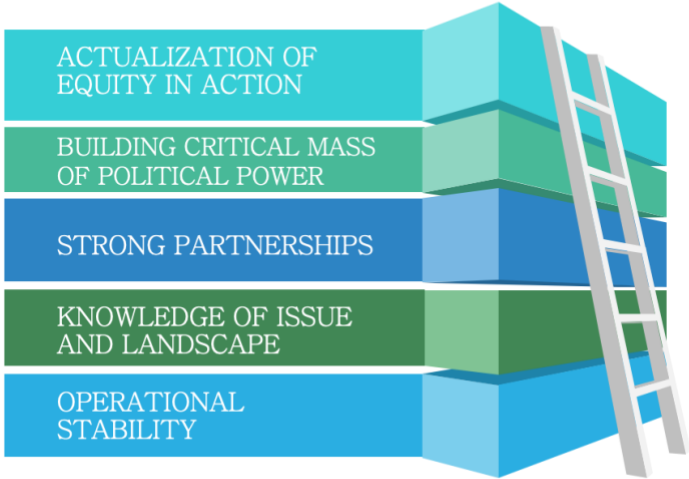
Historically, capacity building has been one of the most under-funded investments in both the public and private sphere. Organizations are expected to “just do the programmatic work” but systems change requires highly skilled and strategic staff, robust infrastructure and operations, and critical networks and skills in cross-organizing and engaging decision-makers, processes, and institutions. Even when capacity building has been funded, it has traditionally been relegated to the realm of individual organizations rather than realizing that partnerships and coalitions also need these supports adapted in ways that fit their particular structures, compositions, and cultures. To build capacity is also an investment in the long-term – a recognition that a truly equitable society will not be won through a single campaign or even one generation’s worth of campaigns. It is about building the infrastructure and the sustained civic capacity to actualize equity - policy after policy, issue after issue, year after year until we can achieve a truly equitable society that not only dismantles injustices, but creates and sustains equity.

FRAMEWORK

CAPACITY BUILDING IS FIELD BUILDING

“SOCIAL CHANGE FUNDERS STAND TO GAIN BY LODGING TARGETED, ORGANIZATION DEVELOPMENT SUPPORTS WITHIN MORE HOLISTIC AND FAR-REACHING EFFORTS TO BUILD CAPACITY IN FIELDS [COMMITTED TO ADVANCING MOVEMENTS FOR OPPORTUNITY AND JUSTICE] AS A WHOLE”

- COMMUNITIES FOR PUBLIC EDUCATION REFORM



The COO Capacity Building Framework is premised on the belief that capacity building is field building – the field being movements for racial, economic, and health equity. Each level is critical to achieving the actualization of equity in action. The framework does not necessitate that organizations “climb the ladder” in any particular order, with the exception of Operational Stability capacity building being a necessary core foundation in order to sustain and scale impact. In addition, at the core of the framework and embedded in every learning activity and support is a commitment to racial equity – both as a practice and as a destination. Below are descriptions of each level of capacity building as well as examples of the types of activities that could be included in that area of support.

Levels of Capacity Building

Operational Stability: Operational Stability is focused on strengthening the infrastructure, internal leadership, financial health, and strategic alignment of the organization to its mission, values, and communities served.

Examples of capacity building supports in this level: cohort program on organizational development, leadership coaching and coaching on topics such as finance and grantwriting/storytelling, and training on governance and management.

Knowledge of Issue & Landscape: Knowledge of Issue & Landscape is focused on developing subject matter expertise and skillsets needed in the specific issue areas that COO partners work in.

Examples of capacity building supports in this level: workshops, trainings, and coaching on issues such as: real estate development, land stewardship, co-op models, racially equitable workforce development, and policy agendas for a Just Economy

Strong Partnerships: Strong Partnerships is focused on strengthening the infrastructure and connective tissue that holds partnerships together and facilitates effective collaboration. This level is particularly complex and vital as partnerships are impacted by both technical challenges such as needing better collaboration tools and contracts as they are impacted by history and community politics, cultural differences, power differentials, and interpersonal relationships.

Examples of capacity building supports in this level: Legal Toolkit on negotiating collaboration agreements, workshops on the history of different communities of color, training on coalition-building and transformative conflict, and grants to support partners in self-determining and accessing the type of partnership support and provider that would best meet their needs.

