COVID-19 Recovery: Philanthropic Investment Memorandum

impact ready investments to support BIPOC communities in King County

August 2020
Context for this work

Seattle Foundation recognizes that the COVID-19 pandemic is having far- and long-reaching destructive effects across the region and compounding racial and economic inequities that have long existed. Our community is experiencing a moment of reawakening, and we must build on the momentum and local assets and wisdom to create a community-driven, sustainable plan for change. The journey to an equitable post-COVID-19 future will require investing in long-term, systemic interventions. But in the near-term, scarce resources must be targeted to the areas where communities, particularly those most vulnerable, have expressed greatest need.

The purpose of this document is to spotlight community informed “impact ready” investment opportunities so local funders can quickly move capital to address the intensification of disparities on Black, Indigenous, and People of Color (BIPOC) communities due to COVID-19. For the purposes of this work, “impact ready” investments are high-impact interventions where money can be put to work for immediate impact, or plant the seeds now for longer-term impact. The investment opportunities that follow are not comprehensive in addressing COVID-19’s far-reaching impact on BIPOC communities. Rather, they reflect ways for private philanthropy to quickly address the highest priorities of these affected communities. It is just one piece of a broader reinvention and rebuilding effort being led by multiple actors across the region that lays the groundwork for a long-term equitable recovery plan. While the primary audience for these materials are donors and fund holders of the Seattle Foundation, given the scale of the challenges elevated, broader philanthropic support will be critical to unlock deeper and wider impact.

What sets this work apart, both in terms of approach and value, is that it is rooted in deep collaboration with local community leaders. As a community foundation, we believe one of our unique roles is in bridging the needs of our community with philanthropists eager to have impact close to home. In developing these investment opportunities, we have consulted with a wide range of issue area experts, and diverse members of the community (e.g., local capacity builders, larger non-profit leaders, funders) to collect the best and latest thinking. At the center of this effort is a belief that those closest to a “problem” have insight on the solutions, recognizing how BIPOC and other marginalized communities have navigated systemic inequity for generations—and often thrived in spite of them. A critical partner in this work has been the Seattle Foundation’s Community Advisory Group—comprised of leaders of local and grassroots organizations that represent the geographic and ethnic diversity of the King County region with greater representation of the most impacted populations (see Appendix 2 for list of Community Advisory Group members). Given their proximity to the communities we seek to serve, the Community Advisory Group has been asked to represent the voice of their communities in this planning effort. This group determined the focus areas for investment, and approved all recommended investment strategies captured in this document.

We acknowledge that this work builds on longstanding calls—often made by BIPOC leaders—for investing in structurally marginalized, BIPOC communities. There is a long history of inequitable access to opportunity and resources—and corresponding challenges for BIPOC communities. At the same time, BIPOC communities have a demonstrated history of resilience and innovation that we hope to learn from and build up as part of this work. So, we make no pretenses that this approach is novel—but see it as needed.

We hope this document will lead you to consider new types of investments and organizations that might not have been on your radar previously. To facilitate contributions to the investments identified in this
document, the Seattle Foundation has created a Fund for Inclusive Recovery focused on addressing immediate needs and bridging to build the infrastructure necessary to support an equitable recovery.

For more detailed information on how to support the investments spotlighted in this document, please contact the Seattle Foundation.
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Why community-based grantmaking?

“Placing meaningful resources in the hands of those closest to the problems, backing their visionary efforts over time, listening and learning at every step of the journey—this is the philanthropy we need today.”

Darren Walker, President of the Ford Foundation [source]

If we hope to meaningfully address the widening inequities experienced by BIPOC communities in King County, we will need targeted solutions that address the specific challenges those communities face. Past social change efforts have taught us that universalist approaches often fail to meet the needs of minority populations. For example, one of the greatest public health victories of recent years has been the decrease in teen smoking from 36 percent in 1997\(^1\) to 9.2 percent in 2018.\(^2\) However, this dramatic overall improvement masks community-specific challenges. Native Americans have seen no similar drop in smoking rates, and currently have the highest rates of teen smoking. Similarly, since initial efforts did not focus on Black community members, they failed to address the most effective age window to

\(^1\) https://www.tobaccofreekids.org/press-releases/2014_06_12_cdc
\(^2\) https://www.cdc.gov/tobacco/data_statistics/fact_sheets/youth_data/tobacco_use/index.htm
disrupt African American smoking patterns with lasting impact on health outcomes. Though Black teens smoke at much lower rates than white teens, Black Americans tend to start smoking later as adults, when their rates are on par with their white peers, and experience much higher mortality.³ By developing community-specific strategies, philanthropy is far more likely to see more equitable impact for their efforts, and avoid unintentionally deepening inequity.

Philanthropy can gain critical knowledge to help avoid these missteps and ensure that impact is spread equitably across BIPOC communities by engaging directly with members of the community. In addition to enabling funders to better live into potential commitments to diversity and equity, there are four primary benefits to involving community members in the funding process:

1) **Clearer understanding of needs and solutions**: A core value of engaging community members comes from a nuanced understanding of their own needs and potential solutions that is rarely found in traditional philanthropy. Informed by lived experience, community members have critical insight into where opportunities for investment are most critical, and how and which solutions might succeed or fail, given a number of on-the-ground factors (e.g., what’s been tried before, what signals trust or authenticity, etc.).

2) **Greater “stickiness” of interventions**: Decades and centuries of government sanctioned and direct discrimination have contributed to low levels of trust for outsiders among some focus populations. As a result, members of these groups may be less willing to participate in government programs. For example, according to Colleen Echohawk, Executive Director of Chief Seattle Club, a nonprofit that works with the city’s Native population, when members of the Native community who are experiencing homelessness are assigned permanent housing, 84 percent do not take advantage of it.⁴ In contrast, local community leaders building on deep social networks and long-term relationships can be uniquely able to implement more sustainable change.

3) **Better sourcing of high impact organizations**: Philanthropic sourcing channels largely build on what other large funders have already supported, often excluding excellent, small, community-based efforts, organizations, and nonprofits that lack access to those channels (e.g., local activists). In contrast, community knowledge can surface efforts that are yielding early momentum and buy-in from within the community, which might not “check boxes” for traditional philanthropic indicators (e.g., not having formal evaluations, but rather other means of demonstrating impact).

4) **Stronger local infrastructure**: By partnering with community members, philanthropists are investing directly in building the infrastructure of communities—preparing leaders, strengthening social networks, connecting to capital—to create a platform for community members to become champions of change.

A community-based approach to funding can take two primary forms. One, donors can share or fully transition decision-making power over the allocation of funds to the people and communities they seek to serve. Two, they can channel funds to community-led efforts, organizations, and nonprofits that are run by and serve members of the same community. **We have embedded both approaches in this effort, by entrusting the Community Advisory Group to determine focus areas and approve strategies, and by elevating community-based organizations as potential grantees throughout (where relevant).**

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³ [https://www.cdc.gov/tobacco/disparities/african-americans/index.htm](https://www.cdc.gov/tobacco/disparities/african-americans/index.htm)

Community-elevated priorities

The Community Advisory Group was asked to prioritize areas where there is both urgent need and opportunity for immediate action. In their discussion, the Advisory Group emphasized the historic disinvestment and disempowerment of BIPOC communities, as well as the untapped community expertise that can provide clarity on both the assets they have and the resources they need. With that in mind, the Advisory Group quickly prioritized two areas as critical areas for investment:

- BIPOC-led nonprofits
- Civic participation and power

In determining which specific issues to prioritize, the group noted the interconnected nature of many of these issues, and they challenged the idea of “pitting oppressions against one another,” highlighting the importance of taking a holistic approach to solutions. However, given the acute needs facing BIPOC communities, the group aligned on five additional issue areas that covered basic needs, resources to build health and skills, and structural inhibitors. These five specific areas are:

- Housing and homelessness
- Food security
- Behavioral health
- Education (including childcare/early learning, K-12, and postsecondary/career prep)
- Criminal justice

It is important to note that while we address the first two investment areas around supporting BIPOC-led non-profits and civic participation and power as discrete sections of the report, they are also necessary lenses within each issue area. For example, it is not possible to meaningfully address food security without supporting BIPOC-led organizations with deep roots in the community working in the space and elevating the power of the community to advocate for itself.

In addition to guidance on priorities for this initial round of investment, the Community Advisory Group provided four additional considerations about how to approach this work. First, while this effort has an explicit focus on BIPOC communities, there was an emphasis on recognizing the disparate impacts on other marginalized populations as well (e.g., undocumented people, people with disabilities), many of which have significant overlap with BIPOC communities. Second, there was a call to situate potential investments within the broader funding context, weighing which organizations and leaders have already benefited from COVID-19 emergency funding versus those who have not. This is critical given the systemic barriers to funding that are faced by BIPOC leaders in particular. Third, in evaluating and measuring impact, there was a push to shift away from funder-decided metrics that can be overly onerous and misaligned with community needs, to collaboratively defined measures of success. Finally, the Community Advisory Group reinforced the role of this initial effort as a starting point, needing to connect these short-term responses to longer-term, structural change.
Impact ready investment strategies

Broadly, there are three types of investments for private philanthropy captured in this report:

1. **Address Acute Needs/Gaps**
   
   that other sectors cannot quickly fill

2. **Support innovation**
   
   to test new ideas and develop proof points

3. **Catalyze larger funding flows**
   
   (e.g., private sector, government)

For each investment we have provided a **high-level sizing of the need** as well as 1-2 example organizations currently doing related work with BIPOC communities. These are organizations that surfaced from our research and interviews with community members and are meant to be illustrative of what a concrete investment could look like, while also lifting up organizations that may be new to some funders.

In the interest of timely response, these organizations have not been extensively vetted. Seattle Foundation will work closely with its partners to source additional organizations and diligence potential recipients of funds from the Fund for Inclusive Recovery.

