



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion 15488

Proposed No. 2019-0281.1

Sponsors Kohl-Welles

1 A MOTION approving a 2018 outcomes report on
2 Communities of Opportunity's original place-based sites of
3 Rainier Valley, White Center and SeaTac/Tukwila, in
4 compliance with the 2019-2020 Biennial Budget
5 Ordinance, Ordinance 18835, Section 95, Proviso P1.

6 WHEREAS, the 2019-2020 Biennial Budget, Ordinance 18835, Section 95,
7 Proviso P1, requires the executive to transmit a 2018 outcomes report on Communities of
8 Opportunity's original place-based sites by June 30, 2019, and

9 WHEREAS, the original place-based sites are Rainier Valley, White Center and
10 SeaTac/Tukwila, and

11 WHEREAS, the report includes the following:

12 1. A list of services provided and the number of persons served through
13 Communities of Opportunity King County service agreements by each of the three
14 original place-based sites and their partners in 2018;

15 2. A summary of the priority strategies developed by the place-based sites for
16 2018 and outcomes achieved in 2018 towards those priority strategies; and

17 3. A summary of any developed performance measures for the original place-
18 based sites, and

19 WHEREAS, the executive is further required to submit a motion that approves the

20 outcomes report;

21 NOW, THEREFORE, BE IT MOVED by the Council of King County:

22 The Communities of Opportunity 2018 Outcomes Report on the Original Place-

23 Based Sites: Rainier Valley, White Center and SeaTac/Tukwila, which is Attachment A

24 to this motion, in compliance with the 2019-2020 Biennial Budget Ordinance, Ordinance
25 18835, Section 95, Proviso P1, is hereby approved.
26

Motion 15488 was introduced on 7/1/2019 and passed by the Metropolitan King
County Council on 8/21/2019, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles
and Ms. Balducci



KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

A handwritten signature in blue ink, appearing to read "Rod Dembowski", written over a horizontal line.

Rod Dembowski, Chair

ATTEST:

A handwritten signature in blue ink, appearing to read "Melani Pedroza", written over a horizontal line.

Melani Pedroza, Clerk of the Council

Attachments: A. Communities of Opportunity 2018 Outcomes Report on the Original Place Based
Sites Rainier Valley, White Center and Sea Tac Tukwila

**Communities of Opportunity
2018 Outcomes Report on the Original Place-Based Sites:
Rainier Valley, White Center and SeaTac/Tukwila**

Executive Response to King County Council 2019–2020 Biennial
Budget, Ordinance 18835, Section 95, Proviso P1

June 2019



Governance Group
COO Best Starts for Kids Advisory Board

Lydia Assefa-Dawson
Michael Brown
Deanna Dawson
Rod Dembowski
Andrea Estes

Ubax Gardheere
Matelita Jackson
Paola Maranan
A.J. McClure
Gordon McHenry, Jr.
Jenn Ramirez Robson

Marguerite Ro
Sili Savusa
Nathan Smith
Yordanos Teferi
Tony To

Communities of Opportunity is creating greater racial, economic and health equity that enables all people in King County to thrive and prosper.

Special thanks to the community leaders and groups that contributed to the information provided in this report:

Rainier Valley Partners

HomeSight
Multicultural Community Coalition
On Board Othello, HOSTED, The Beet Box
Rainier Beach Action Coalition, A Beautiful Safe Place for Youth,
Food Innovation Center
South Communities Organizing for Racial/Regional Equity
Puget Sound Sage
Rainier Valley Corps

SeaTac/Tukwila Partners

Global to Local
Food Innovation Network
Partner in Employment
Congolese Integration Network
Somali Youth & Family Club
Somali Health Board
Lutheran Community Services

White Center Partners

White Center Community Development Association
FEEST
Partner in Employment
Southwest Youth & Family Services
Trusted Advocates
Village of Hope
Yes! Foundation of White Center
YWCA

This report and its appendix constitute the Executive's response to a Council budget proviso related to Communities of Opportunity.

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Executive Summary

Communities of Opportunity (COO) is a network of residents, communities, decision-makers, and funders who believe every community can be a healthy, thriving community—and that equity and racial justice are both necessary and achievable. COO is a strategic and targeted response to increase equity in health and well-being across King County. Positive shifts made in geographic communities with the most to gain will benefit the economic and social engines of the entire region.

In 2015, three place-based sites—White Center, SeaTac/Tukwila, and Rainier Valley—were selected to receive multiyear investment to support their communities' engagement in COO. In the first phase of the initiative, the three sites developed the foundation needed for cross-sector, community-led partnerships to drive and sustain collaborative work toward a collective vision.

In 2018, the sites focused on the following strategies:

White Center partners worked to prevent displacement of residents and multicultural businesses by focusing on community building and community ownership models. The partnership strengthened youth leadership to help sustain efforts over time.

White Center 2018 key strategies:

- Expand affordable housing and multiple services through White Center Hub
- Increase access to healthy foods and nutrition education
- Support neighborhood revitalization and economic opportunity

SeaTac/Tukwila community partners supported economic opportunities for residents and businesses and expanded the Food Innovation Network. The partnership also focused on addressing both physical health and social service needs through Community Health Workers and a new Connection Desk.

SeaTac/Tukwila 2018 key strategies:

- Increase access to healthy and affordable food
- Support emerging businesses working in the food industry
- Advance economic stability for residents
- Improve physical health and financial well-being by integrating service delivery approaches

Rainier Valley community coalitions worked together on shared ownership models to prevent displacement of historic cultural communities and increase economic security. The partnership focused on furthering community voice in multiple policies that impact the community, on-the-ground work to promote safety, and community ownership models.

Rainier Valley 2018 key strategies:

- Develop Othello Square
- Create a shared multicultural community center
- Create a food innovation center in Rainier Beach
- Promote safety and reduce environmental causes of crime
- Advance anti-displacement policies and approaches
- Ensure equitable transit-oriented development at the new Graham Street Link Light Rail station

This report provides a summary of the priority strategies, outcomes, and performance measures developed in the three original place-based partnerships. In 2018, the original place-based site partners engaged 2,305 people through 140 capacity-building events (courses, workshops, trainings, and seminars) and 14,990 people in 187 community events (volunteering, community organizing, celebrations, mentoring) as part of their COO work.¹

¹ The number of events and the number of participants are reported for each of the original place-based partnerships in Table 3 and in Appendix A. The total number of participants in events may include duplicates.

Background

I. Budget Proviso

King County Ordinance 18835 adopted the 2019–2020 Biennial Budget and made appropriations for the operation of county agencies and departments and capital improvements for the fiscal biennium beginning January 1, 2019, and ending December 31, 2020.

Of the general fund appropriation to the Public Health Department, the proviso specifies that:

\$465,000 shall not be expended or encumbered for the “Place-Based Communities: Original COO Sites” sub-strategy within the “Places: Awards to Community Partnerships” Communities of Opportunity strategy area as described in Section VII (Communities of Opportunity) of the Best Starts for Kids Implementation Plan, approved by Ordinance 18373, until the executive transmits a 2018 outcomes report on the original place-based sites, which are Rainier Valley, White Center and SeaTac/Tukwila, and a motion that should approve the report and reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion, and a motion approving an outcomes report is passed by the council.

The proviso requires the executive to file the report and the motion required by June 30, 2019, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the health, housing and human services committee, or its successors.

The report shall include, but not be limited to:

- (A) A list of services provided through Communities of Opportunity King County service agreements by each of the three original place-based sites and their partners in 2018, as well as the number of persons served by each site or the site's partners. The list should identify the services by the issue areas of housing, economic opportunity, health or community connections, as well as identify if the services were provided by the original place-based site or its partners;*
- (B) A summary of the priority strategies developed by the place-based sites for 2018 and outcomes achieved in 2018 towards those priority strategies; and*

(C) A summary of any developed performance measures for the “Place-Based Communities: Original COO Sites” sub-strategy or performance measures monitoring methodology for tracking outcomes data.

