



AGENDA

GOVERNANCE GROUP

April 16, 2021 2:00 – 4:00 p.m.

Join Zoom meeting:

<https://zoom.us/j/93724628368?pwd=ZFU5U2VHVzV4ckxkaEZFUG8yR05SQTO9>

<u>Time</u>	<u>Agenda Item</u>	<u>Facilitator</u>
2:00	Welcome and Introductions	<i>Andrea Akita</i>
2:05	Consent Agenda <i>Objectives: review and approve the April 16 agenda and March 19th Meeting notes</i>	<i>Michael Brown</i>
2:06 – 2:25	Reconnecting <i>Objective: Community building</i>	<i>All</i>
2:25 – 3:10	Implementation Plan Recommendations <i>Objectives: Reach consensus on recommendations for Implementation Plan draft: (a) Prioritize communities in the lowest 20th percentile of health/well-being indicators</i>	<i>Discussion</i>
3:10 – 3:30	Retreat Plans <i>Objectives: Set goals for May 7th retreat</i>	<i>Andrea, All</i>
3:30 – 3:45	Updates <i>Objectives: share pertinent information across the group</i>	<i>All</i>
Adjourn		

Governance Group Members

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

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

*Marguerite Ro
Sili Savusa
Tony To
AJ McClure*



COMMUNITIES OF OPPORTUNITY GOVERNANCE GROUNDING

RESULTS STATEMENT

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

GUIDING PRINCIPLES

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

VALUES

We commit to guide Communities of Opportunity using these values:

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

Process Equity: an inclusive, fair and open process

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

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

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

2_GOVERNANCE GROUP DISCUSSION

Implementation Plan, Best Starts 2.0 - COO Recommendations and Program Modifications

Last month, staff proposed modifications to the three COO Strategy Areas:

[Place-Based and Cultural Community Partnerships](#), [Policy and Systems Change](#), and [Learning Community](#) (see links for staff proposals). These recommendations have been reorganized in this summary document and re-organized for our discussion this Friday and at our retreat next month.

On Friday, April 16th, the Governance Group will discuss the recommendation to create a priority for communities that fall in the lowest 20th percentile of health and well-being in King County. In addition, staff will receive comments/feedback and answer any questions on the recommendations listed on page 2. On May 7th, we will discuss the proposed approach for partnership funding.

<i>Strategy Area & Staff Recommendation</i>	<i>Notes</i>
<p>Place-Based and Cultural Community Partnerships</p> <p>1. Direct COO investment to communities where there are the greatest inequities: Prioritize funding for efforts in communities that are in the lowest 20th percentile for health and well-being (COO composite indicators).</p>	<p><i>We will discuss this recommendation at the April 16th meeting.</i></p> <p><i>Currently, COO investments to the original, place-based partnership sites focus on communities within the lowest 20th percentile. The Investment Plan allowed new Place-Based and Cultural Community Partnerships to be places or communities that ranked in the lowest 40th percentile of health and well-being in King County.</i></p> <p><i>We will discuss the recommendation to prioritize investment in the communities with indicators in the lowest quintile.</i></p>
<p>2. Open funding cycle. Existing and new partnerships eligible to apply.</p> <ul style="list-style-type: none"> a. Create a process to select partnerships, prioritizing current grantees (but not automatically renewing funding). b. Provide a long-term commitment to communities selected for funding in COO 2.0 (five or six years, pending decision on #4, below). <p>3. During the development of the open cycle, extend funding to current grantees for an additional year/first year of the levy, subject to criteria (i.e. achieving momentum, adapting to changing environment).</p>	<p><i>These recommendations will be discussed at the May 7th retreat.</i></p>

The list of proposed changes, below, are considered administrative changes to the Plan or program development changes that live outside of the formal Implementation Plan. Staff proposed to revise procurement processes, documents and contracts, and capacity building and technical assistance activities to make these modifications to COO strategy areas. The Governance Group will receive updates on planning and will direct any policy changes proposed by staff in these areas.