The topics and inequities highlighted in this report are highly interrelated. For example, inequitable education practices play a role in criminal justice given disproportionate punishment of student behavior that can introduce BIPOC youth to the criminal justice system at young ages. To support the development of concrete recommendations we have largely approached each topic separately in this memorandum. In addition to the topic-specific strategies detailed in the sections that follow, our research elevated three cross-cutting investment strategies focused on addressing acute needs that could have positive impacts across multiple areas, specifically:

1. **Provide flexible, multi-year funding to organizations**

   Non-profit organizations are tasked with solving humanity’s toughest problems, but are often starved of the resources needed to be healthy, resilient, and innovative. Across the country, the majority of foundations cap overhead costs at 20 percent, which is insufficient to cover the true costs of doing work in a sustainable way. Further, 75 percent of foundation giving and almost all government funding is project-restricted, which even in steady times does not cover full costs, and provides limited ability for organizations to pivot to meet changing on the ground needs—particularly during times of crisis. These challenges are particularly pronounced for BIPOC-led organizations. As an example, the unrestricted net assets of Black-led organizations are 76 percent smaller than those of white-led counterparts. Funders can demonstrate trust in and commitment to BIPOC-led organizations by providing them more multi-year unrestricted funding that enable leaders to allocate funds to where they are needed most, invest for the long-term, and free resources from continuous fundraising pressures.5

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5 [https://ssir.org/articles/entry/overcoming_theracial_bias_inphilanthropic_funding](https://ssir.org/articles/entry/overcoming_theracial_bias_inphilanthropic_funding)
2. Give flexible financial support via cash assistance

The pandemic is having severe economic effects on the King County region, with potentially long-lasting damage to livelihoods and wellbeing—particularly for those most vulnerable in our society. Though government will need to take the lead through large-scale stimulus and support programs (e.g., CARES Act), philanthropic investment can accelerate recovery efforts and mitigate consequences for vulnerable populations through unconditional cash transfers. Cash transfers provide money directly to vulnerable families to use as their circumstances dictate (e.g., for food, car payments, healthcare expenses). There is a strong research base to support their efficacy and time to impact both domestically and globally that make them a particularly high impact investment strategy.\(^6\)

There are currently an estimated 130,000 BIPOC living in or near poverty,\(^7\) and that number is projected to grow by approximately 17 percent\(^8\) given the COVID-19 pandemic. Providing this economically marginalized population another stimulus in line with the original CARES Act would cost $\text{150-180M}.\(^9\)

Two example organizations in King County currently providing cash relief to BIPOC residents in need are Africatown Community Land Trust and Byrd Barr Place.

3. Close the digital divide through increased technology/internet access

Given the need for social distancing to limit the spread of COVID-19, life is increasingly happening online. Education, job interviews, doctor’s visits all require internet connection to access. Yet, there is a significant digital divide for Black/African American, Hispanic/Latinx,\(^10\) Native communities,\(^11\) and ESL households\(^12\) who have more limited broadband access than their white and primarily English-speaking counterparts (even when income is controlled for),\(^13\) that creates a meaningful barrier to accessing necessary supports. Funders can work to rapidly close this gap by equipping BIPOC communities with technology and internet resources.

There are currently over 67,000 households (7.5 percent) across King County that have no internet access at home\(^14\) and even more with limited technology. This gap is particularly concentrated among lower-income residents. Addressing this immediate need at scale by providing laptops and subsidized Wi-Fi is estimated to cost $3,400 per household,\(^15\) or $\text{225M countywide}. One organization working to address the digital divide is the Eritrean Association of Greater Seattle, which is upgrading their Community Center Computer Lab to provide computer training and access to their community.\(^16\)

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\(^6\) The Stockton Economic Empowerment Demonstration (SEED) in Stockton, California provides $500 a month for 24 months to 125 low-income residents. On average, between February 2019 and March 2020 nearly half of the money (47 percent) went to food and utilities. The funds have created the space for residents to look for better jobs or step back from having to balance multiple jobs, and instead spend more time with loved ones. Similarly, the Magnolia Mother’s Trust (MMT) pilot provided $1,000 a month for 12 months to 20 Black women living in public housing in Jackson, Mississippi. Early findings reveal that the mothers used the funds to pay regular bills, pay down debt, and cover transportation and educational costs. In the long-term, the mothers also reported higher educational attainment by the end of the year-long pilot, and all participants reported worrying less and feeling hopeful about their future in five years. Other examples—Family Independence Initiative (FII) and LIFT, two innovative, multi-site U.S. nonprofits that provide cash infusions to their members—corroborate these findings.

\(^7\) https://www.seattle.gov/tech/initiatives/digital-equity/technology-matching-fund/2020-awardees

\(^8\) https://www.freepress.net/our-stories/forecasts-and-policy-analysis/forecasts-and-policy-analysis...

\(^9\) Source: https://nextbillion.net/effective-cash-transfers-us-covid19/

\(^10\) For example, for household income of $35,000 to $60,000, white families are six percentage points more likely to have home internet than Black/African American or Hispanic/Latinx families of similar income level.


\(^12\) This estimate assumes an average household of four people with two school-age children, and relies on cost benchmarks for Chromebooks ($600/unit) and hotspots ($40/month) over a six-month period, with an additional 30% for overhead.


\(^14\) https://datausa.io/profile/geo/king-county-wa

\(^15\) https://static1.squarespace.com/static/5743308460b5e922a25a6dc7/t/5e9786f17c4b4e20ca02d16b/1586988788821/Forecasting-Poverty-Estimates-COVID19-CPSF-2020.pdf

\(^16\) https://crosscut.com/2020/03/rural-tribes-finally-have-shot-faster-internet
Supporting BIPOC-led non-profits

“As a sector we have been delusional, believing that we have an endless supply of leaders of color, so we take them for granted. We underinvest in them. We leave them to struggle on their own. And by doing so, we progressives are throwing away our greatest and most productive years believing that institutions solve problems, when in fact, they often reinforce status quo.”

Vu Le, Former Executive Director of RVC and Blogger at Nonprofit AF [source]

Community-based organizations led by BIPOC are systematically undervalued and underfunded. Evidence suggests that nonprofits led by people of color have less total revenues than white-led nonprofits; for nonprofits led by Black people, specifically, total revenues are 24 percent less than those of white-led nonprofits. Yet no one may be better suited than these same organizations, often with deep roots in their communities and a deep understanding of how change happens there, to address the current crisis. According to a study conducted by Echoing Green and Bridgespan, BIPOC leaders face a series of barriers that make it difficult for them to access the funding necessary to deliver on their mission in a financially sustainable way. These barriers extend across the grantmaking pipeline, starting with inequitable access to the social networks that enable connections with the philanthropic sector. COVID-19 threatens to exacerbate disparities in funding, hurting these organizations and the communities that rely upon them, unless funders disrupt these patterns through intentional action.

Based on community input, we highlight six investment opportunities to support BIPOC-led nonprofits.

1. Provide flexible, multi-year funding to organizations

For detail see first cross-cutting impact ready investment strategy

2. Identify and support grassroots organizations through community-based intermediaries

BIPOC-led organizations are often best positioned to have impact in their communities. Yet, given barriers to funding, many effective and innovative community-based organizations are not well-known to funders, placing them at risk of being unable to address the challenges and opportunities arising in their communities during the present crisis, or even of not surviving the crisis. While ideally, funders should create direct relationships with high impact organizations and leaders, this takes time. An

17 https://www.seattlefoundation.org/-/media/SeaFdn/Files/Other-pdfs/Funding-KC-BLOs-Final.pdf?la=en&hash=452F347FA54C3417D36B74167469AE85AE768
18 As additional data points, among Echoing Green’s 2019 U.S. fellowship applicant pool, the 492 organizations led by black applicants raised $40 million overall, compared to $61 million raised by the 396 organizations led by white applicants. These disparities continue as organizations attempt to scale. During the mezzanine stage, Black and Latinx leaders receive only about 4 percent of funding but make up 10 percent of nonprofit leaders. The pattern continues in the later stages of funding: between 2010 and 2014, only 11 percent of funding exceeding $10 million went to organizations led by people of color. And one organization, The Harlem Children’s Zone, accounted for about one-third of the total funding amount. Source: https://www.philanthropy.com/article/Philanthropy-s-Racial/248862
19 https://ssir.org/articles/entry/overcoming_the_racial_bias_in_philanthropic_funding
effective impact ready strategy would be for funders to work with organizations that have deep community roots and knowledge to reach grassroots organizations and leaders.

Community-based intermediaries could enable funders to better reach an estimated ~300 BIPOC-led small non-profits in King County with budgets of less than $1M and that are serving on the ground needs. Providing each of these organizations two months of operating reserves to provide some financial stability is estimated to cost $25M. In selecting intermediaries to fund it is critical to focus on those with demonstrated track records and deep relationships within BIPOC communities to ensure funds reach the intended recipients. One example of a community intermediary that can help reach these types of small, diverse, grassroots organizations is the Potlach Fund. Founded in 2002 by Tribes and funders, the fund provides grants and leadership development to organizations serving Native Communities in a four-state area (including Washington State). Its focus is Native artists, Native language preservationists, and Native youth-led programs—though in response to COVID-19 it is now providing unrestricted critical response grants to organizations in these areas.

3. Support or create a community-determined fund

Most philanthropic decision-making processes do not include a say in decision-making for the communities most affected by the issues that the funders are trying to address. However, there is an increasing number of smaller-scale experiments with fully community-owned decision making across the country that could serve as models for the greater King County area. For example, the Native Voice Rising Fund, which has a <$1M fund supported by Common Counsel Foundation and Native Americans in Philanthropy (NAP), is intended to strengthen Native-led organizations that are improving the lives of their community members in the United States. Decision-making happens at a regional level by grantmaking committees composed of selected Native community member volunteers. Each committee is guided by NAP staff and receives grantmaking training and technical assistance.