Building Critical Mass of Political Power: Building Critical Mass of Political Power is focused on developing the kinds of skills, networks, and shared analysis needed to engage in transformative cross-organizing, cross-sector work to advance equity.

Examples of capacity building supports in this level: Trainings on power mapping and community organizing, developing shared policy agendas and communications strategy, learning and practicing intergenerational organizing, and developing skills in mind-body technologies helpful in movement building such as generative somatics

IMPLEMENTATION



Implementation Vehicles

Lastly, implementation vehicles for the Capacity Building Framework include but are not limited to:

Mini Grants: Small grants to support partners in accessing self-determined learning activities or capacity building providers in specific areas where a highly customized fit is critical to meeting their needs such as Partnership Supports.

Coaching: One on one coaching to develop/refine strategy and skills that help advance a COO partner's work

Technical Assistance: Brief one on one consultations (usually 1-3 times) on specific issue/skill areas such as: management, legal, finance issues

Multi-Group Training: Trainings or workshops with individuals from different COO partners or other groups participating

Research Action Visits: Partners have the opportunity to apply for a small grant to cover their expenses to attend a regional/national training or visit another organization working on the same issue area but utilizing innovative approaches that could be beneficial to COO work. Partners receiving the grant would share their learning back to the COO Learning Community

Convening by Result Area: Opportunities for mutual learning sessions, network building, and cross-organizing amongst the COO partners.

Appendix B. Capacity Building Activities

TABLE 1: COMMUNITY DRIVEN DEVELOPMENT CAPACITY BUILDING ACTIVITIES

Activity Name	Description	Format
Land Stewardship Workshop	Displacement of communities of color, immigrants, and refugees has accelerated in pace and scale. We have seen communities across King County impacted by property prices and rents increasing significantly faster than household income. While communities of color and low-income communities have long-developed resiliency strategies to survive and thrive, despite systemic barriers, the pace of gentrification and scale of real estate price increases have strained their ability to bounce forward from the displacement crisis. Our experience has found that the most effective ways to mitigate displacement, and reverse its impacts, is through community-driven development and local stewardship of land. Specifically, we believe models of Community Stewardship in which locally-led organizations and institutions – with strong community accountability – take land out of the speculative market through owning and developing projects that respond to, and reflect, the unique needs of their community are a key tactic to stabilizing communities under threat of displacement.	Workshop
People's Economy 101 Part 1	In the first workshop we will explore and understand the history of our current economic system and what is contributing to an extractive economy and using the Just Transition framework, explore community-based strategies to build an economy and economic practices that are transformative, equitable, and regenerative. We will learn how we transition to and practice systems of production, consumption, and distribution that are cooperative, democratic, and resilient to our current economic forces of exploitation rooted in white supremacy and colonialism.	Workshop
People's Economy 101 Part 2	In the second workshop, we will focus on the need to create and build new economic structures rooted in the experiences of our community. Utilizing the Just Transition framework, People's Economy Lab will share the Greater Seattle Ecosystem Map created by trusted BIPOC community economic leaders and dive deeper into exploring ecologies of interventions, projects, relationships, and opportunities to create equitable pathways toward a shared vision.	Workshop
Capital Campaigns 101	We will do a high-level overview of capital campaign fundraising concepts and terms including campaign feasibility study, prospect research, gift pyramids, and other fundraising activities within the context of a capital campaign. We will also review typical capital campaign timelines (quiet phase, public phase, etc.) and examine the donor-centric roots of traditional campaign fundraising strategies that are often at odds with organizational and community values.	Workshop