II. Communities of Opportunity History

King County consistently ranks among the healthiest counties in the United States. Yet, upon closer examination, there are stark inequities in health, housing, and economic opportunity. Race, income, and ZIP codes are major predictors of how healthy we are and even how long we live. COO is dedicated to overturning these disparities and creating a vibrant, equitable King County where everyone thrives regardless of race or place.

In 2014, the Seattle Foundation and King County government were each laying the groundwork to address economic and racial inequities that exist across the region. Rather than doing business as usual and proceeding on independent tracks, King County and the Seattle Foundation came together to incubate a new public-private approach.

Data collected by Public Health – Seattle & King County and the King County Department of Community and Human Services identified areas experiencing the greatest inequities in health, housing, and economic opportunity.

Unlike traditional funding approaches where outcomes and strategies may be predetermined or funding may focus narrowly on a single organization, the COO model is based on organizations from multiple sectors coming together around shared priorities and solutions. Strategies are developed in a co-design process with COO staff, who bring technical expertise and knowledge of approaches taking place across the region. The approach places a high value on supporting and strengthening connections across and among the health, housing, economic opportunity, and community sectors.

COO created a Governance Group that reflects its values of being a community-led, cross-sector organization²: The majority of seats on the Governance Group, which also acts as the COO Best Starts for Kids Advisory Board, are filled by members of the affected communities. The Governance Group includes a minimum of two members’ seats that are dedicated to representatives from COO place-based partnership sites. Currently, all three original place-based sites are represented on the Board. Seventy percent of Governance Group members are from the affected communities.

² Community members, staff from King County, and representatives of Seattle Foundation engaged in a co-design process to establish COO. They recommended the structure for a Governance Group that was adopted by the County Council and is incorporated by ordinance into the King County Code Section 2A.300.520.

III. Partnership Approach to Advance Equity

COO believes the most meaningful, just, and sustainable solutions are generated in partnership with communities—who know what they need to be healthy and thrive. COO isn't just about bringing new resources to the areas where they are most needed—it's about building on existing community assets, and strengthening the capacity of communities to proactively tackle these new challenges. COO catalyzes partnerships within communities that can work at the intersections of health, housing, and economic opportunity. This new process recognizes that a partnership model, while more complex, better mirrors the ways health and well-being are determined within communities. Solutions developed in this context can have a greater impact to bring positive changes to places throughout King County that have struggled for far too long.

Partnership is at the heart of COO's approach to equity. Investment strategies are currently made up of three reinforcing elements:

- **Learning community** leverages the power of collective knowledge to accelerate change. A learning community or community of shared practice creates spaces for groups and organizations to exchange ideas and gain additional skills to advance impact across the region.
- **Policies and systems** that create and sustain equity at all levels. COO partners are working to dismantle the persistent racial injustice within our systems. This includes building community capacity to carry out coordinated advocacy efforts; integrating equity into policies at all levels; advocating for policies that support community priorities and needs; and expanding representation of cultural communities to step into leadership and decision-making roles.
- **Geographic and cultural community partnerships** that drive change locally. COO aims to close the gap in equity outcomes among different places in King County so that all King County residents, regardless of where they live, will thrive and live long lives. Partnerships across organizations within a community also drive change in policies and systems that impact their communities and the entire region. COO's concept is both basic and holistic: treat the whole neighborhood—the places where people live, work, learn, and play—as critical to its residents' health and well-being.

Original place-based site partnerships

To target efforts to the areas with the most need, COO accepted proposals only from organizations working in areas that ranked in the lowest percentiles (20th or below) of health and well-being indicators, e.g., life expectancy, preventable hospitalization, poor housing conditions, unemployment, and low-income. Partnerships in three sites—Rainier Valley (HomeSight), SeaTac/Tukwila (Global to Local), and White Center (White Center Community Development Association)—were selected to engage with COO. Lead organizations demonstrated that they were trusted, credible entities that could bring

together diverse stakeholders to reduce equity gaps in low-income communities and communities of color in King County.

Supporting infrastructure for cross-sector partnership

Evidence³ points to the critical backbone functions for cross-sector partnerships to be more successful. This includes support for dedicated staffing to carry out project management activities, data support, facilitation, cross-community learning, and communications. When these sites were selected, the COO founders, King County and Seattle Foundation, discussed the importance of providing backbone resources for a five-year period to allow for time to fully develop the community stakeholder tables and partnerships; to develop solutions in partnership; and to deploy, test, and refine proposed solutions in an adaptive model.

Section A. List of Services Provided through COO King County Service Agreements

(A) A list of services provided through Communities of Opportunity King County service agreements by each of the three original place-based sites and their partners in 2018, as well as the number of persons served by each site or the site's partners. The list should identify the services by the issue areas of housing, economic opportunity, health or community connections, as well as identify if the services were provided by the original place-based site or its partners.

COO funding commitments were made to the three original place-based partnerships through service agreements with Public Health – Seattle & King County for King County Best Starts for Kids levy funding allocated to COO in the 2017–2018 biennium.

King County had 10 service agreements with organizations across the three original place-based partnerships in 2018.

Table 1 provides a summary list of the service agreements, partner agencies, and the number of persons served by each site.

Appendix A provides a detailed list of services provided by issue area: housing, economic opportunity, health, and community connections.

³ Backbone funding levels for successful, neighborhood-level collaborative partnerships have been well-documented in recent years—with evidence that effective partnering requires more resources than “going it alone.” These investments in collaboration result in greater sustainability. Examples include: [Collective Impact Forum](#), The California Endowment’s [Building Healthy Communities](#), and [Purpose Built Communities](#).

Table 1. Summary of COO Participation

Place-Based Partnership (Number of Service Agreements with King County Public Health)	Partners – Providing Services Under King County Service Agreements	Total # of persons served/engaged in activities in 2018
White Center (5 service agreements)	<ol style="list-style-type: none"> 1. White Center CDA and White Center Trusted Advocates 2. FEEST 3. Southwest Youth & Family Services 4. White Center Food Bank 5. YWCA 	10,426
SeaTac Tukwila (2 service agreements)	<ol style="list-style-type: none"> 1. Global to Local (G2L) and G2L/Food Innovation Network 2. Partner In Employment 	1,412
Rainier Valley (3 service agreements)	<ol style="list-style-type: none"> 1. HomeSight, Multicultural Community Coalition, and On-Board Othello 2. Puget Sound Sage & SouthCORE 3. Rainier Beach Action Coalition 	5,457
Total		17,295

Section B. Original Place-Based Site Partnerships: Priority Strategies and Outcomes Achieved

(B) A summary of the priority strategies developed by the place-based sites for 2018 and outcomes achieved in 2018 towards those priority strategies.

This section provides a summary of each original place-based site—White Center, SeaTac/Tukwila, and Rainier Valley—starting with a brief description of the partnership followed by a summary of priority strategies and outcomes.

White Center

White Center is a vibrant, ethnically and culturally diverse community with engaged resident leaders, a well-supported community development association, a multiethnic business district, and three parks.

White Center is home to strong immigrant and refugee communities, with about 31% of residents born outside of the United States compared to 22% in all of King County. Approximately 65% of the population in White Center consists of communities of color.⁴ People of color in White Center are faced with significant health, economic, and housing inequities. For example, 55% of communities of color in White Center spend 30% or more

⁴ 2013–2017 American Community Survey 5-Year Estimates.

of their household income on rent. Rates of poverty are also higher for communities of color in comparison to White counterparts (53% among African Americans, 24% for Latinos, 21% for Asian populations, 10% among Whites).