To date most experiments with fully community-owned decision making have been relatively small (under $1M). Funders have the opportunity to recreate a similar sized fund in King County or to experiment with a more ambitious community-determined fund of $2-$5M. Any fund would need logistical and technical support from a partner organization that would facilitate the grantmaking process. Given its experience engaging community advisors, the Seattle Foundation could serve as the facilitator of this type of fund.

4. Create working capital fund to improve solvency

BIPOC-led organizations often have lower cash reserves than white-led organizations, placing them at greater risk of insolvency during shocks like the COVID-19 crisis. This risk is further heightened given dependence on government grants, which often fund via reimbursements that require non-profits to float expenses, creating significant financial strain for organizations that have low cash reserves. Funders could establish a working capital fund that would provide short-term lines of credit to organizations to strengthen their financial position.

Since the working capital fund would be a revolving pool of money, there will be limited risk to the principal provided by funders, and the same base of money can be leveraged multiple times. Funders

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20 This number likely underestimates the total number of grassroots, BIPOC led organizations many of which may not be officially incorporated as 501c3s. Number estimated by applying the percentage of non-profit leaders that are POC nationally (22 percent) from 2015 Community Wealth partners report to the total number of non-profits filing 990s with budgets under $1M in 2019 in King County.
21 This cost assumes that organizations have an average budget of $500,000, and a monthly operating budget of ~$40,000
22 http://www.nativevoicesrising.org/about/
could place $1-2.5M in a three-to-five year holding period to a trusted community based bank or CDFI like Craft3 to distribute to nonprofits as needed.

5. Expand access to external capacity building supports and services

BIPOC-led non-profits were under-resourced and over-stretched entering the crisis and that has only been exacerbated. Access to key capacity building supports (e.g., strategy and planning, leadership development, fundraising, succession planning, staff training, program development) and outsourced back-office functions (e.g., finance, HR, communications, technology) can enable organizations to focus, and strengthen, their programmatic work. Yet, typically funders are hesitant to support these types of investments for non-profits with only ~5 percent of funding going to capacity building. Funders can help alleviate some of the pressures of the COVID-19 crisis on non-profits by providing them access to needed external supports.

Improved access to external supports can be provided either through larger unrestricted grantmaking to non-profits (see “Impact ready investment strategies” section) or by strengthening high quality community-based capacity builders, in particular BIPOC-led capacity building organizations. Increasing the amount dedicated to capacity building for BIPOC led non-profits in King County is estimated to cost $1.5-$3M. Two examples of community-based, BIPOC-led capacity builders in the King County Area are Communities Rise (the merger of Wayfind and Nonprofit Assistance Center) and RVC. They respectively assist nonprofits with legal/other supports and leadership development.

6. Support sustainability and impact of BIPOC leaders

BIPOC nonprofit leaders often remark that the job of serving communities is incredibly rewarding, but also incredibly exhausting. BIPOC leaders are often not invested in and are simultaneously expected to continuously prove themselves worthy of funding in differential ways than white leaders. On top of that, when funding does flow to these leaders’ organizations, the funding has strings attached and doesn’t come with supports that help promote wellness or that encourage the mutual support of leaders. Funders can help support BIPOC leaders’ sustainability by supporting community building, self-care, and mental health access, which can collectively reduce undesired turnover and improve on-the-ground impact.

There are an estimated 300 BIPOC leaders running nonprofits in King County and many more BIPOC leaders in senior positions. Providing all of these executive leaders access to executive coaching and wellness resources (e.g., therapy, mindfulness), in partnership with a capacity builder, could cost ~$5-$10M annually. One example of this type of work in practice is the nascent BIPOC ED Forum, which is led by people of color. Thus far it has convened more than 150 BIPOC leaders to support collective learning and community building.

25 There are about 300 BIPOC-led organizations with budgets of less than $1M, so assuming a ballpark $40,000 monthly operating budget and a working capital fund that provides these organizations a line of credit covering one month of that budget, then the overall sizing would be $12M, i.e., 300 times $40,000. Assuming 10-20 percent of organizations would draw funds at any time, this yields a fund size of $1.2-2.4M ($1-2.5M with rounding)
26 https://trust.guidestar.org/in-grantseeking-your-budget-does-matter
27 This cost assumes national % of BIPOC led non-profits (22 percent) applies to King County, and assumes an average capacity building support of $5,000-10,000
28 See Footnote 20
29 Considering a cost of $3000 per leader to cover therapy and other wellness resources, the cost is $900,000 for all leaders. The incremental cost (10x) is a ballpark estimate to account for other senior staff of color in BIPOC-led CBOs
Civic participation and power are necessary for BIPOC communities and individuals to effectively advocate for and advance themselves. Yet to date, this essential work has been underinvested in and, at times, actively undermined. However, despite the many barriers BIPOC communities face to civic participation and civic power, the current moment provides an opportunity for optimism. The recent protests against racism and police violence show the latent civic power held within these communities. They have also helped spark a growing understanding across sectors and populations of the systemic racism faced by BIPOC communities, and of the need to center BIPOC voices in developing solutions. While there are multiple dimensions to power building including civic engagement, community organizing, narrative development, and infrastructure development, we have focused here on bolstering civic participation and building the leadership required to drive lasting change as key impact ready investments.

1. **Bolster BIPOC participation in elections and the census**

The national census and elections are milestone events that have significant influence on policy and resourcing. These moments provide an opportunity for BIPOC voices and perspectives to be heard. However, in practice, BIPOC communities are often underrepresented in these forums due to a variety of factors, including language barriers, fear of government, and limited civic education, leading to continued marginalization. The COVID-19 crisis risks further depressing BIPOC turnout as it has limited traditional face-to-face canvassing, which is often a critical tool for outreach. Investing in [support voter registration efforts and census participation](https://2020census.gov/en/response-rates.html?cid=23782:census%202020%20response%20rates:sem.b:p:dm:en:utm_source=sem.b&utm_medium=p&utm_campaign=dm:en&utm_content=23782&utm_term=census%202020%20response%20rates&msclid=a5152db10f1a1ce817b9735b6f46dc2) can yield a high return on investment—ensuring that all voices are counted, and ultimately securing much larger government funding flows to these communities.

While King County has a self-reported census response rate of 73.4 percent as of August 10, research has estimated that Washington State could potentially undercount its population by 75,000 people. Three-quarters of that undercount comes from BIPOC communities. One example of an organization working to encourage greater census response rates is the Washington Census Alliance, a statewide coalition of 55 organizations led by and working in communities of color. The organization’s mission is to...

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31. High risk estimates from Urban Institute show that American Indian/Alaska Native people could be undercounted by 2.13 percent (3,700 people), Asian American/Native Hawaiian/Pacific Islander people by 1.45 percent (12,700 people), Black people by 3.85 percent (15,600 people), Latinx people by 3.65 percent (37,400 people), and White people by 0.19 percent (10,000 people). Source: [https://apps.urban.org/features/2020-census/](https://apps.urban.org/features/2020-census/)
ensure that historically undercounted communities throughout Washington State are counted in the 2020 Census, and to lay the groundwork for ongoing civic engagement initiatives.

This year is also an election year—another critical civic participation event. As of 2018, King County had a voter registration rate of 84 percent, leaving approximately 245,000 eligible voters unregistered. Registering all these voters could require $1.5-$2M of additional funds required to support “get out the vote” mobilization at election time. An example organization focused on electoral participation is APACEvotes. APACEvotes is committed to increasing access and participation in electoral and civic affairs by registering, educating, and protecting Asian and Pacific Islander voters.

2. **Support and sustain the pipeline of BIPOC elected leaders**

Though they are intended to serve and reflect their communities, BIPOC communities are significantly underrepresented in King County elected leadership. Given lack of resources and connections to traditional power channels, promising BIPOC government leaders often have trouble mounting successful election campaigns. Funders can disrupt these power imbalances by dedicating resources to support the development, election, and success of BIPOC government leaders.

While 40 percent of the population is BIPOC, only one of the nine King County Council members is a person of color. Across the top 20 cities in Washington, 76 percent of council members and 90 percent of mayors are white. An example organization working to promote more BIPOC elected officials is the Washington Bus fellowship program. In the program, fellows learn from progressive experts from across the state, and collaborate with community organizations and issue campaigns for hands-on organizing experience.

3. **Fund fellowships to support “non-traditional” community-based leadership**

Individuals who serve as critical bridge-builders and community-makers may not always hold traditional leadership positions. Though building up the capacity of these individuals is vital to community health, they can struggle to find the financial support necessary to do their work effectively. Funders can provide financial and institutional support by establishing a fellowship to support these non-traditional leaders. For example, the Koshland Fellows program at the San Francisco Foundation selects 12 Bay Area grassroots risk-takers and finances a five-year $300,000 investment in their community. These grants have led to innovative new programs and institutions such as neighborhood-wide mini-grant programs and a neighborhood welcome center for new immigrants to foster a sense of belonging and connection that may not have been surfaced via “traditional” leaders. Funders can invest in establishing a similar program in King County.

A similar approach in King County would require an initial $1.8M investment to create standalone. To fully leverage the potential of the investment, funders should consider structuring grants as entirely unrestricted and ensure this opportunity is available and marketed to all community members (e.g., elders, youth). Alternatively, it might be possible to leverage existing community-based fellowships like those at Puget Sound Sage or OneAmerica, where local leaders are offered trainings and given opportunities to advance their skills.