<i>Strategy Area & Staff Recommendation</i>	<i>Notes</i>
Place-Based and Cultural Community Partnerships	
1. Provide partnerships the opportunity to limit the number of result areas on which to focus.	<i>Staff will incorporate Governance Group feedback to ensure that intersection of result areas is emphasized; community group(s) will identify the intersecting result areas that their work intends to impact.</i>
2. Provide funding for partnerships and collaboration, separate from funding for projects	<i>Lead organizations from Place-Based & Cultural Community Partnerships are meeting as part of a Community of Practice. This group will provide recommendations on potential models for partnership. These ideas will inform proposed changes for COO 2.0 partnership structures/support.</i>
Institutional, Systems, and Policy Change	
1. Create multi-year funding to increase grantees' ability to influence systems/policy beyond a single-issue, project or campaign.	<i>This change reflects feedback from community stakeholders, Governance Group members.</i>
2. Align and officially integrate Best Starts Healthy & Safe Environments with COO's Systems & Policy Change efforts. Healthy & Safe Environments (HSE) is a program within the BSK Sustain the Gain (5-24) Investment Area.	<i>This change will leverage resources and efforts by aligning the approaches for systems & policy change strategies that are dedicated to HSE through the BSK Sustain the Gain (5-24 year olds) and through COO investment areas. The proposed change also increases administrative efficiencies and staff capacity across strategies.</i> <i>Staff will identify ways programs can be aligned (i.e., by combining procurement processes or funding; through shared learning and/or network and relationship building.)</i>
Learning Community	
1. Continue to support capacity building, maintaining an emphasizing on investments that are building the strength of COO partners.	<i>Governance Group would set funding levels for each of these types of Learning Community activities, at least every two years to coincide with biennial budget cycles. Setting biennial budget for these components allows Learning Community resources to be the most responsive to community-identified needs and continuous program improvements.</i>
2. Continue, build support for community-based research and innovative pilots that build evidence about what factors in the community impact and improve health and well-being – and put that knowledge into action.	
3. Eliminate the "sub strategies" for the Learning Community described in the Implementation Plan. The original sub strategies were: Strategic Innovations to Benefit COO Partners Broadly, Forums, and Technical Assistance.	<i>This change that reflects current design for the Learning Community and provides greater clarity and flexibility in administering funding. It does not affect the way funding has/will be used as part of the strategy.</i>

Governance Group Meeting

March 19, 2021

via Zoom

Attendees: Michael Brown, Vazaskia Crockrell, Paola Maranan, Ubax Gardheere, AJ McClure, Marguerite Ro, Jenn Ramirez Robson, Sili Savusa, Yordanos Tefari, Tony To

Staff: Andrea Akita, Sheila Capestany, Roxana Chen, Kalayaan Domingo, Cristina Gonzalez, Whitney Johnson, Blishda Lacet, Jose Camacho Martinez, Aaron Robertson

Facilitator: Alessandra Zielinski **Notetaker:** Valerie Garza

- I. **Equity Moment:** Governance Group members and staff were invited to offer a word or intention to share with others.
- II. **Best Starts for Kids Renewal - Sheila Capestany:** The King County Council Committees are reviewing the proposed legislation and determine if the renewal will be approved to appear as an August 2020 ballot measure. Council would direct the Executive to submit an Implementation Plan; staff have started drafting the renewal Implementation Plan for submittal to Council in July. The Regional Policy Committee of Council will consider amendments to the legislation on March 26th; then the proposal will proceed to the Committee of the Whole. A new economic forecast could increase overall funding projected from the six-year levy. Councilmembers are considering amendments related to the projected, additional revenue.

Discussion:

- Would the Best Starts funding assist existing childcare providers and/or community organizations to upgrade their facilities to meet childcare facility requirements? Funding through PSTAA (Puget Sound Taxpayer Accountability Account) includes resources for capital investments that support facilities for licensed family day care providers.
- Best Starts plans to make modifications to its Implementation Plan; there will not be substantial changes to strategies. There will be improvements to strategies based on community input.
- From Sound Cities Association, there has been general positive support. There have been comments related to the expansion and concerns about the proposed tax rate increase with the impacts of the pandemic on the economy and jobs/incomes. At the same time, electeds have also voiced concerns about growing needs for services provided by Best Starts and a deepening of the social, emotional, and mental health needs of children, youth, and young adults.