<p>Capital Campaign Readiness and Organizational Capacity</p>	<p>We'll do a deep dive into capital campaign readiness and the importance of organizational capacity for effective capital campaign fundraising. Regardless of where you are on your campaign journey, if you know a capital campaign is on the horizon, taking steps now to build out your fundraising capacity is critical to your organization's long-term success. Comprehensive campaign fundraising is an opportunity for organizations to think strategically about their relationship to money and implement internal systems for data tracking and relationship management, including investment in fundraising strategies that center long-term relationships with funders and donors while tracking potential revenue opportunities.</p>	<p>Workshop</p>
<p>Community Development Lunch and Learn</p>	<p>COO is collaborating with the Equitable Development Initiative (EDI) and the National Development Council (NDC) on a series of 7 monthly lunch and learn sessions about community development!</p> <ul style="list-style-type: none"> • April: Setting community development projects up for success. • May: Seattle Chinatown International District Preservation and Development Authority discussing development partnerships. • July: Darren Medina discussing when in the development process it can be most useful to bring in an architect and general contractor. • August: White Center CDA sharing their case study and discussing their White Center HUB project. • September: Panel with Leslie Byrd, Iyibo Jack, and Brian Surratt. • November: Office hours and peer support session from KC COO, Seattle EDI, NDC, and others • December: NDC reviewing tax credit financing for community development projects. 	<p>Workshop</p>
<p>Real Estate 102</p>	<ol style="list-style-type: none"> 1. The sequence of Real Estate Development: Which part do I start with? 2. Preparing for Credit analysis: How to Get Your Financial House in Order 3. Land Valuation and the Appraisal Process: Most projects are driven by property decisions. How do you evaluate your property and what should you look for? 4. Funding Construction and Operations: Understanding the interplay between Program and Finance 5. When to form housing development partnerships to deliver on specific program goals: Property considerations are specific and necessary for housing and may conflict with program goals or make financing more difficult. When do they work? What are alternatives paths? 	<p>Multi-day training</p>
<p>CD Coaching with Patty Julio</p>	<p>1-on-1 coaching with consultant Patty Julio to support CBOs with one or more of the following:</p>	<p>Coaching</p>

	<p>1) Walking through the “why’s and how’s” of the various real estate phases and overall process, including capital sources.</p> <p>2) Understanding partnerships with real estate developers and identifying the assets / contributions of the community owner/partner/steward.</p> <p>3) Identifying and solidifying opportunities for community ownership of land or community wealth building.</p>	
CREST	<p>Puget Sound Sage’s Community Real Estate Stewardship Team (CREST) is a nine-month long learning circle, designed to support and train grassroots organizations led by and for low-income communities and communities of color in pursuing community driven development, land stewardship, and strategies for long-term affordability.</p>	Cohort

TABLE 2: PARTNERSHIP SUPPORT CAPACITY BUILDING ACTIVITIES

Activity Name	Description	Format
Communities of Practice Cohort	<p>Provides space to engage in peer learning and facilitated activities and conversations to develop, learn and practice effective techniques and skills to build partnerships with shared vision, deeper relationships, trust, and conflict resolution skills.</p>	Cohort
Partnerships Mini Grants	<p>COO will issue 7 mini grants of up to \$20,000 for eligible partnerships to support processes and activities to support the overall structure, cohesion, health, and stability of specific partnerships. COO acknowledges that partnerships are coming to COO with a variety of partnership structures, needs, and challenges. Thus, COO is providing a total of \$140,000 in mini grants to support partnerships. The Partnership Mini Grants are intended to support partnership vision, stability, sustainability, and/or address immediate or on-going conflict. These Partnership Mini Grants are developed based upon feedback we have received from partners on how COO can provide responsive funding to support partnerships.</p>	Small Grant
Vision Change Win (VCW) Cohort	<p>COO is partnering with Vision Change Win Consulting (VCW) to hold a Generative Conflict: Cohort Learning Opportunity. VCW is a Black-led team of queer and trans people of color with deep roots and commitments to social justice movements. COO partnered with Ejeris Dixon, Founding Director of Vision Change Win in the Winter of 2019 to hold multiple Conflict Transformation trainings with COO stakeholders and we are excited to have the team return for a more comprehensive experience.</p> <p>We are piloting a (6) month collaborative learning community in the form of a cohort for 20 participants to expand access to and reduce costs associated with formal learning around organizational safety and generative conflict.</p>	Cohort

Appendix C. Interview Questions

Outcomes

- **Defining Capacity:** Are there any other ways that you describe capacity for your organization?
- **Capacity Needs:** What capacity needs does your organization, or you individually, need to reach your Community Driven Development goals? For Partnerships?
- **Desired Outcomes/expectations:** When you signed up for COO Learning Community activities what were the outcomes you were hoping to get from these capacity building supports?
- **Capacity Growth:** Can you tell me what your organization’s capacity was before you started engaging in the COO Learning Community activities, and how it has changed over the course of your participation?
- **Skills/Application:** Can you share an example of how you applied a new skill, knowledge, relationship, practice, or systems approach that you learned in a COO activity?
- **Dosage:** As we spoke about earlier, you participated in a variety of activities to build community driven development. In what ways do you think attending _____ has supported your capacity building efforts?
- Are there specific ways the activities enhanced or supported the other activities?