4. **Support youth leadership development**

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35 Analysis from the Washington Census Alliance.
36 Investment sizing based off the Koshland example, including funding for a fully staffed employee to manage the fellowship program.
Youth today have been the face of change for widespread issues from climate change to gun control. Their leadership has been witnessed at the frontline of recent protests around the country and in King County. Given that traditional channels to build leadership skills like schools have been radically disrupted, funders can **invest in the development of youth now to help lay the groundwork for the future.**

In 2013, there were about **100,000 young people of color** between the ages of 15 and 24 in King County.\(^{37}\) King County has invested $12.2M in its **Best Starts for Kids** program to support youth development, and recognized that number fell far short of the need. King County received 171 applications for funding from the initiative, and was only able to fund 32 organizations, demonstrating the importance of additional funding in this area.\(^{38}\)

Two example organizations focused on providing opportunities for youth leadership are Alianza Youth Leadership Program at the Latino Community Fund and Young Women Empowered. The Alianza Youth Leadership Program is a youth-led movement to connect leaders to unlock their leadership potential and bring change to their communities, while Young Women Empowered is focused more centrally on cultivating the power of diverse young women to be creative leaders and courageous changemakers through its programming and community.

### 5. Advance existing structural reform and power building efforts

Ideally each member of King County feels connected to the channels and resources needed to make the changes they wish to see in their communities. This would manifest in equitable allocation of public dollars/other resources, and the development of policies in collaboration with the interests of the most historically marginalized communities. However, our current system prevents BIPOC communities from exercising their civic power fully through a number of structural barriers (e.g., disenfranchisement, inequities in education and wealth). In King County, work is already being done to make structural differences and bring people together to push for change. Philanthropy has an opportunity to plug into these existing efforts to **strengthen structural reform and power building.**

One example organization focusing on structural reform is More Equitable Democracy (MED), a racial justice organization led by people of color. MED works across communities of color to advance structural reforms to ensure our democracy works for everyone—including electoral system reforms, voting rights protections, and capacity building. Another organization focusing on power building is the Washington Immigrant Solidarity Network which has organized immigrant organizations across the state to ensure no one is forgotten. As a result of ongoing efforts from the undocumented community, Governor Inslee has announced a $40M Worker Relief Fund that will provide one-time cash assistance to undocumented people in Washington State.

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\(^{38}\) “Helping more young people throughout King County reach adulthood healthy, empowered, and ready to thrive,” King County. Source: https://www.kingcounty.gov/elected/executive/constantine/news/release/2017/October/10-best-starts-youth-development.aspx
Housing and Homelessness

“Homelessness comes from the breakdown of many systems. And all of them are grounded in racism.”

Patricia Hayden, Chief Program Officer, YWCA of Seattle, King/Snohomish [source]

Today, the Greater Seattle region holds the third largest homeless population in the country (~12,000). BIPOC residents make up a disproportionate share of that population, with the largest disparities among those identifying as Black or African American and American Indian/Alaska Native. Homelessness is driven by inequities in areas such as education, mental health, employment, and criminal justice. All of these disproportionately impact BIPOC communities and are all expected to be exacerbated by COVID-19. Puget Sound Business Journal estimated the annual cost of homelessness in the Puget Sound Region to be over $1B dollars, factoring in not only direct expenditures but also indirect costs like law enforcement, emergency services, and hospitalization. Given the scale of the problem and the high costs of directly developing new housing, philanthropic dollars can be most beneficially applied against four investment areas focused on addressing the acute needs caused by a predicted surge in people experiencing housing insecurity, and laying the groundwork for more supportive policy.

1. Expand the supply of socially-distanced housing supports

Within the context of the current COVID health crisis, lack of safe housing is a particularly dire challenge. Since the pandemic started, many shelters have been overcrowded, making it difficult to socially distance. As of mid-July, Seattle and King County had reported 303 confirmed cases of coronavirus among people experiencing homelessness or those associated with the homeless response system, and eight deaths. Of the confirmed cases, 166 were reported in emergency shelters. One national analysis projected homelessness to increase by 40-45 percent this year, which would translate to ~5,000 additional people in King County requiring short-term housing supports – for a total of ~17,000. This projected increase in people experiencing homelessness, in addition to COVID-19 social distancing requirements, has added significant strain to an already-stretched and over-crowded system. Funders can help fill this short-term need by covering costs of expanding or reorganizing housing space, adding staff, testing staff and guests, and buying protective equipment. A report by the National Alliance to End Homelessness estimates that for King County the overall cost of these increased expenses will be close to $260M.

A McKinsey & Company analysis estimated that it could cost up to $11B over the next decade for King County to solve its homelessness crisis. On the individual level, the state department of commerce

39 https://regionalhomelesssystem.org/regional-homelessness-data/
42 https://community.solutions/analysis-on-unemployment-projects-40-45-increase-in-homelessness-this-year/
44 This estimate is based on a McKinsey analysis; source: https://www.mckinsey.com/industries/public-and-social-sector/our-insights/why-does-prosperous-king-county-have-a-homelessness-crisis
estimates that the annual cost for a person to exit the shelter system to permanent housing ranges from $7,000 - $14,000 depending on the type of housing support provided.45 While ending homelessness writ large is outside of philanthropy’s direct control, funders can provide housing supports that support individuals experiencing homelessness. Funders can do this by expanding housing supports that center culturally specific and responsive approaches. An example of this type of housing is the Sacred Medicine House that Chief Seattle Club is launching in 2021, which will be focused on providing “housing where native design and cultural services and programs are at the center” to meet the unique needs of indigenous people experiencing homelessness.46 Another example of this work is the Low-Income Housing Institute’s efforts to purchase motels to provide quick turnaround housing development, in service of affordable low-income housing.

2. Support wraparound services that keep people in their homes

Research has found that it costs nearly four times as much to take care of or treat someone living on the street as it does to care for them once they are housed. As a result, there is increasing momentum toward rapidly re-housing people experiencing homelessness. However, given that homelessness is often interrelated with other challenges (e.g., health issues, employment challenges), supportive health, behavioral health, job search, and other services make a difference in helping people stay house. Unfortunately, these additional services are often difficult to secure funding for. Providers are further challenged by the COVID-19 pandemic, which is forcing them to address greater need via new formats (e.g., remote/virtual support). Funders can focus on funding these wraparound services provided to keep people from falling back into homelessness.

There are currently approximately 5,000 homeless individuals in permanent supportive housing (PSH) in King County, with 8,000 still waiting to be housed permanently.47 Average annual expense for wraparound services is $16,000 per individual for a large metropolitan region (not including the real estate), which means that the total cost of providing services to potential PSH residents is around $130M.48 One example organization that provides wraparound services is Homesight Community Development. Homesight takes an integrated approach to developing equitable communities that extend beyond the individual housing units to the broader neighborhood and supports needed.49

3. Prevent homelessness via diversion strategies

As eviction moratoriums are lifted, many people are at risk of falling into homelessness. For example, thirty percent of all renters surveyed in Washington state said they had only slight to no confidence they would make July rent, according to the most recent report. That number reached 40 percent for Black renters.50 Diversion strategies51 focus on preventing homelessness for people seeking shelter (at system entry point) by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Tactics include provision of cash, utility assistance, and/or rental assistance; short-term case management; landlord conflict mediation; connection to mainstream services; and housing search. While a relatively new approach to addressing homelessness, early studies have demonstrated promising impact at a relatively low cost. Since this approach requires a flexible pool of money that may

46 https://www.chiefseattleclub.org/sacredmedicinehouse
48 This estimate is based on one organization’s expense (Plymouth Housing) of in-house services as proxy: https://pdf.guidestar.org/PDF_Images/2018/911/122/2018-911122621-11432e5b-9.pdf?ga=2.104448454.750909208.1597195850-32305125.1596253175
49 https://homesightwta.org/community-development/community-development
50 https://crosscut.com/2020/07/was-eviction-ban-faces-uncertain-future-leaving-renters-limbo
be used for many different reasons (e.g., car payment, food) it is a difficult fit for most government funding, and is a **key gap that philanthropic dollars can fill**.\(^{52}\)

While diversion will not work for all 5,000 individuals that might enter homelessness, a recent Pierce County-based study found that diversion enabled 50 percent of families who received a diversion strategy to avoid homelessness, at an average cost of $1,688 per family.\(^{53}\) Applying this approach to all individuals who are facing housing insecurity would cost **$2.5M**.\(^{54}\) One example organization implementing diversion strategies is Mary’s Place that provides shelter and services for women, children and families.

4. **Advocate for supportive policies to address short- and long-term challenges**

Strategies focused on shelters, diversion, and wraparound services can address some of the acute needs elevated by the crisis, but tackling housing instability more broadly requires setting up stronger protections for tenants (to reduce their risk of homelessness) as well as addressing the limited supply of affordable housing. This requires policy change. Private philanthropy is well positioned to **provide the capital needed to support advocacy campaigns that support these efforts.**

Advocacy campaigns can range significantly in expenses depending on audience and size of change desired. A local housing campaign is likely to cost **$1-2M dollars**.\(^{55}\) An example organization dedicated to housing and homelessness advocacy is the Seattle/King County Coalition on Homelessness, which brings together a diverse set of stakeholders. Their strategies include homeless voter registration, influencing local and state legislation, and training other organizations in the space to engage in advocacy.\(^{56}\)

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\(^{52}\) [https://buildingchanges.org/images/documents/library/2018_DiversionCaseStudy_FINAL.pdf](https://buildingchanges.org/images/documents/library/2018_DiversionCaseStudy_FINAL.pdf)


\(^{54}\) Cost estimated based on the $1,688 average cost per family divided by 3 to 3.5 individuals per family and multiplied by 5,000 individuals that might enter homelessness

\(^{55}\) Estimate is generated from prior Bridgespan research, assuming that a campaign involves hiring ~3 FTEs over a multi-year period

Education

“For all Seattle families, the quarantine and school closings are sad, inconvenient and detrimental to academic progress. But for those already facing barriers in navigating schooling, the situation is disastrous. Let’s write a new lesson plan for the coming school year — one marked by high expectations and a strong web of support.”