About the White Center Partnership

White Center Community Development Association (WCCDA) is the local convener for place-based work in White Center. Its COO partners include FEEST, Southwest Youth & Family Services (SWYFS), Yes! Foundation of White Center, Village of Hope, Trusted Advocates, Partner in Employment, the White Center Food Bank, and the YWCA.

These partners have longstanding relationships with families in White Center that predate COO. Organizations involved in the COO White Center Partnership reported several strengths that are helping to drive progress, including trust for each organization's respective role, careful consideration for relationships with families and the community, and a racial equity analysis that strengthens their work in dismantling racism in all its forms. About 90% of the organizations involved in the White Center COO work are led by people of color. Many of these leaders and staff either live or work in White Center and have a deep understanding of the community at-large, which also serves to strengthen the overall accountability to families and community.

COO has supported the Partnership with \$887,484 to implement activities in 2018.⁵

Strategy 1. Expand affordable housing and multiple services through White Center Hub

White Center partners are working to develop affordable housing and community-owned facilities to ensure that youth and families in White Center thrive economically. The White Center Hub project will include affordable housing, a community center for job sourcing, access to education, case management, and family advocacy adjacent to a park. This development work brings together WCCDA, Southwest Youth & Family Services, and Capitol Hill Housing.

Outcomes achieved toward strategy 1

- *Community Advisory Council developed:* To advance planning, WCCDA convenes a group of community-based organizations invested in creating the White Center Hub. The Community Advisory Council for the Hub and includes 19 members, of whom half are residents of White Center and others work in the community. WCCDA focused its annual summit on the future of the Hub.
- *"Rise Together" cross-neighborhood collaboration established:* Five organizations, including WCCDA and Southwest Youth & Family Services, have developed a new collaboration to address displacement in White Center as well as Seattle's Central

⁵ Funding reflects service agreement term from September/October 2017–December 2018. Number of participants in activities and events has been reported for the 2018 calendar year.

Area and Capitol Hill neighborhoods. By uniting in a collective effort with Africatown Community Land Trust, Byrd Barr Place, and Capitol Hill Housing, White Center is leveraging this partnership to accelerate neighborhood-driven development for communities that are regularly left out of opportunity, including people of color, immigrants and refugees, LGBTQ seniors, artists, and low-income families. Together, the organizations are leading a capital campaign. As of May 2019, the groups had collectively raised \$4.5 million, with an additional \$6.75 million in pending requests toward a goal of \$25 million.

- *Youth Board developed:* Southwest Youth & Family Services (SWYFS) is bringing youth voice to the planning for the Hub, including establishing a Youth Board. The Youth Board is creating a sense of belonging, hope, and the ability to lift up the perspectives of youth of color in this planning work. The youth are introduced to board leadership and other organizing tools that give them the support, confidence, and skills to use their voices now and in the future.

Strategy 2. Increase access to healthy foods and nutrition education

Findings from the White Center community survey identified access to healthy foods as a key health issue for White Center residents. To address this, FEEST, the White Center Food Bank, and other key partners in the COO White Center partnership

Outcomes achieved toward strategy 2

- *Established roundtable:* FEEST, one of the community partners, convened a roundtable of stakeholders, including representatives from Highline School District, small business owners, and adult and youth residents in White Center to collectively identify key strategies to increase access to affordable, healthy food for the neighborhood.
- *Established data-driven community priorities:* Leaders surveyed 212 students and community residents at schools, community events, and local businesses—more than double their goal. Residents identified affordability and transportation as barriers to healthy food access. As one resident commented, “White Center needs more access to transportation. You have to access the 60 bus to access groceries. Many have to take a bus to get to the 60, or you have to carry food a long distance.”
- *Promoted youth leadership:* FEEST utilizes community dinners as an avenue to build multiple skills and knowledge for youth. The dinners expose participants to delicious healthy foods—often for the first time—and help to transfer knowledge, skills, and appreciation for healthy, culturally relevant cooking. The dinners are an opportunity for youth to build community, learn about healthy eating, build cooking skills, and learn about the food systems that impact youth lives. FEEST hosted 27 dinners and reached 237 youth and adults.

In addition, FEEST offered multiple workshops throughout the school year. Curriculum is developed based on requests made by youth and needs identified by staff and/or youth leaders. Example workshops include Cultural Appropriation in Food, Demystify School Food, and Organizing 101: Why Youth Organizing?

- *Expanded access to food for low-income residents:* The White Center Food Bank is supporting gardening in community spaces by removing barriers to help connect people to growing their own food and increase food security. The White Center Food Bank tripled the growing space and increased the culturally relevant produce available to food bank clients at its Grow2Give Garden—where the food harvest doubled to 1,200 pounds for the year.

Strategy 3. Support neighborhood revitalization and economic opportunity

Multiple organizations within the White Center partnership are working on strategies to advance economic growth, including customized workforce development for local residents, particularly immigrants, refugees, and people of color.

Outcomes achieved toward strategy 3

- *Expanded employment and job readiness programs:* YWCA enrolled 79 White Center residents in employment coaching. Forty-five residents obtained meaningful employment at prevailing (non-government-subsidized) wages through this program. YWCA also increased the capacity of 11 small businesses and residents by connecting them to small business loan programs and technical assistance.

The program also established new relationships with small business financial institutions, including StartZone, Mercy Corps, Ventures, Craft3, and Business Impact NW. Using data provided by YWCA, Mercy Corps started making inroads with sources of capital funding to begin to offer its products to businesses in White Center.

- *Engaged youth in building skills to address displacement:* The White Center II White House (WCIIWH) program for youth interns is helping young people learn about the issues of gentrification, displacement, and annexation in White Center. In 2018, 42 interns joined the WCIIWH program. They also learned about community-based participant research and its relationship to community organizing.
- *Strengthened leadership development:* Trusted Advocates, YES Foundation, Village of Hope, and Partner in Employment engaged White Center residents from diverse racial and ethnic minority populations on leadership development, advocacy, and community building. Partners engaged more than 100 White Center residents during the span of the funding period, exceeding their goals.

SeaTac/Tukwila

The SeaTac/Tukwila site spans two municipalities that are home to one of the nation's most diverse international communities, with more than 70 distinct linguistic groups living in the area. The area has strong economic anchors, including the Seattle-Tacoma International Airport and a major retail complex in Tukwila anchored around Southcenter—the largest mall in the Pacific Northwest. At the same time, the SeaTac/Tukwila area experiences great economic and health disparities. For example, 42% of households live below 200% of the federal poverty line, while 46% of households are spending 30% or more of their income on housing.

About the SeaTac/Tukwila Partnership

Global to Local (G2L) is the local convener for place-based work in SeaTac/Tukwila. G2L provides coordination and other supports to facilitate strong relationships among its partner organizations, which have a keen awareness of the systems, policies, and power structures that have contributed to health and social disparities in their communities. In 2018, the partnership included Partner in Employment (PIE), Food Innovation Network (FIN), and HealthPoint. In 2019, the partnership has expanded to include Somali Youth & Family Club, Congolese Integration Network, the Somali Health Board, and Lutheran Community Services.

All partners are locally based (SeaTac/Tukwila) organizations with many staff members who are residents or work in the cities. All partner organizations work directly with residents through a service delivery model. This allows the organizations to have a deep sense of the needs of the community and informs the overall partnership.

In 2018, the partnership focused on three priority strategies: healthy and affordable food access, supporting emerging food businesses, and workforce development training. In 2019–2020, the partnership aims to support immigrant and refugee communities in sustainable, living-wage jobs; expand access to affordable food; and address challenges of displacement facing SeaTac/Tukwila communities.