III. **COO Implementation Plan Update:** *(presentation slides can be found [here.](#))*

- A. Andréa reviewed timeline, reminding Governance Group that the Implementation Plan is being drafted and will include descriptions of each strategy area at a high level. Staff will provide recommendation on modifications to be included in the Implementation Plan and for directions that will inform program strategies, funding processes, technical assistance, and capacity building processes.
- B. **Place-Based & Cultural Community Partnerships– Blishda Lacet** provided an update on the nine partnerships, highlighting their work. Drawing information from the end of the year reports and acknowledging the challenge of pandemic on the partnerships' work. She shared observations, recommendations, and rationale for modifications for the place-based and cultural community strategy area.

The slides highlight the work of partnerships. The partnership organizations are focused on influencing conditions in their communities and have worked through challenges in working through conflict and building trust. Organizations struggle to address immediate needs and provide direct services. The work across the partnership is not always aligned or directly connected to the work of the other organizations in the partnership, which may be related to how COO has implemented partnership resources through its contracting.

COO 2.0 Recommendations for Place-Based & Cultural Community Partnership strategy:

Partnership structure:

- Implement a model that supports trust, healthy conflict, and accountability (based on feedback from the Community of Practice Cohort; engage in trust and vision-building, provide clarity on expectations of partnerships' structures and roles; opportunities for alignment with systems and policy funding with PBCCs.
- Funding for collaboration and partnerships should be separate from projects. Partners will have access to resources to move their project forward, even though partnership support would be separate from projects.

Funding to existing partnerships

- Extend contracts to existing place-based sites and cultural communities for an additional year to partnerships that meet criteria for continued funding.

Open funding process:

- Direct COO resources to communities with the greatest inequities: the lowest 20th percentile of health and well-being indicators (COO composite index). Propose an open RFP process and extend funding.
- Future funding would be awarded through an RFP process, with priority for partnerships that have previously been awarded funding that meet additional RFP criteria.
- Selected partnerships would receive long-term commitment of up to five years support.

Alignment with Systems & Policy Change strategy:

- Emphasize environmental, systems and policy system change.
- Adjust the requirements for partnerships to focus on all result areas.
- Increase peer to peer learning opportunities.

Discussion:

- A concern was raised about siloing if projects are focused on a singular result area. COO has been intentional about describing the need to focus on intersection of areas. This is one of the distinctive features of COO's work and investment goals.

Blishda explained that partnerships are asked to focus on multiple result areas/intersection of result areas; however projects within their partnerships may have been limited to address multiple result areas simultaneously due to the resources available to the partnership or the level of effort needed for integration. The intent for the recommendation was to allow partner(s) to focus its resources and organize around result area(s) for potential greater impact, without requiring them to achieve outcomes across all result areas.

- Staff have been instructed that Best Starts strategies will need to open funding cycles for 2.0. The recommendations would provide opportunity for existing partnerships to receive one-year funding. Open funding cycle would give priority to partnerships that meet specific criteria. There was a concern that focusing on lowest 20th percentile and creating a priority for existing partnership, may not be congruent.

- What does COO mean by extending funding for an additional year? Blishda answered COO would consider extensions for funding in the first year of the renewed levy, using clear criteria to ensure that partnership projects are in motion and there has been progress toward defined performance measures.
- Concern raised about needs for support in areas of the County that don't have same level of resources; and ability of partnerships to extend their reach to these communities. COO should strongly consider opportunities for South King County. Concern about limitations for other groups to join tables and receive funding. Andrea said COO has made commitments to places/communities and recognizes that this may be different from providing support the specific organizations operating in these places/communities. There is an opportunity to make partnership funding more inclusive and maintain our commitment to the people in the community through an open process.
- Other comments included if there was a recommendation about the number of PBCC's and how to increase the number of grantees working mutually reinforcing ways.

C. **Institutional Systems & Policy Change – Aaron Robertson** highlighted two primary recommendations for this strategy area:

- Create multi-year funding to increase grantees' ability to influence systems/policy beyond a single-issue, project or campaign.

Create ways for communities and stakeholders to voice power. Policy and systems change take time, it's starting an effort that is likely not going to get finished. Deeply rooted have a voice rather than one specific campaign where they are building towards getting specific action passed. How do they move across the different campaigns? We've seen some of this direction in the past year. Who gets resources, whose budget is getting cut? Recognizing the variety of different impacts and how are we strengthening, allow us to move into the longer-term funding and approach.