Steve Lewis, Executive Director of Friends of the Children-Seattle [source]

Education is a critical element of a functioning society that provides several benefits, including: the learning and development of children; childcare supports that are critical for working parents; preparation to enter the workforce; and other services as a community hub (e.g., many students receive free/reduced priced lunch through schools). The COVID-induced closure of schools and childcare centers puts all these benefits at risk. This is particularly true for BIPOC and low-income students, who are more frequently failed by the educational system while also disproportionately relying on it for critical social services. It will be critical to invest in near-term efforts to support King County’s educational systems in navigating the next few months and years.

1. Support local public schools in navigating remote and hybrid learning environments

Seattle Public Schools has already announced that it will begin the year fully remote, and it is likely that many other childcare and school networks will follow. Teaching remotely is a very different skill than teaching in person, and will require teachers, childcare providers, and parents to quickly adapt and build their skills. The experience from the spring closures highlights the challenges of shifting to virtual formats. For example, Seattle Public Schools reported in April that ~40 percent of its students hadn’t logged into their online school portal. Research based on learning loss from out-of-school time during summer indicates that, while all students will lose some learning gains as a result of this, students of color are likely to experience greater learning loss compared to their white peers. Further, remote environments mean that children are learning outside the classroom with appropriate supplies (e.g., math manipulatives) to support instruction and learning. Formal training and supplies for educators and childcare providers will better equip the adults in students’ lives to adequately support their education in this challenging moment. However given both existing inequities in local funding and anticipated new cuts to public budgets, there are limited resources available to support this training, highlighting a key potential gap for funders to fill.

58 In 2018, 53 percent of students at Seattle Public Schools were BIPOC, and ~33 percent of students received Free & Reduced Lunch
60 https://ui.uncc.edu/story/coronavirus-education-charlotte-gap-disparities
61 For example, nine out of 10 schools with the highest percentage of African American and Black students have almost no PTA funding (https://www.kuow.org/stories/some-seattle-school-ptas-can-afford-extra-teachers-should-they-spread-the-wealth)
There are over 500 public schools across the King County area, all of whom will likely have to navigate remote learning environments to some degree. Providing adequate funding to support educator training and school supplies across the entire region could range from $40M to $200M\textsuperscript{62} dependent on the type of training required and level of supplies provided. Funds could be targeted toward the top 20-30 schools with the highest concentration of BIPOC and low-income students. This would enable school leaders to access key training and materials for educators, while also remaining flexible for schools to address unanticipated needs during this moment, notably including school supplies and parent/family engagement staff. Another example of organizations working to directly support Seattle Public Schools is the South Seattle PTA Coalition. The coalition is comprised of seven Parent Teacher Associations that came together to support family needs (e.g., rent and utility bills) across their schools and concentrated dollars to schools with the least access to resources.

2. **Strengthen the use of community spaces as safe, alternative learning environments**

The switch to remote learning requires students to have adequate non-classroom environments to participate in their schooling – which includes not only a desk and other school supplies, but a holistic set of conditions that are conducive to focus and learning (e.g., quiet/low noise, supports from an adult who can help with technology). Unfortunately, many students – particularly those in BIPOC and low-income communities – lack these conditions for a variety of factors. For example, given that BIPOC adults disproportionately make up the essential workforce, these adults may not be able to help their children with remote learning technology at home in parity with their white counterparts. To ensure that students have access to these environments – which may be as many as 16,000 students in Seattle Public Schools alone\textsuperscript{63} – there are opportunities to transform local community institutions into spaces where students can gather in a socially distanced way and participate in their remote learning.

Although they can’t offer all their traditional services in this moment, the First African Methodist Episcopal Church or the New Covenant Baptist Church are examples of organizations that have a diverse community footprint. Funding organizations like these would enable them to utilize their space as alternative learning environments and potentially offer childcare-like staff support to help students navigate remote learning.\textsuperscript{64}

3. **Connect local child care providers with needed financial resources**

The closure of many childcare centers across Washington is a growing challenge, particularly as parents return to work and need active support to watch their children – many of whom now may be in remote learning environments. This is particularly true for BIPOC families who disproportionately make up the essential workforce,\textsuperscript{65} and are thus less likely to work from home.\textsuperscript{66} Child care providers have faced significant obstacles in accessing relief support (e.g., some lenders only accepted applications from current customers or businesses over a certain size).\textsuperscript{67} Funders can provide additional supports to clarify and guide providers through public programs to help them access this critical funding source. However, existing programs are unlikely to meet the full need, and in particular are unlikely to address the needs of the friends, family, and neighbor care (FFN) that is particularly prominent among BIPOC communities.\textsuperscript{68} Funders can help fill this funding gap by creating a pool of resources and supports for these small and informal childcare structures.

\textsuperscript{62} This range was estimated via benchmark costs for other school district consulting vendor costs ($12,000 - $26,000 per school) added to reported costs of annual school supplies ($117 - $700 per student).

\textsuperscript{63} This figure uses the number of BIPOC students on free/reduced lunch in Seattle Public schools as a proxy for potential need (link).

\textsuperscript{64} Because this investment would require established organizations to provide totally new services, additional diligence with specific organizations would be required in order to determine costs.

\textsuperscript{65} https://www.policylink.org/our-work/economy/national-equity-atlas/COVID-workforce

\textsuperscript{66} “Working from home reveals another fault line in America’s racial and educational divide” (link).

\textsuperscript{67} https://www.policylink.org/our-work/economy/national-equity-atlas/COVID-workforce

\textsuperscript{68} https://www.buildinitiative.org/Portals/0/Uploads/Documents/7_FFNCare%20use_11-10.pdf
Even prior to the COVID crisis, King County childcare providers cumulatively had space for almost 70,000 children, thus leaving an unmet childcare need of 60,000+ young children. Nationally, only 25 percent of childcare providers successfully applied for PPP loans, leaving behind thousands of providers without critical financial support. This is likely even higher for BIPOC-run and -serving FFN childcare providers, emphasizing the need for accessible resources and supports for an equitable recovery. Providing holistic support to all childcare providers with this remaining need could cost as much as $10M. One example organization working to support childcare providers is Child Care Resources which re-grants flexible funds to small childcare providers across the county. Another lever to consider in expanding childcare funding would be to invest in policy advocacy in service of preserving and bolstering public funding for childcare, particularly as the current recession requires public agencies to reallocate and prioritize resources. Child Care Aware of Washington is an example of an organization committed to ensuring high-quality regional childcare via advocacy work.

4. Provide job training and reskilling programs to support newly unemployed

King County, like the rest of the country, is experiencing very high unemployment rates, and there are expectations that the labor market may continue shifting in the kind of jobs available, given how COVID has transformed what businesses operate and how. Job training and reskilling programs will help equip local residents — particularly BIPOC individuals — with critical skills for the jobs that will arrive in a post-COVID labor market. Historically, much of this technical education and job preparation was done through postsecondary institutions. However, local colleges and universities are expecting significant cuts in both public funding and tuition (as a result of expected declines in enrollment), limiting their ability to play this role without support. Philanthropic investments in job training can catalyze a lifetime of private sector funding flows for individuals (through wages) and for the community as a whole (through local commerce).

From March through late June, King County recorded over 450,000 initial unemployment claims. National research suggests that 40 percent of jobs lost are unlikely to return after the recession, meaning that over 180,000 unemployed people in the region may require reskilling and job training supports in the post-COVID economy. Efforts to address unemployment can range from more traditional postsecondary options (e.g., technical programs at community college) to rapid reskilling efforts, which are likely more needed during this moment of crisis. Effectively supporting the county’s growing unemployed population in job training and placement may require up to $4.5B in support.

The state has already taken steps toward this goal with the Workforce Education Investment Act, which increases access to local colleges and universities for low-income Washington residents, which will help with both degree completion and skills attainment. One way to support this existing public sector initiative would be to fund marketing and outreach efforts to ensure that low-income BIPOC communities are aware of this state program. One organization that could conduct this type of outreach effort would be the Washington Student Achievement Council, which already operates a number of education outreach initiatives (e.g., 12th Year Campaign). In the short-term, less-intensive rapid-reskilling will also be essential to connect unemployed individuals with job opportunities. One example organization providing reskilling services is Seattle Goodwill. Seattle Goodwill’s mission is to connect people with the jobs, services, and skills they need. In addition to providing other services, Seattle

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61 This estimate assumes that 25 percent of childcare providers in the region (2,000 total) applied for loans but were rejected (parallel to national figure), that childcare providers are facing ~$3,200 in additional costs (parallel to national figure), and that supports could be required for up to six months
62 This figure assumes 500 providers (parallel to national figure that 25 percent of providers applied for PPP but were rejected) would need ~$3,200 per month in support (parallel to national estimate in additional costs)
64 This estimate applies a nationally recognized average cost for job training ($24,800 per person) to the number of unemployed people whose jobs are unlikely to return in a post-COVID economy
Goodwill operates five job training centers across the King County area. Another organization that operates job training is the Seattle Jobs Initiative that serves 80 percent BIPOC residents and is focused on creating opportunities for people to support themselves and their families through living-wage careers.

### Food Security

“Our current crisis — a perfect storm of health pandemic and resulting economic breakdown — has increased hunger and financial insecurity in Washington beyond anyone’s previous imagination. In a change that seemingly happened overnight, Washington's food insecurity numbers nearly doubled from 850,000 residents to 1.6 million — 400,000 of those being children. Many are turning to food banks in their time of need — rapidly overwhelming an emergency-food system originally meant to provide short-term assistance during even the best of times.”