COO has supported the Partnership with \$912,000 to implement activities in 2018.⁶

Strategy 1. Increasing access to healthy and affordable food

Food Innovation Network (FIN) seeks to enhance the local food system, increase access to healthy food, and address disparities in health and economic opportunity. FIN supports a cohort of Community Food Advocates, leaders who represent the diverse multicultural communities of south King County. Advocates are key to strategic planning and choosing culturally appropriate techniques and activities to support policy and systems change. Advocates are trained in leadership and advocacy skills, learn through hands-on

⁶ Funding reflects service agreement term from September/October 2017–December 2018. Number of participants in activities and events has been reported for the 2018 calendar year.

experience, and are paid a stipend. Advocates take on leadership roles within FIN, and several have participated in FIN's Steering Committee and work groups. Advocates also lead community engagement and outreach efforts by connecting people to services and resources.

FIN creates entrepreneurial and employment opportunities in the local food sector through the creation of a Food Innovation District.

Outcomes achieved toward strategy 1

- *Expanded access to healthy food for low-income residents:* FIN made locally grown produce affordable and accessible for hundreds of customers. This included adding a second location for the Namaste Farm Stand, nearly doubling the weeks open from 10 to 18 weeks. In August 2018, the site became eligible to accept SNAP/EBT benefits and Fresh Bucks (the County's "double your bucks" program). The majority of its vegetables were sourced from produce grown by refugee families through New Roots' community gardeners.
- *Increased knowledge about food access:* FIN staff and WSU Food \$ense conducted 39 food demonstrations over the course of the season, reaching more than 300 people. FIN also developed a 4-hour Food Access workshop with the WSU SNAP-Ed Program, 18 members of community-based organizations, and other advocates. Participants in the training then shared the information with residents via ESL classes, church meetings, Facebook videos, etc., reaching more than 200 additional community members.

Strategy 2. Support emerging businesses working in the food industry

The partnership, with leadership from FIN, has expanded the ability of resident entrepreneurs to gain necessary skills and training to establish and expand their businesses.

Outcomes achieved toward strategy 2

- *Created affordable kitchen space for food entrepreneurs:* FIN launched a pilot kitchen incubator that provides affordable kitchen space for food entrepreneurs. The space also provides opportunities for hands-on culinary training for refugees and immigrants interested in starting a food business.
- *Supported launch of new businesses at pilot kitchen space:* Since September 2017, 20 prospective entrepreneurs were introduced to the pilot kitchen incubator program and eight new entrepreneurs enrolled. In 2018, FIN formalized the recruitment and application process and increased capacity to support entrepreneurs in connecting to customers.

- *Trained new entrepreneurs:* In fall 2018, 15 new entrepreneurs received support through the business launch process and were connected to market opportunities. As a result, entrepreneurs attended 21 market days at FIN's Taste Around the Globe booth at the Renton and Federal Way farmers markets. They also coordinated more than 55 catering requests in 2018.
- *Developed and delivered comprehensive business incubation programming:* To build capacity of food entrepreneurs, Ventures, StartZone, and the Center for Inclusive Entrepreneurship provided business consultation to the entrepreneurs. Through a working group, the partners have collaboratively designed future programming for the Tukwila Village Food Hall and Commercial Kitchen Incubator space. FIN has incorporated lessons learned into the programming elements for the future space and program expansion, applied for grant awards, developed a business plan, and identified additional stakeholders.
- *Removed financial barriers to participation in farmers markets:* FIN and Ventures had several meetings with staff from Public Health's Environmental Health Division to discuss permit barriers and potential strategies. As a result, FIN was able to obtain an umbrella special event permit for participating entrepreneurs to utilize at farmers markets and other events. This solution reduces the financial barrier for the entrepreneurs and makes it easier to navigate the permit process. This has served as a model for new umbrella plan review processes and single-fee permitting structures.
- *Expanded leadership development opportunities:* FIN provided leadership opportunities and trainings for its participants—known as Community Food Advocates. This included the Advocates' co-design of a three-part leadership training with the Center for Ethical Leadership. The training focused on value-based leadership, cross-cultural communication, and power and oppression. These core components are now incorporated into FIN's onboarding process for new advocates. During FIN's end-of year check-ins with the Advocates, several noted that they felt more comfortable and confident taking on leadership roles, particularly as they have seen other advocates be successful.

Strategy 3. Advance economic stability for residents

Partners are enhancing the skills and capacity of residents to take on leadership roles and to bring authentic community voices to the partnership's equity work. For example, Partner in Employment (PIE) is working to advance economic stability and leadership development among newly arrived refugees and immigrants through tailored assistance and job training.

Outcomes achieved toward strategy 3

- *Enhanced economic stability* through a Community Economic Development Incubator (CEDI). PIE launched the CEDI to reduce employment barriers to living-

wage jobs. CEDI includes preparation for youth and adults for employment, apprenticeship, and training in demand industries, such as construction, manufacturing, aerospace, it, hospitality, and culinary arts.

The approach includes case management, system navigation, resource connections, and job readiness. PIE reached 117 people, greatly exceeding its target goal of 20 individuals.

- *Developed connections with youth* by engaging youth/young adults in the IT field. PIE connected with several organizations in south King County, which led to six young people entering the CEDI program.

Strategy 4. Improve physical health and financial well-being by integrating service delivery approaches

The focus of these strategies is to ensure that residents receive social service, housing, and other supports as they receive healthcare services.

Outcomes achieved toward strategy 4

- *Expanded the Connection Desk model:* The Connection Desk model integrates provision of social services and referral into health care delivery. The Connection Desk provides volunteers and paid staff to connect patients to social services resources, as directed by the primary care provider. In 2018, HealthPoint, in partnership with Global to Local, established one new location at the Tukwila HealthPoint clinic. The project was a success, including outfitting a space for the Connection Desk (an office in the same building as the Tukwila HealthPoint Clinic) and hiring the Global to Local Connection Desk manager from SeaTac.
- *Developed a Community Health Worker Housing and Financial Coaching program:* With the goal of improving health and well-being for residents in affordable housing, Global to Local is deploying a new Community Health Worker (CHW) program to work with residents in affordable housing and low-income HealthPoint patients. The G2L Community Health Workers focused on residents of the Windsor Heights apartment complex in SeaTac. The CHW successfully engaged 43 residents, surveying them on issues related to housing, health and well-being, and financial literacy. These residents participated in a variety of classes and efforts to increase access and education to improve health/fitness, financial stability, and, for some, coordinated case management with HealthPoint providers.

Rainier Valley

The Rainier Valley neighborhood extends south from SoDo to the southern limits of the city of Seattle, and east from Interstate 5 to Lake Washington. A gateway to the city of Seattle, Rainier Valley is a mosaic of immigrant communities, with 40 distinct ethnic groups and 59

languages spoken among its 48,000 residents; over one-third are new arrivals. Diversity within Rainier Valley leads to innovation and problem solving.

Although culturally rich, Rainier Valley has the highest percentage of low-income residents in Seattle. The neighborhood's median income of \$55,725 remains below the citywide median of \$70,594, and rate of poverty, at 22%, is above the citywide rate of 13%.

About the Rainier Valley Partnership

The Rainier Valley COO Partnership consists of four coalitions: Multicultural Community Coalition, On Board Othello, Rainier Beach Action Coalition, and South Communities Organizing for Racial Equity (SouthCORE).

Throughout the Rainier Valley, more than 80 partner organizations collaborate across these coalitions. Hence the coalitions created a steering committee to align their COO work, with HomeSight serving as the lead or "backbone organization" for the partnership.

The steering committee has created strong relationships across organizations, agencies, and community members. Coalition members are sharing resources through a sub-grantee model.

Not only have several of these coalitions built enough capacity to hire staff, they have also successfully leveraged their COO investments to secure additional funding for their projects, a core strength of the partnership. The Rainier Valley Partnership leveraged more than \$25 million in support of coalition members' work from the Kresge Foundation, Wells Fargo Regional Foundation, King Conservation District, City of Seattle Equitable Development Initiative, and Washington State Department of Commerce.