- Align and officially integrate Best Starts Healthy & Safe Environments (HSE) with COO's Systems & Policy Change efforts. HSE is integrated with a variety of overlapping grants. Blishda oversees HSE and Robin and Ninona have filled in intentional ways to provide support in Dionne's absence. To remove duplications, move toward similar goals and staff who are working in overlapping windows. Guaranteed dollars are ending at the end of the year. What is the plan for continuing, aligning, challenge of stretch from a budget capacity, knowing the unique moment time and that we don't have resources to move all of these organizations (P&SC, Covid-19 and BLO's grantees) for support moving forward?

Staff are reviewing ways to better align timing of our grant's programs on a more consistent basis. A shift will result in a different process. Knowing that we have a variety of different timelines. If we are making a pivot, some new organizations may join with that and align with future goals.

Discussion:

- Want to support those who have the greatest need and impact; is there a way that this can be achieved from a data perspective, objective criteria directing where investment goes should that be irrespective of who is being funded now? Aaron indicated that gathering information and identifying themes; the balance of focusing on either

campaigns that are built around a single issue or capacity building is a question for us: how do we move beyond issues to allow for a dynamic approach, intersection across issues, how do we move that along and then step away from that process.

- Support for emphasizing policy leadership, the pursuit of, the importance of strengthening and learning from community.

Learning Community (LC) – Andrea: Staff recommends that COO continue on the path that we have developed over the last two years for this strategy area: support capacity building, maintaining emphasis on building the strengths of partners, and continue to build support for evidence-based practice, and testing new models. A question for Governance Group relates to whether COO prioritizes its attention and resources on broad capacity building activities or on more community-based, research pilot projects (such as Commercial Affordability pilot, COVID19 Storytelling/participatory research, and CREST Learning Circles). Capacity building can be staff intensive to provide and offer high-value activities and experiences, whereas pilot projects or research may require deeper funding investments.

Discussion:

There was positive support for Learning Community activities and the approach, drawing on community input in design and development.

- Technical knowledge and coaching provided is an invaluable resource. One-way COO can be a benefit to all communities is allocating more funding for Learning Community and resources.
- COO can't place a Place-based, Cultural Community partnership in all communities, how can Learning Community serve as the peer to peer learning engagement education piece? Can it serve as a catalyst to drive bigger change than the PBCCs? Pushing the envelope with capacity building upstream to tackle the root cause.
- More intentional alignment with policy work is needed. Have community play a part in the participatory budgetary process.
- The other area to devote resources is community partnerships. They require a lot of effort that could use attention and resources within the Learning Community. The cohort model is a great example of what's working. Take it up a notch to keep the momentum going. What are other examples of what's been done? Develop more technical assistance, within those categories with financial capacity building, more resources, and opportunities to do that needs to be developed. Partners have to want to develop that themselves. Infrastructure is lacking for certain partners; can more resources be devoted to helping make that happen. An organization couldn't participate in capacity building cohort because there wasn't resourcing within and it wasn't part of the budget. How do we improve upon that?
- A good example: the technical research with community advisory committee for the Commercial Affordability pilot. How do we leverage other resources as we did with the commercial affordability pilot with potential lenders and technical assistance providers? Can the County do the research, identify, and leverage those other resources?
- There was recognition by governance group members that we need to be acknowledging that the conversations are not easy and partners who are also funding recipients are placed in difficult position with these discussions. How can we have conversations and see each other as people, create changes without funky feelings about it. Andrea recognized how difficult and critical it is to have members at the table when there are competing and multiple interests.
- What's our learning edge? What is our unique contribution to equity and learning to do things more equitably? Should COO channel money to an "innovation bucket". The stuff that is hardest to fund but constitutes the biggest leverage in terms of game changing. COO is really good at giving community

money and getting out of the way. How we partner and navigate power dynamics/gatekeeping is harder.

Consent Agenda: Governance Group (GG) approved the consent agenda with the meeting minutes from the February 19, 2021, March 12, 2021 meeting and the March 19, 2021 agenda. Motion was made by Sili Savusa and seconded by Yordanos Tefari.

DRAFT