Thomas Reynolds, CEO of Northwest Harvest [source]

Food insecurity is a symptom of underlying issues (specifically, poverty, unemployment and inconsistent access to enough healthy food) that disproportionately impact BIPOC communities. Food insecurity leads to a number of adverse, preventable health effects that are disproportionately higher among BIPOC communities, including obesity, diabetes, hypertension, low birth weight, depression and anxiety. **COVID-19 has added tremendous stress on food assistance and hunger programs, and the disproportionate impact on BIPOC communities is already apparent.** Of residents newly approved for Basic Food assistance, 28 percent identified as Black/African American (while only constituting seven percent of total population). The investment opportunities that follow, while not exhaustive, aim to alleviate the immediate impacts of COVID-19 across the food assistance supply chain.

1. **Expand food banks and distribution of high quality and culturally relevant food**

Many BIPOC residents who are food insecure rely on food banks, which often lack culturally relevant food. Research has shown that providing culturally relevant food is critical to closing the healthy eating gap for BIPOC and immigrant families. However, given that food banks rely heavily on food donations, it can be difficult to provide foods that are nutritionally dense and culturally relevant to their clients,
especially given heightened demand. Beyond the management and operations of individual food banks, a number of factors in the system contribute to this challenge, including disruptions to the food supply chain (e.g., increasing numbers of workers falling ill in meat processing plants) and barriers to consumer access (e.g., seniors unable to physically visit food banks). Providing flexible capital to the organizations that operate these programs will support their ability to purchase more culturally relevant food, as well as offer additional services that will be critical to navigating the crisis (e.g., mobile delivery programs, technical assistance for support managing disruptions caused by the food supply chain).

There are over 250,000 people in King County experiencing food insecurity, and as of June 2020, over 115,000 households in King County were receiving food assistance, with two-thirds of that group made up of BIPOC. Notably, the undocumented community faces distinct barriers in accessing public food assistance programs, given fears over public charge rules. A national Urban Institute study found a nearly ten percentage point increase in the number of adults with noncitizen family members who avoided government benefits because of green card concerns. With this in mind, it is critical to uplift community providers who have trust and relationships with immigrant and undocumented communities.

Feeding America estimates that there is a $134M budget shortfall, reflecting how much additional capital food-insecure individuals need to meet their food needs. To ensure that this growing pool of residents is able to access food supports that are both healthy and culturally relevant, it will be critical to bolster local food assistance programs. One example organization providing critical food assistance is HopeLink, a multi-service organization focused on helping people in King and Snohomish counties gain skills and knowledge to exit poverty, including operating five food banks and a Mobile Market program that distributes food around the community. Another organization doing similar work is the Iraqi Community Center of Washington (IRCCW) that is focused on providing culturally and linguistically competent social services to Iraqi refugees, including food supplies.

2. Grow community and urban farming efforts as an alternative model to traditional food banks and grocery stores

Lower-income neighborhoods with a higher percentage of Black/African American or Hispanic/Latinx populations do not have large food stores that have a breadth of healthy food options. In the Seattle area, the most affordable healthy food options are in warehouses/superstores, which are located outside of low-income neighborhoods. During the pandemic, taking public transportation to a more distant grocery store with healthier options presents too much risk. People in low-income neighborhoods rely on smaller food stores, which do not provide the same breadth of healthy foods. The higher price points of healthier foods skews low-income families toward unhealthy food, such as fast food. People of color are more likely to live in “food swamps,” or areas inundated with fast food and less healthy food options. Community and urban farming efforts can provide an alternative food supply model to traditional food banks and grocery stores. Philanthropic support can amplify the presence of community farms in the local system, which would both support critically needed food assistance during this crisis and improve the sustainability and food sovereignty of local communities. Community and urban farms would increase a more direct farm-to-table food supply which is less likely to be impacted by broader disruptions in the food system.

With over 250,000 people in King County experiencing food insecurity, there are a myriad of systemic issues to work through, including the dual challenge of poverty and a lack of local healthy food options. Given the size of need and the impact of COVID on the system, community and urban farming efforts

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85 https://map.feedingamerica.org/county/2018/overall/washington/county/king
86 This estimate was based off a grant benchmark
could play an additive role as an alternative system to traditional food pantries and assistance programs. One example is Marra Farm in South Park Seattle. Marra Farm is an urban community farm that engages people in sustainable agriculture and education and contributes to local food security efforts. For example, Marra Farm operates a Mobile Farm Stand which creates space directly in South Park for residents to find affordable, organic produce produced by local growers. A similar organization is Rainier Beach Urban Farm and Wetlands (RBUFW), Seattle’s largest urban farm where community members participate in educational activities and learn to grow environmentally friendly food.

3. Advocate for supportive and expansive food policy

Despite increased need for food assistance, many residents face challenges in accessing public programs (e.g., fear of public charge tests). In a period where state and local governments are redesigning budgets, it will be critical to amplify community voice on how food assistance programs should evolve. Further, existing public food assistance programs (e.g., SNAP, WIC) have been critiqued for years for providing inadequate support for healthy nourishment. For example, the Anti-Hunger and Nutrition Coalition has called out that WIC provides only $11/month for mothers to purchase fruit and vegetables, which falls short of the recommend $32. Expanding and transforming food policy will be critical to support the 115,000 households in King County receiving food assistance.

Achieving meaningful food policy change for the 115,000 households in King County receiving food assistance will require meaningful investment, including advocacy campaigns that could range from $500,000 - $1M over a multi-year period. One organization that has pursued food policy change in the region is the Washington Food Coalition (WFC), an advocacy organization that strives to educate and network with organizations aiming to alleviate hunger throughout Washington. WFC represents over 300 hunger relief agencies across the state, and aims to strengthen the region’s emergency food system.

Criminal Justice

“We talk about public safety and we forget that those young people that maybe folks would like to [see] locked up are part of the community as well. And they deserve to be safe as well. And so it’s really [about] widening the ideas about who is the ‘public’ and what is ‘safe.’ We all want to live in healthy, safe, thriving communities.”

Aaron Counts, Lead engagement artist at Creative Justice [source]

Recent COVID-19 prison outbreaks and anti-police brutality protests laid bare some of the disparities plaguing the criminal justice system across the nation. BIPOC communities experience disparate treatment and outcomes from childhood through each stage of the criminal justice system in Washington, contributing to much higher rates of incarceration that create differential risk of contracting COVID-19. Effectively controlling the spread of COVID-19 requires robust preventative measures, social

In King County in 2018, Black and Native individuals were 7x & 3x more likely to be detained by the criminal justice system compared to white individuals.

Incarceration Rates

<table>
<thead>
<tr>
<th>Race</th>
<th>Incarceration Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>7x</td>
</tr>
<tr>
<td>Native</td>
<td>3x</td>
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</tbody>
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87 https://www.wafoodcoalition.org/assets/docs/Advocacy_Docs/2020%20AHNC%20legislative%20priorities.pdf

88 This cost estimate assumes that funding would be targeted toward two to three FTEs over three years
distancing, and a strong healthcare system, all of which are lacking in America’s current incarceration system. As a result, there have been multiple COVID-19 outbreaks in prisons as the disease has taken advantage of overcrowding and poor medical care to quickly spread across the population. In Washington, as of August 3rd, COVID-19 infections have been identified in 319 incarcerated persons and 128 corrections staff.\(^89\)

The pandemic has created an opportunity for rapid change within criminal justice—as demonstrated by the approval of early releases to reduce overcrowding that would previously not have been considered. Similarly, the momentum against police brutality and for Black lives has spurred considerations for alternatives approaches and created a powerful call to action. Funders can play a key role in addressing challenges exacerbated by the COVID-19 crisis and make sure these early signs of change are long lasting by investing in three key areas.

1. **Strengthen re-entry supports**

In response to public outrage and prison riots, including one in Washington State,\(^90\) select incarcerated persons were released early to limit COVID-19 spread.\(^91\) However, these increased releases have not been matched by an increase in support for re-entering citizens. Incarcerated people are often unable to access resources while in prison, and face a set of challenges upon re-entering into society. For example, they are ineligible for many benefits, like stimulus checks, and face increased job insecurity due to stigma around their time in prison. Targeted investments by private funders to support prisoner re-entry through programs for incarcerated persons, direct wraparound supports, and/or connections to employment opportunities can help smooth the transition to the outside world and prevent recidivism.

Between March and August 2020, King County released 643 adults and youth from their incarcerated populations. According to one estimate, providing high-quality re-entry services for each of these people could cost **approximately $2M**.\(^92\) One illustrative organization providing direct services to newly released prisoners is Community Passageways, an organization that provides re-entry services and community safety supports.

2. **Catalyze criminal justice advocacy efforts**

There is growing recognition of the need to change how policing, and criminal justice more broadly, is implemented in BIPOC communities that creates a unique opportunity for change. Sixty-nine percent of Americans say that George Floyd’s killing represents a broader problem in the treatment of Black Americans by law enforcement.\(^93\) While there is a broad array of potential reforms across the criminal justice pipeline (e.g., policing, pre-trial detention, sentencing, prison conditions, and re-entry), three specific efforts are particularly timely given the broader climate. These efforts are 1) rebalancing/“Defund the Police” efforts, which seek to reallocate some funds from police budgets toward other community-based supports, 2) efforts to mitigate the health impact of COVID-19 on incarcerated persons, and 3) conviction reform. Funders can play a key role in advancing these efforts by supporting the organizations advocating for these causes.