Furthermore, several of the coalitions have capacity to participate at some of the same policy tables at the city and county levels, which allows them to advocate for more holistic and coordinated decisions that shape the Rainier Valley.

All members of the COO Rainier Valley steering committee are employees and volunteers of the organizations and communities they serve. All four coalitions are led by people of color, and their members and staff represent a wide array of experience and professional backgrounds, including business and housing development, public policy, law, community organizing, community development, and health. Although varied in tactics and approaches to the work, the steering committee members share a commitment to equity and anti-displacement strategies, business development, access to healthy food options, and multicultural communities—which guides their decision-making strategies and governance.

In the Rainier Valley, community partners are focusing on shared ownership models to prevent displacement of historic cultural communities and increase economic security. COO has supported the Partnership with \$1,426,500 to implement activities in 2018.⁷

The Partnership's COO work centers on six priority strategies in 2018.

Strategy 1. Develop Othello Square

Othello Square (formerly the Southeast Economic Opportunity Center) will be a culturally relevant and welcoming place where people in Southeast Seattle and beyond can access opportunities for higher education, good paying jobs, and support to start and keep a business.

Othello Square has multiple components, including the Multicultural Community Center, a business assistance collaborative, a community gathering hall, and postsecondary education. It will also offer mixed-income housing, including homeownership units affordable to households at 80% of the area median income and below. In addition, Othello Square will include the Rainier Valley Leadership Academy (RVLA), a public, tuition-free college preparatory charter school, as well as a community health clinic and multilingual early childhood education center.

Outcomes achieved toward strategy 1

- *HomeSight and partners secured site control after many years of community planning for the project:* COO provides funding to support the HomeSight Othello Square Integration Manager (IM), who oversees the coordination and implementation of the Othello Square campus, including developing interagency activity plans and a community-centered service model.
- *Collaborative development of a capital campaign strategy for the Othello Square project:* The strategy includes messaging as well as institutional and foundation donor development in order to collectively raise funds for the community building, which will be completed in 2022. This has included leveraging \$3 million through the State Department of Commerce Building Communities Fund for facility construction.
- *Capacity developed to collect data and integrate resources:* The Partnership reviewed program models, assessed data needs, and determined methods used to collect data and measure outcomes across multiple partner organizations.
- *Secured strong relationship with key external partners:* The Partnership developed stronger relationships and communication with Othello Square Partners and external partners, such as the University of Washington, Seattle Colleges, Business Impact Northwest, Ventures, Mercy Corps, and SEED. In addition, the Integration

⁷ Funding reflects service agreement term from September/October 2017–December 2018. Number of participants in activities and events has been reported for the 2018 calendar year.

Manager convened community stakeholder subcommittees in four areas: workforce development, small business, education, and art.

Strategy 2. Create a shared multicultural community center

The Multicultural Community Coalition (MCC) will be Othello Square's "front door" and serve as a cultural home and vital service center for over 10,000 immigrants, refugees, people of color, and other community members in Rainier Valley. MCC is creating organizational and operational structures, building leadership capacity, and developing shared cross-cultural programming to prepare for shared co-working space and a Cultural Innovation Center at Othello Square.

Eight community organizations make up the MCC: Eritrean Association of Greater Seattle, Eritrean Community in Seattle and Vicinity, Somali Community Services of Seattle, Horn of Africa Services, Vietnamese Friendship Association, Chinese Information and Services Center, Urban Family Center, and Oromo Community Service of Seattle.

Outcomes achieved toward strategy 2

- *Organized community and advocated for site control* for the Othello Square project.
- *Developed shared governance structures:* Renewed the commitment of MCC members through the development of a shared mission, vision, values, and principles.
- *Expanded knowledge on real estate acquisition:* Together, MCC members increased capacity of their organizations through a series of work sessions designed to increase knowledge in real estate acquisition and financing, organizational development, legal corporate structures, entity formation, and equity and ownership principles.
- *Developed Equity Framework:* MCC developed a mandatory three-day equity training for Othello Square partners. The training resulted in an Equity Framework that sets forth guiding principles that partners are using for shared narratives, common definitions, and decision-making.

Strategy 3. Create a food innovation center in Rainier Beach

Rainier Beach Action Coalition (RBAC) is furthering the development of a neighborhood network that will provide a home for community-owned healthy food businesses, food processing, food industry education, training opportunities, and shared community space. This is part of a Rainier Beach Food Innovation Center (FIC). Food Innovation Centers are natural places for food aggregation, production and distribution; farmers markets, festivals, and other attractions; and public health outreach and services, such as cooking and nutrition classes, vocational training, incubation, or harvest programs that move farm surpluses to families in need.

Outcomes achieved toward strategy 3

- *Engaged community in Food Innovation Center:* In 2018, more than 1,000 Rainier Valley residents engaged with RBAC in its focus on food cultures and healthy practices. RBAC was successful in creating connections with stakeholders, including farmers, food banks, other farm stands, educators, chefs, nutritionists, and residents at weekly Farm Stand gatherings.
- *Established a seasonal neighborhood Farm Stand in Rainier Beach:* The Farm Stand was launched after several years of stakeholders planning and a three-month preparation initial planning phase (training, operations planning, and permitting) and was open for 18 consecutive Saturdays during the summer. The Ethiopian Community Center in Seattle was the host site for the Farm Stand. RBAC served well over 500 residents, selling almost \$9,000 worth of fruits and vegetables, the equivalent of 2,500 pounds—more than one ton of fresh produce. The partnership created a space where people of all backgrounds could come together and share stories, recipes, knowledge, and experience, a place where seniors and youths work together and help each other out, a venue for informal gathering, for information and resource sharing.
- *Increased community kitchen access and associated cooking classes at neighborhood community centers:* RBAC provided over a dozen cooking classes and training. More than 10 local chefs participated across locations in Rainier Beach, engaging the active participation of over 400 residents.

Strategy 4. Promote safety and reduce environmental causes of crime

This strategy spans the work of multiple organizations that are advancing neighborhood improvements to promote safety, community beautification, and strong partnerships between community organizations.

Outcomes toward strategy 4

- *Identified safety hot spot locations and recommended solutions* located in the Othello neighborhood. Healthy Othello Safer Through Environmental Design (HOSTED) and Rainier Beach: A Beautiful Safe Place for Youth are working on place-based causes of youth victimization and crime at five focus locations, known as "hot spots," in the Rainier Beach neighborhood. With support from COO, they have engaged the Rainier Beach community and many other community-based organizations, businesses, and schools resulting in a 30% crime reduction.
- *Trained neighbors and businesses to identify and reduce crime:* HOSTED trained neighbors and business owners to identify and reduce environmental causes of crime in "hot spots" located in the Othello neighborhood; increase positive perceptions of safety, physical activity, and civic engagement; and increase positive community-based interventions for addressing youth and others. Of 50 participants

surveyed at HOSTED activities, 96% indicated that those activities make the neighborhood feel at least a little safer.

- *Expanded neighborhood improvements:* Collaborations have led to projects such as HOSTED working with Safeway and community organizations to hire local artists to support a community mural. Safeway is now interested in working with HOSTED to create a pedestrian-friendly area near the mural, based on feedback gathered at community events in 2018. HOSTED has also made recommended neighborhood improvements to the Unity Trail, working with Seattle Housing Authority and neighbors to repair lighting, name the space, and encourage community ownership of the Unity Trail.
- *Increased capacity of youth leaders to address crime:* Organizations involved in the Rainier Valley COO Partnership have worked collaboratively on the issue of youth violence—empowering and equipping student leaders to create change in their community.
 - *Rainier Beach:* A Beautiful Safe Place for Youth (ABSPY) is working with young people on solutions to improve safety in Rainier Beach. For example, the Corner Greeters project hires members of Rainier Beach families as Corner Greeters. The Corner Greeters project contributed to statistically significant gains in the reduction of incidents that contribute to crime in Rainier Beach. At the same time, putting money in residents' pockets is a strategic decision that contributes to the economic viability of families and the neighborhoods where they live, shop, and work.