Process

- **Delivery:** What formats of activities best fit your needs for learning and growth? (Formats included workshops, lunch and learns, coaching, cohorts, mini grants, peer learning groups)
- **Virtual Platform:** How well did the virtual platform fit your engagement needs?
- **COO’s Role:** What role do you think COO should have in supporting your organization to grow its capacity?
- **Recommendations/Opportunities:** What recommendations would you give to the COO leadership team to improve the Capacity Building supports?

Appendix D. Methodology

The following codes were developed in response to interview participants describing what capacities were built through participation in LC Capacity Building Activities. The numbers to the left indicate how many times the code was applied to the interview transcripts (note that for some interviews, a code was applied multiple times).

▼	0 Capacities Built
	3 Anti-racism
	6 Awareness of new resources
	16 Expanded ability to do the work
	12 Perspective shift
▼	0 Relationship Capacity Built
	21 Confidence building from connecting with ...
	11 Partnerships built (formal)
	29 Relationships and connections built
	7 Scale of transformation (from individual to r...
	19 Sharing knowledge/mindfulness
	19 Skills Learned: New Models and Terminology
	7 Skills Learned: Personal Growth
	4 Solidarity

The following codes were developed to analyze what needs interview participants described:

▼	0 Capacity Need
	10 Ability to transfer knowledge to organization
	16 Application of new skills/knowledge
	25 Capacity Need: Coaching
	12 Capacity Need: Connections to People, Orga...
	39 Capacity Need: Funding
	29 Capacity Need: Staffing
	11 Collective Storytelling
	14 Healing from burnout
	6 Meeting Space
▼	0 Relationship Need
	12 Autonomy
	8 Belonging
	23 Need for clear expectations or agreements...
	14 Need for partnership building (formal)
	28 Need for relationship building (informal)
	14 Tools to navigate power dynamics within re...
	20 Transformative conflict resolution skills
	20 Trust/confidentiality
	3 Representation
	5 Technology
	20 Time

The following codes describe the various recommendations shared by interview participants.

- ▼ **6 Recommendations**
 - 11 Additional materials and time to access
 - 3 Center BIPOC-led organizations and individua...
 - 3 Center equity and ensure cultural responsiven...
 - 4 Center systematic change
 - 7 Clarity on roles and expectations
 - 5 Consider how to expand knowledge transfer f...
 - 9 Continue to connect partner organizations
- ▼ **0 Contracts**
 - 4 Allow for negotiations on funding constraints
 - 9 Expand amount of time for funding
 - 3 Resources for capacity building in contracts
 - 4 Resources for visioning for the future
 - 7 Streamline reporting requirements
 - 9 Leverage role as funder to influence others
 - 1 More applicable workshops
 - 7 Provide Mentorship Opportunities
 - 6 Provide individualized coaching
 - 10 Provide specific support for coalitions
 - 1 Regular Check Ins
 - 3 Shared values as a connection point
 - 2 Transparent decision making frameworks

The following codes are additional descriptions of the LC Capacity Building activities.

- ▼ **1 Delivery of Content**
 - 6 Delivery: Breakout Room support
 - 28 Delivery: Coaching
 - 13 Delivery: In Person vs Online
 - 19 Delivery: Level of Detail/Depth
 - 1 Delivery: MURAL hesitant
 - 14 Delivery: Peer Learning
 - 13 Delivery: Timing and Schedule
 - 14 Delivery: materials/resources
- ▼ **0 Experience**
 - ▼ **3 Negative**
 - 1 Did not connect with trainer/facilitator
 - 1 Did not meet expectations
 - 3 Training style/delivery did not resonate
 - ▼ **9 Positive**
 - 11 Engaging trainer or facilitator
- 5 Partnership Building
- 48 Peer learning
- 15 Quotes