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\(^91\) Early releases were limited to those convicted of non-violent crimes, were at greatest risk of disease, and whose release date was within 60 days. Source: [https://www.usnews.com/news/best-states/washington/articles/2020-04-22/more-than-300-inmates-released-due-to-covid-19-concerns](https://www.usnews.com/news/best-states/washington/articles/2020-04-22/more-than-300-inmates-released-due-to-covid-19-concerns)

\(^92\) Estimate based on a $3000 cost per client to provide job readiness, placement and retention services, customized care and mentoring. Given the all-encompassing nature of reentry needs in King County from providing housing and food to transportation to mentoring services, the total cost of care could be higher. Source: [https://www.urban.org/sites/default/files/2015/02/19/roman_chalfin.pdf](https://www.urban.org/sites/default/files/2015/02/19/roman_chalfin.pdf)

One of every three Black boys born in 2001 can expect to go to prison in his lifetime, as can one of every six Latinos—compared to one of every seventeen white boys.\textsuperscript{94} There are approximately 185,000 BIPOC young males in King County, and thus an investment in criminal justice reform has the potential to touch a large number of lives.\textsuperscript{95} Criminal justice reform requires broad engagement of multiple stakeholders, including legislators and the general population, and therefore likely requires a multi-million dollar, multi-year advocacy campaign to accomplish.\textsuperscript{96} In addition to national actors, there are multiple local organizations in King County that are working on these issues. A few example organizations include:

\textit{Rebalancing/”Defund the Police”:} King County Equity Now, a coalition of Black-led community-based organizations, and Decriminalize Seattle who co-authored a blueprint for police divestment/community reinvestment.\textsuperscript{97}

\textit{COVID-19 Mitigation:} Columbia Legal Services, which supports marginalized communities with legal services that are grounded in racial equity, and has been actively working to mitigate the impacts of COVID-19 in jails, state prisons, detention centers, and the farm worker community.

\textit{Conviction Reform:} Civil Society works on addressing the long-term repercussions of convictions that persist after a sentence has been served. It has led the advocacy fight for the passage of the New Hope Act which reduces the amount of time it takes to go through the process of vacating a conviction and expands the types of convictions that can be removed from someone’s criminal record.

3. Fund alternatives to the existing criminal justice system

Recent protests have made many reconsider the status quo and heightened a desire to explore alternative approaches to the criminal justice system. Some alternative approaches include: restorative justice strategies,\textsuperscript{98} peacemaking circles, restorative mediation, and community-based interventions that do not use incarceration to address injustice. Many of the organizations pioneering these innovations already exist in BIPOC communities. However, these organizations often operate at a small scale with small budgets, and are unable to show a large-scale proof of concept. Funders could lean into their role as the most risk-tolerant providers of capital to fund these alternative models, scaling existing efforts, and catalyzing the creation of new ones.

The current criminal justice system takes a large share of government and societal resources to support. In 2018, King County alone spent $1.3B on its Law, Safety, and Justice programs which include multiple King County agencies responsible for law enforcement, courts, prosecution, public defense, and detention activities.\textsuperscript{99} Early research into alternative programs highlights societal benefits, individual benefits, and financial benefits to the community from re-allocating funds to different approaches.\textsuperscript{100} To further explore the benefits of these alternative models within King County, funders could support the creation of a $10M\textsuperscript{101} “innovation” fund that individual organizations and coalitions can access to build upon existing and pilot new programs.

\textsuperscript{94} https://www.sentencingproject.org/publications/un-report-on-racial-disparities/
\textsuperscript{95} American Community Survey, 2018 data. Young male defined as ages 15-34.
\textsuperscript{96} Given this approach will require broad reach, multiple people will be required to staff these campaigns to facilitate stakeholder coordination, engagement, and advocacy strategy development. Additionally, there will be costs associated with this work (e.g., materials, events).
\textsuperscript{98} These strategies focus on the needs of those harmed by criminal behavior, those who cause the harm, and the larger involved community. Studies have shown restorative justice strategies reduce recidivism and produce more satisfaction for victims of crime. Sources: https://www.eurekalert.org/pub_releases/2016-07/shsu-rm072716.php; https://www.ncjrs.gov/pdffiles1/ojjdp/grants/250995.pdf
\textsuperscript{100} http://www.antoniocasella.eu/restorative/Furman_2012.pdf
\textsuperscript{101} Investment sizing based on the amounts recently awarded by the Seattle City Council to fund public safety efforts, including a $4M community safety project and $10M in investment to scale up community organizations that are re-envisioning public safety.
Innovative models can focus on either adults or youth. Project LEAD is an example organization focusing on adults. Standing for Law Enforcement Assisted Diversion/Let Everyone Advance with Dignity, the organization focuses on pre-trial diversion to decriminalize non-violent offenses. An example organization focusing on youth is Creative Justice, an innovative arts-based approach to ending youth incarceration. Instead of detention centers, young people are referred to the arts program by judges, juvenile probation counselors, attorneys, social workers, and youth advocates where youth have an opportunity to build artistic skill and receive community service credit and stipends to help pay court fines and other expenses. It is important to note that many of the efforts to realize alternatives are spearheaded by coalitions of organizations vs. individual actors. With more support for these coalitions, these innovative solutions can scale more rapidly. For example, a coalition of four organizations was just awarded $4M in funding from the Seattle City Council to put together Community Safety Teams. These teams will hire and train people from the community to be advocates, connecting people in their communities to the resources they need so people no longer feel the need to commit crimes of survival in key hotspots in the community.

Behavioral Health

“There are not that many people of color in the mental health field. The idea of baring your soul and sharing your deepest feelings has to start with someone who has a sense of a shared perspective – it begins with somebody who looks like you and has a lived experience that is close to yours.”

Dr. Benjamin Danielson, Clinic Chief, Odessa Brown Medical Clinic

Behavioral health is important at every stage of life, from childhood and adolescence through adulthood. It helps determine most life outcomes, from educational and professional attainment to housing stability and physical health and longevity. While it plays an important role, many people face behavioral health challenges. In fact, one in five adults in the United States (43.8M) experience some type of mental illness or distress in a given year.

More specifically, people of color are more likely to experience depression and other mental health issues. In King County, prior to COVID-19, low-income adults – who are more likely to be people of color – were 15 times more likely to have experienced serious psychological distress than high-income adults. As a result of the COVID crisis, state health officials estimate up to 60 percent of Washington state’s population may experience symptoms of depression. This is especially likely among people of color who may face additional stresses

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102 Bridgespan interview with Dr. Danielson.
107 https://www.seattletimes.com/education-lab/how-will-seattle-area-students-cope-with-a-return-to-online-schooling-when-pre-covid-school-was-such-a-lifeline/
(including stress related to job losses), social isolation, and limited access to typical mental health supports.

1. Bolster community-sensitive crisis referral systems

The current behavioral health system is highly fragmented and difficult to navigate. Typically, behavioral health crises and referrals are often identified and made in the context of schools or routine medical appointments. However, given social distancing guidelines, many people are not interfacing with those traditional channels. As a result, high quality, remote referral systems are incredibly important, particularly for people seeking support in moments of crisis. Funders can support crisis lines to expand their services in a community responsive way, including investing in linguistically accessible and culturally specific resources and outreach.

The major crisis referral provider in King County is Crisis Connections, a 24-hour phone service for people experiencing crisis. While not exclusively focused on behavioral health, they responded to 20,000 calls for substance abuse and 32,000 for emotional or mental health challenges in 2019, and are facing significant pressure given the COVID-19 crisis. They have seen a 75 percent increase in demand since the onset of the pandemic, with a particular spike among immigrants requiring language services.109

2. Build capacity of community behavioral health care providers

There are many barriers to BIPOC communities accessing behavioral health supports (e.g., stigma, awareness, expense), but one of the critical barriers is a lack of culturally competent practice and practitioners that reflect the community. Some of the organizations offering the most culturally relevant programs are the community-based organizations that have developed deep trusting relationships within the community. Since behavioral health is often not fully reimbursed by public/private payers, and many members of the community are unable to pay out of pocket, these providers often operate under significant financial strain. This was exacerbated by the COVID-19 crisis which has impacted staffing, demand for services, service delivery models (e.g., shift to telehealth), and ability to pay. Funders can help expand the impact of these organizations by helping them increase staff and provide funds to offset costs of care.

BIPOC communities are significantly less likely to seek care. Nationally, in 2015 among adults with mental illness, 48 percent of white people sought care, compared with 31 percent of African American and LatinX people.110 Currently, King County spends approximately $180M on behavioral health. Bringing BIPOC usage of behavioral health services to parity with whites in King County is estimated to cost an additional $30M.111 Two examples of on-the-ground organizations providing culturally competent care that can help close this divide are Asian Counseling and Referral Services and Consejo Counseling and Referral Service (focused on the Latino community in Washington).

3. Support integrated approaches to care

It is important to acknowledge that behavioral health does not exist in isolation. It is determined by the interplay of multiple social and environmental factors such as income, level of education, quality of built environment, and access to care.112 In recognition of this fact, King County has moved to integrate its behavioral and physical health care supports fully by 2020. Yet, despite this intention, many services are

110 file:///C:/Users/B02PVE/Downloads/Mental-Health-Facts-for-Diverse-Populations.pdf
111 This cost estimate assumes the county's total cost to serve is same across populations, and uses Black/LatinX national mental health support usage figures as proxy for BIPOC usage in King County. Source: https://www.kingcounty.gov/~/media/depts/executive/performance-strategy-budget/budget/2017-2018/17-18BudgetBook/07_HHS_Consolidated_Book_Pages_kc.ashx?la=en
112 https://focus.psychiatryonline.org/doi/abs/10.1176/appi.focus.20150017?journalCode=foc#:~:text=the%20main%20%E2%80%9D%20social%20determinants,healthy%20food%3B%20poor%20housing%20quality
offered in siloes. This approach prevents the comprehensive approach to diagnosis and treatment which is necessary for lasting improvement. Funders can support efforts and organizations to better **integrate/coordinate care** and that take a more **holistic approach to improving the health of BIPOC communities**.