The Greeters host popup-style events to bring people together to foster interactions that build community. Job training has been a critical element. Corner Greeters also received training on CPR, public relations, budgeting, and community safety. They provide information to residents about activities occurring in the neighborhood, provide beautification of the site they activate by picking up litter, conduct safety surveys of residents to learn their perception of crime, and create community connectedness by using Twitter to chronicle activities on a Rainier Beach Newswire.

- *Youth 4 Peach Project (Y4P)* has engaged the broader community on how violence affects youth and their families living in southeast Seattle. Y4P was invited by King County Councilmember Joe McDermott to participate in a focus group to inform gun policy reform.

Strategy 5. Advance anti-displacement policies and approaches

Multiple partners within the Coalitions have developed anti-displacement strategies with accomplishments in the areas of policy development and activating community spaces that can lead to better health and community connections.

Outcomes achieved toward strategy 5

- *Engaged communities in shaping Seattle’s Mandatory Housing Affordability rezone in their communities:* SouthCORE is engaging communities in the rezoning of Rainier Valley’s Urban Villages—an opportunity to advance economic opportunity, culturally relevant businesses, and community ownership. Partners were tapped to be advisors on working groups that address affirmative marketing, right to return, and other policies for neighborhoods with high displacement risk.

For example, the City of Seattle’s new Mandatory Housing Affordability ordinance may create many more units of affordable housing in the Rainier Valley over the next 10 years. Puget Sound Sage and SouthCORE have engaged in the planning to ensure that rezoning will be implemented in accordance with community priorities. One of several policy accomplishments is a new rule that requires developers to begin conversation with community members before project designs are complete.

- *Activated the vacant corner of MLK & Othello to provide food and nutrition educational programming, a space for community gathering, and a safe place for its diverse and growing community:* On Board Othello strengthened relationships with local businesses, organizations, and community members and created a program for community food and nutrition education in the Rainier Valley, specifically the Othello neighborhood. The Beet Box held free events related to gardening, health, and wellness throughout the year. Othello-bration and the Harvest Festival were among the most successful events.

Strategy 6. Ensure equitable transit-oriented development at Link Light Rail’s planned Graham Street Infill Station

SouthCORE and Puget Sound Sage Graham Street Planning are working with community stakeholders to create a shared vision for equitable transit-oriented development in the Graham Street station area. They have formed a Community Action Team (CAT) composed of local leaders, businesses, and institutions that are deeply committed to preserving and growing the community.

Outcomes achieved toward strategy 6

- *Engaged with stakeholders:* Throughout the contract period, partners engaged directly with 500 stakeholders through community planning meetings and listening sessions. Partners also organized with 90 businesses and residents through door-to-door surveys.

- *Leadership development:* Recruited new members to join SouthCORE to advocate for equitable development. One member has joined the Community Leadership Institute to help train emerging leaders of color to become decision-makers on strategic boards and commissions.
- *Leveraged funding:* During the COO place-based funding period, SouthCORE raised funding from the Ford Foundation and the Kresge Foundation to advance its Graham Street work.

Section C. Performance Measures Developed for Place-Based Communities and Monitoring Methodology

(C) A summary of any developed performance measures for the “Place-based Communities: Original COO Sites” sub-strategy or performance measures monitoring methodology for tracking outcomes data.

COO recognizes that unequal health and well-being outcomes are rooted in long histories of structural and historic inequities. COO believes that a more effective and sustainable way to reverse inequities is by working across issue areas and tapping into community expertise.

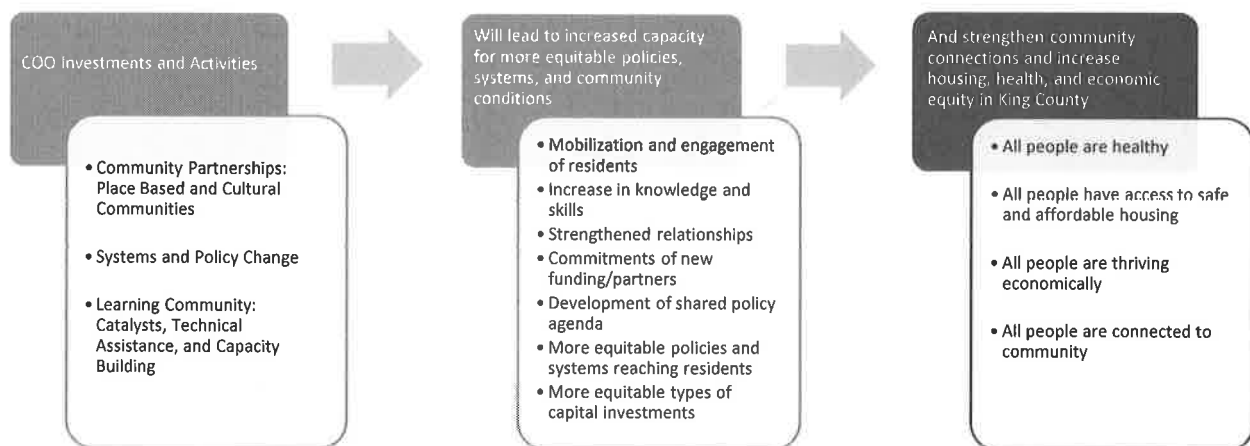
The original place-based partnerships in White Center, SeaTac/Tukwila, and Rainier Valley developed strategies that drive toward the long-term goals of increasing equity across health, housing, economic opportunity, and community connections.

IV. Evaluation Framework

As shown in the COO Framework below (Figure 1), targeted investments and activities over a short-term period (three to five years) are expected to result in increased capacity for more equitable policies, systems, and community conditions. The middle column highlights the shorter-term results needed to sustain equitable outcomes in the long term. Performance measures are designed to help track shorter-term outcomes.

COO expects to see a number of short term outcomes from its initial investments: mobilization and engagement of residents; increase in knowledge and skills; strengthened relationships; commitments of new funding/partners; development of a shared policy agenda; more equitable policies/systems reaching residents; and more equitable types of capital investments (e.g., small business, residential, nonprofit, etc.). COO also plans to track additional performance measures specific to individual grantees’ projects (e.g., perceptions of safety). Over time, the cumulative effect of these activities will strengthen community connections and increase social, economic, and health equity.

Figure 1. COO Framework



Framework for measuring long-term change

COO has developed headline indicators and a composite measure of health and well-being. Many of these markers help determine if we are moving in the right direction over time. Changes in these indicators would be expected in the long term.

- **COO Headline Indicators** for health, housing, economic opportunity, and community connection help to gauge long-term change and were developed in partnership with COO original sites.
- **COO Index** ranks the health and well-being of residents from highest to lowest percentiles, grouped by deciles. The index is a composite, including life expectancy, rates of diabetes, obesity, smoking, unemployment, poor housing conditions, and living below 200% of poverty. The original place-based partnerships were located in areas that ranked in or below the 20th percentile of health and well-being indicators.

Table 2 shows data from 2014 and 2017 for the headline indicators and composite index for the original place-based partnerships and King County.

Table 2. Headline Indicators and Composite Index of Health & Well-Being in Original Sites¹

Indicator	Improvement Direction Expected	King County		Rainier Valley		SeaTac/Tukwila		White Center	
		2014	2017	2014	2017	2014	2017	2014	2017
Health									
Life expectancy (number of years)	Increase	81.8	81.7	80.2	81.3	80.0	79.1	79.5	79.4
Adults not participating in leisure-time physical activity (percent)	Decrease	16.2	15.3	24.4	20.2	29.1	23.9	22.3	18.1
Housing									
Households paying less than 30% of income for housing (percent)	Increase	64.0	68.7	53.2	58.3	51.5	54.1	50.2	57.2
Households paying less than 50% of income for housing (percent)	Increase	85.2	87.5	81.2	80.7	82.8	82.9	76.8	78.1
Economic Opportunity									
Households with income below 200% of federal poverty level (percent)	Decrease	24.3	22.2	40.4	37.2	46.7	41.5	46.5	39.0
Youth, age 16–24 in school/employed (percent)	Increase	88.5	90.9	90.3	92.0	79.8	84.2	79.8	84.2
Community Connection²									
Adolescents with an adult they can talk with (percent)	Increase	75.7	76.2	65.4	64.7	63.8	67.5	53.1	64.5
COO Index³									
Composite of health and well-being measures	Decrease	105.2	98.7	128.0	113.7	152.9	134.0	162.5	144.2

NOTES FOR HEADLINE INDICATOR DATA

1. Data year listed: The year 2014 reflects numbers averaged from 2010 to 2014. The year 2017 reflects numbers averaged from 2013 to 2017.
2. Community Connections data is 2014 and 2016.
3. COO Index: The composite is the sum of seven indicators included in the original composite used to select COO target geographic areas. Three indicators in the original composite were excluded due to lack of 2017 data.

V. Summary of Baseline Performance Measures Developed for Place-Based Communities

In 2018, COO launched a baseline evaluation to—in part—assess progress on performance measures. COO partnered with a multidisciplinary evaluation team, BDS Planning & Urban Design, composed of national and local experts, to work closely with community partners to conduct the baseline evaluation. Unlike conventional evaluation approaches that can be top-down or perpetuate inequities, participatory evaluation brings stakeholders and evaluators together to collaboratively develop and implement the evaluation.

COO also created an Evaluation Advisory Group (EAG), made up of representatives from the three original place-based partnership sites, the new place-based and cultural community partnerships, and organizations engaged in systems and policy change projects, to advise COO throughout the baseline evaluation process.

The baseline evaluation included data on five key performance measures to track capacity building (courses, workshops, trainings, and seminars), community events (volunteering, community organizing, celebrations, mentoring), leadership development, strengthening of organizational relationships, and development of new organizational relationships.

Summary data across all three sites:

1. Partners held 140 capacity building events, reaching 2,305 people.
2. Partners carried out 187 community events, reaching nearly 15,000 people.
3. Supported 115 youth and adults to take on leadership positions within their communities and our region.
4. Strengthened 97 organizational relationships.
5. Developed 67 new organizational relationships.

A complete summary of baseline evaluation findings, including population-level metrics and partner-level findings, is available at www.COOpartnerships.org/impact.

Table 3. Performance Measures

Site/Partner		SeaTac/Tukwila	White Center	Rainier Valley	Total
Capacity Building	Number of Events	21	49	70	140
	Number of Participants	149	781	1,375	2,305
Community Event	Number of Events	20	77	90	187
	Number of Participants	1,263	4,676	9,051	14,990

Residents in leadership roles	18	46	51	115
New organizational relationships developed	7	28	32	67
Organizational relationships strengthened	15	45	37	97

VI. Additional Performance Measures

COO has also identified a set of additional common performance measures (**Table 4**) to use for reporting activities in 2019–2020, across the three original place-based partnerships. These measures were developed based on a review of partners’ respective scopes of work for 2019 to 2020. They reflect areas of commonality across two or more partners within each of the COO result areas.

Table 4. Additional Common Performance Measures for 2019–2020

	Result Area(s)				Performance Measure
	Health	Economic Opportunity	Housing	Community Connection	
How much did we do?	X	X		X	Number and types of trainings or workshops held (e.g., healthy foods/nutrition, job skills, civic engagement)
	X	X		X	Number of people who attended each training or workshop
			X		Number of housing or anti-displacement events held (e.g., community discussion about local housing policies and impact on residents)
			X		Number of people and organizations attending housing or anti-displacement events
How well did we do it?	X	X		X	Number of people who completed workshop or training
	X	X		X	Percentage of people who completed workshop or training
			X		Number of people and organizations actively involved in moving housing or anti-displacement work forward
Is anyone better off as a result?	X				Number and percentage of people with improved knowledge about healthy eating/nutrition
	X				Number and percentage of people with improved attitudes/confidence about eating more fruits and vegetables or keeping a healthy diet
		X			Number of people placed into employment
			X		Percentage of progress toward fundraising goal or amount of capital raised for housing or anti-displacement work
			X		Number of affordable housing units created
				X	Number of people active in community service/civic work
				X	Number of residents in leadership roles

Grantee-Specific Performance Measures

We recognize that the identified common performance measures do not capture the full picture of our COO grantees’ efforts. In addition to reporting on common performance measures, partners are currently finalizing their evaluation plans. These plans will outline additional measures that are relevant to tracking progress in individual grantees’ activities that is not captured by the common measures, and will explain how they intend to collect these data.

VII. Performance Monitoring

In addition to ongoing performance measure monitoring, COO synthesizes information from grantees' mid-year and annual reports. These reports document progress and accomplishments not captured through the performance measure template, as well as the number and types of partnerships developed and how these partnerships have contributed to furthering grantees' goals.

The reports, in addition to information gathered through regular check-ins between grantees and their contract monitors, will also provide us with contextual, qualitative data about factors contributing to the success of their work, as well as barriers/challenges encountered and how any challenges have been overcome.

Appendix

A. List of Services Provided through COO King County Service Agreements

Number of people engaged/served by site/site partner with issue areas

Appendix A
Services Provided Through COO King County Service Agreements

Communities of Opportunity King County Service Agreement – List of Services Provided Site

The tables in this appendix list the primary project activities or “services provided” by each of the partners with a King County COO Service Agreement in 2018. The list identifies the agency that is responsible for implementing the activities, a description of the activities/services, and the number of persons who were “served” or participated in capacity building events (courses, workshops, trainings, and seminars) or community events (volunteering, community organizing, celebrations, mentoring).

The tables were created using reports submitted by original place-based partners for the period of January 1, 2018 through December 31, 2018, which listed the number and types of events they hosted or supported as part of their service agreements, and the number of people who were “served” or participated in these activities. A detailed list of these activities/events is available [here](#).

¹ Result Area: Housing = H; Economic Opportunity = EC; Health = HE; Community Connections = CC.

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.

Appendix A
Services Provided Through COO King County Service Agreements

WHITE CENTER: Partner & List of Services Provided Through Service Agreement	Participants*	Result Areas¹			
		H	EC	HE	CC
<p>White Center Community Development Authority (White Center CDA):</p> <p>(1) Increased resident involvement and increased community engagement in White Center through community building. Dedicated staff worked with WCCDA partners to support engagement activities including meetings, home visits, facilitating language groups and community conversations, coordinating with systems partners to plan events that were relevant to strategy areas and to specific project/issues including the White Center Community Hub, Annexation, WC healthy food roundtables, etc.</p> <p>(2) Strengthened community through outreach and engagement provided by a diverse network of community building partners. Engaged White Center residents, specifically within different languages and cultural groups and isolated members of the community including people experiencing homelessness, formally incarcerated and ESL families. Partners and the community/languages served include:</p> <ul style="list-style-type: none"> • Trusted Advocates: Spanish, Eritrean, Bosnian, Khmer(Cambodian), Vietnamese, Somali • Yes! Foundation: Samoan, Tongan, Chamorro, Micronesian, Fijian and English Speaking communities • Village of Hope: African American, Native American, Latino • Partner in Employment: Somali, Oromo, Bantu, Ethiopian, Arabic 	8,614	X	X	X	X
<p>FEEST</p> <p>Increased healthy food access, collective health, and build leadership: Convened a Healthy Food RoundTable of stakeholders in White Center to collectively identify key strategies to increase access and affordability in healthy food for the neighborhood. Roundtable members built leadership skills together, met regularly, used participatory research methods, creative visioning tools, community mapping, and meaningful engagement to co-design a multi-prong healthy food platform specifically for White Center.</p> <p>Hosted community health workshops and dinners for youth of color, low-income youth and neighborhood residents. Expanded on existing high school aged curriculum related to food and health equity and facilitate workshops in classrooms and community centers in White Center. The workshops increased awareness and knowledge and provide a place to access, try and experiment with healthy, culturally relevant foods.</p>	711			X	X

¹ Result Area: Housing = H; Economic Opportunity = EC; Health = HE; Community Connections = CC.

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.

Appendix A
Services Provided Through COO King County Service Agreements

WHITE CENTER: Partner & List of Services Provided Through Service Agreement (continued)	Participants*	Result Areas ¹			
		H	EC	HE	CC
Southwest Youth & Family Services (SWYFS) Increased community support and engagement for the development of the White Center Community Hub. SWYFS staff position coordinates youth and family involvement in the agency, with a goal of creating stronger, more pronounced presence for SWYFS in the local community. Youth involvement in civic activities was an ongoing activity that occurred throughout agency programs; COO funding significantly boosted youth engagement, particularly in the design phase of the Hub project and in White Center.	315				X
White Center Food Bank (WCFB) Increased healthy food access in White Center by supporting community member's engagement in community gardening and providing educational opportunities and resources to build community members skills in growing and producing fruits and vegetables in the community. WCFB gardening staff developed educational opportunities; supported hands on gardening in community spaces; and expanded an existing garden at the WCFB to increase food bank client's access to culturally relevant produce.	182			X	X
YWCA (1) Extended current employment services to residents of White Center community and customized services to meet the needs of a multi-cultural community. Full-time employment navigator hired to increase access to career pathways that offer family-supporting wages and advancement potential for White Center residents, working closely with YWCA staff (ESL Instructor and interpreter), as well as on-site partners (Highline College, offering accredited programs in business technology and early childhood development). (2) Launched "Invest Local Project." Small Business Developer (SBD) worked with local residents, with an emphasis on people of color and immigrants, to build resilient, sustainable businesses that lead to financial self-sufficiency and community building enterprises. The focus for the project was on both "first step" entrepreneurship as well as the expansion and growth of existing small businesses in the community.	604		X		X
Total	10,426				

¹ Result Area: Housing = H; Economic Opportunity = EC; Health = HE; Community Connections = CC.

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.

Appendix A
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SEATAC/TUKWILA: Partner & List of Services Provided Through Service Agreement	Participants*	Result Areas ¹			
		H	EC	HE	CC
<p>Global to Local</p> <p>(1) Extended the pilot Connection Desk to at least one additional HealthPoint community health center to increase connections between health care providers and community/social services. Volunteer and paid staff linked patients with social services resources, as directed by the primary care provider.</p> <p>(2) Increased connections between health, housing, and financial resiliency by placing Community Health Workers in affordable housing developments and other nearby housing to address and prevent chronic diseases. A financial coaching curriculum for community health workers was developed and implemented.</p> <p>Global to Local held the service agreement with King County and is the fiscal agent for the Food Innovation Network.</p>	967		X	X	X
<p>Food Innovation Network (FIN)</p> <p>(1) Increased community participation and leadership in the FIN by recruiting and elevating advocates into leadership roles and by carrying out a participatory budgeting exercise. Hosted community events that shared information about healthy food, hosting community events, and launching two farm stands.</p> <p>(2) Created, implemented and refined a recruitment plan to enroll new food businesses at the pilot kitchen. The pilot kitchen enrollees used marketing strategies and comprehensive business training services from FIN service partners. Developed and implemented workshops and held meetings on opportunities and challenges for local food businesses</p>					
<p>Partner in Employment (PIE)</p> <p>Developed a Community Economic Development Incubator (CEDI) that connected and engaged immigrant and refugee communities around economic stability programs. Tested solutions to reduce employment barriers in living wage jobs for such communities with a goal to create a replicable model and impact policy. CEDI included preparation for youth and adults for employment, apprenticeship, and training in demand industries, such as Construction, Manufacturing, Aerospace, IT, Hospitality, and Culinary Arts.</p>	445		X		X
Total	1,412				

¹ Result Area: Housing = H; Economic Opportunity = EC; Health = HE; Community Connections = CC.

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.

Appendix A
Services Provided Through COO King County Service Agreements

RAINIER VALLEY: Partner & List of Services Provided Through Service Agreement	Participants*	Result Areas ¹			
		H	EC	HE	CC
<p>HomeSight</p> <p>(1) Developed an interagency community centered service delivery framework and model that included a shared means to collect data, coordinated referrals, and integrated survey/assessment tools.</p> <p><i>HomeSight held the services agreement and is the fiscal agent for the Multicultural Community Coalition and On-Board Othello</i></p>	420	X	X	X	X
<p>Multicultural Community Coalition (MCC)</p> <p>(1) Conducted pre-development work for the creation of the Multicultural Center, including hiring a project coordinator, engaging community stakeholders in project design, and defining a governance and membership structure.</p> <p>(2) Engaged youth in activities to promote leadership and decrease violence.</p>	697			X	X
<p>On Board Othello</p> <p>(1) Identified and reduced environmental causes of crime in “hotspots” located in the Othello neighborhood through Healthy Othello Safer through Environmental Design (HOSTED) training and engagement with neighbors and business owners. Surveys and plans developed and implemented to increase positive perceptions of safety, physical activity and civic engagement, and to increase positive community-based interventions for addressing youth and others. HOSTED engaged 421 people in 2018.</p> <p>(2) Activated a vacant lot in the heart of the Othello neighborhood to create the Othello Neighborhood Farm Stand --The BeetBox. Improved access to healthy food and increasing nutrition education in Rainier Valley by hiring a Nutrition Access & Education Program Coordinator to develop and implement Farm Stand programming. BeetBox activities engaged 375 people in 2018.</p>	796				X

¹ Result Area: Housing = H; Economic Opportunity = EC; Health = HE; Community Connections = CC.

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.

Appendix A
Services Provided Through COO King County Service Agreements

RAINIER VALLEY: Partner & List of Services Provided Through Service Agreement (continued)	Participants*	Result Areas ¹			
		H	EC	HE	CC
Puget Sound Sage and South Communities Organizing for Racial/Regional Equity (SouthCORE) (1) Created a shared vision for equitable transit-oriented development in the Graham Street station area working with community stakeholders. (2) Engaged residents in the rezone of Rainier Valley’s Urban Villages --an opportunity to advance economic opportunity, culturally relevant businesses, and community ownership.	508	X	X	X	X
<i>Rainier Valley Corps holds the service agreement with King County and is the fiscal agent for Rainier Beach Action Coalition.</i> Rainier Beach Action Coalition (1) Built capacity and effectively operated A Beautiful Safe Place for Youth (ABSPY): Corner Greeters youth and neighborhood intervention program using a community led and data driven approach to addressing crime affecting youth at “hotspots” in the Rainier Beach neighborhood. (2) Laid the groundwork for the creation of the Rainier Beach Food Innovation Center. Developed and implemented a culturally relevant local food and health awareness campaign, established a Community Farm Stand in Rainier Beach, and identified and increased community kitchen access and associated cooking classes at neighborhood community centers.	3,036		X	X	X
Total	5,457				

¹ Result Area: Housing = H; Economic Opportunity = EC; Health = HE; Community Connections = CC.

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.