Two example organizations that utilize a holistic approach to care are the Odessa Brown Children’s Clinic and the Seattle Indian Health Board. The Odessa Brown Children’s Clinic seeks to promote quality pediatric care, but also provides family advocacy, health collaboration, mentoring and education in a culturally relevant context. Similarly the Seattle Indian Health Board is a community health center that bases its care on indigenous knowledge, which approaches medicine through a holistic system of care incorporating mind, body, and spirit.
Summary of investment opportunities

Research elevated thirty “impact ready” investment opportunities across seven community elevated focus areas

- **BIPOC-LED ORGANIZATIONS**
  - Provide flexible, multi-year funding to organizations (also captured in cross-cutting investments)
  - Identify and support grassroots organizations through community-based intermediaries
  - Support or create a community-determined fund
  - Create working capital fund to improve solvency
  - Expand access to external capacity building supports and services
  - Support sustainability and impact of BIPOC leaders

- **CIVIC PARTICIPATION AND POWER**
  - Bolster BIPOC participation in elections and the census
  - Support and sustain the pipeline of BIPOC elected leaders
  - Fund fellowships to support “non-traditional” community-based leadership
  - Support youth leadership development
  - Advance existing structural reform and power building efforts

- **HOUSING & HOMELESSNESS**
  - Expand the supply of socially-distanced housing supports
  - Support wraparound services that keep people in their homes
  - Prevent homelessness via diversion strategies
  - Advocate for supportive policies to address short- and long-term challenges

- **EDUCATION**
  - Support local public schools in navigating remote & hybrid learning environments
  - Strengthen the use of community spaces as safe, alternative learning environments
  - Connect local child care providers with needed financial resources
  - Provide job training and reskilling programs to support newly unemployed

- **FOOD SECURITY**
  - Expand food banks and distribution of high quality and culturally relevant food
  - Grow community and urban farming efforts as an alternative model to traditional food banks and grocery stores
  - Advocate for supportive and expansive food policy

- **CRIMINAL JUSTICE**
  - Strengthen re-entry supports
  - Catalyze criminal justice advocacy efforts
  - Fund alternatives to the existing criminal justice system

- **BEHAVIORAL HEALTH**
  - Bolster community-sensitive crisis referral systems
  - Build capacity of community behavioral health care providers
  - Support integrated approaches to care

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**CROSS-CUTTING INVESTMENTS**

- Provide flexible, multi-year funding to organizations
- Give flexible financial support via cash assistance
- Close the digital divide through increased technology / internet access
Next Steps

This memo, and the supporting Fund for Inclusive Recovery, provides actionable investment strategies to address the greatest challenges facing BIPOC communities in King County, which have been further exacerbated by the COVID-19 crisis. By focusing on the investment opportunities that were prioritized by affected community members themselves, we hope to have both greater short-term impact, and set the stage for the longer-term reinvention work required to create a truly equitable region.

If you are interested in funding the investments captured within this report or in learning more, please reach out to the Seattle Foundation. The foundation is continuing to work closely with community leaders and other experts to identify and diligence organizations to quickly invest funds directly into BIPOC communities.

Following this rapid work to identify “impact ready investments” for private philanthropy to address some of the challenges facing BIPOC communities, we anticipate another phase of critical work as we strive towards the long-term changes we need in infrastructure, capacity building, and policy. Success beyond this first phase will include system-level, cross-sector solutions to a further prioritized set of outcomes – with a focus on those where there is need for new approaches. This will require a reimaging of current systems, including replacing current approaches that do not work, done through cross-sector working groups. Additionally, it may also include codifying the approach from the first phase, developing tools and supports that other communities in Washington may use in identifying community need and developing actionable paths to address them.
Appendix 1: Principles

As we work together and engage with community, we are committed to a set of key principles:

- **Be bold.** This work may bring discomfort, and we will lean into that discomfort. Business as usual and incremental change are not enough to tackle the enormity of the challenges at hand. We have the opportunity and need to reimagine how to deliver social impact, which will require reprioritizing and reinventing.

- **Center equity and justice.** Given the historical and structural nature of the inequities we seek to eradicate, racial and economic justice must be at the center of efforts to achieve significant social impact. Equity and justice will be infused throughout this work—from how we work together internally to our external programs and partnerships—recognizing that everyone benefits when we focus on solutions for those experiencing the greatest inequities. The need to focus on equity is heightened given the deeply inequitable impact of COVID-19.

- **Focus on community-led solutions and perspectives.** Our north star will be the needs expressed by community. We will achieve transformational change when solutions are led by those who are most impacted by what we aim to change. Communities have the knowledge, insights, and experience to develop effective solutions that benefit those on the margins and those in the center.

- **Innovate by building.** Needed solutions already exist within communities that are most impacted by inequities as well as in the lessons of history and best practices from peer foundations. The innovation we seek involves building upon existing innovations.

- **Unleash philanthropy.** Develop best-in-class recommendations that provide a model for other communities and build confidence in greater philanthropic giving.

- **Work in partnership.** Addressing this crisis requires partnership across sectors—and many of those partnerships have already begun. When assessing community need, we must understand where the public and private sectors are investing so that we can accelerate and influence their work and fill gaps.

- **Act for the collective community.** The current crisis is having disparate impact across organizations, but almost all have been hit hard and can benefit from support. Self-advocacy is natural— we are all most familiar with our own work and intentions. To change the status quo and work toward a new, more equitable future, all collaborators should bring the hard-won perspective of their individual experiences and then work together to craft solutions that benefit the collective community, specifically our focus populations.
Appendix 2: Community Advisory Group Members

**Context:** Given the exigent need, instead of direct outreach to community members, BIPOC community perspectives are being represented by a Community Advisory Group that had been formed to provide guidance on the COVID-19 response fund.

This group is comprised predominantly of leaders of communities most impacted by COVID-19. Each member has personal knowledge of, and on-the-ground experience working with, these communities. Members were also selected to reflect a broad mix of geographies and content areas.

**Community Advisory Group Members**
Amy Liu – Microsoft
Aneelah Afzali/Nickhath (Nicky) Sheriff – Muslim Association of Puget Sound
Bernadette Merikle – Community Center for Education Results
Colleen Echohawk – Chief Seattle Club
Darya Farivar – Disability Rights Washington
Deanna Dawson – Sound Cities Alliance
Debbie Lacy – Eastside Refugee and Immigrant Coalition
Eric Holzapfel – Entre Hermanos
Esther Lucero – Seattle Indian Health Board
Ginger Kwan – Open Doors for Multicultural Families
Katie Hong – Raikes Foundation
Lalita Uppala – India Association of Western Washington
Lilliane Ballesteros – Latino Community Fund of Washington
Matias Valenzuela – King County
Regina Elmi – Somali Parent Education Board
Sili Savusa – White Center Community Development Association
Steven Sawyer – People of Color Against AIDS Network (POCAAN)
Suni Tolton – City of Shoreline
Taffy (Maene) Johnson – United Territories of Pacific Islanders Alliance (UTOPIA)
Tim Lennon – Langston Seattle
Trish Dziko – Technology Access Foundation
Ubax Gardheere – City of Seattle
Appendix 3: Sources & Interviews

Why community-based grantmaking?


Impact ready investment strategies


King County. (2020, August 4). Key Economic, Social, and Overall Health Impacts in King County. https://www.kingcounty.gov/depts/health/covid-19/data/impacts.aspx

Supporting BIPOC-led non-profits

Interviews:

- Dana Arviso, Director, Unite
- Lilliane Ballesteros, Executive Director, Latino Community Fund
- Jodi Nishioka, Executive Director, Communities Rise
- Uma Rao, Capacity Building Coach, Rainier Valley Corps
- Sarah Tran, Consultant

Sources:


Civic Participation and Power

Interviews:

- Kamau Chege, Director, Washington Census Alliance
- Tiffany Mendoza, Political Director, Washington Progress
- Hilary Nichols, Coordinator, People’s Academy for Community Engagement
- Samarra Parra, Civic Engagement manager, One America
- SuYoung Yun, Program Officer, APACEvotes

Sources:


Housing and Homelessness

Interviews:

- Alison Eisinger, Executive Director, Seattle/King County Coalition on Homelessness
• Kelli Larsen, Chief Program Officer, Plymouth Housing
• Nan Roman, Executive Director, National Alliance to End Homelessness
• Tony To, Director Emeritus and Othello Square Project Director, HomeSight

Sources:


Third Door Coalition. (2020, May 19). Third door Coalition announces proposal to solve King County's chronic homelessness. Third Door Coalition. 
https://static1.squarespace.com/static/5bd7b2fab10f25e616ff7009/t/5ec40c009753f61066ddb9fd/155906436108/Third+Door+May+2020+Announcement_News+Release_FINAL_5-14-20.pdf


Education

Interviews:

- Phoebe Anderson, CEO, Child Care Resources
- Trish Dziko, CEO/Co-Founder, Technology Access Foundation
- Dr. Shouan Pan, Chancellor, Seattle Colleges
- Erin Okuno, Executive Director, Southeast Seattle Education Coalition

Sources:


**Food Security**

Interviews:

- Meghan Altimore, VP Community Services, HopeLink
- Mary Fertakis, Founder/Past President/Board Member, Tukwila Children's Foundation
- Nickhath Sheriff and Khizer Sheriff, MAPS Muslim Community Resource Center
- Yahya Algarib, Iraqi Community Center of Washington

Sources:


**Criminal Justice**

Interviews:

- David Heppard, Executive Director, Freedom Project Washington
- Dominique Davis, CEO/Founder, Community Passageways
- Kendrick Glover, Founder, Glover Empower Mentoring
- Pamela Taylor, Associate Professor, Seattle University

Sources:


King County Equity Now. (n.d.) https://us.commitchange.com/wa/seattle/africatown-community-land-trust/campaigns/king-county-equity-now

Behavioral Health

Interviews:

- Jackie Bui, Director of Community Services, Youth Eastside Services
- Michael Byun, Executive Director, ACRS
- Dr. Ben Danielson, Odessa Brown Children’s Clinic
- Jonathan Kanter, Director/Research Associate Professor, Center for the Science of Social Connection (Univ. of Washington)
- Lauren Rigert, Senior Director of Development and Community Relations, Crisis Connections

Sources:


Furfaro, Hannah. (2020, September 2). How will Seattle-area students scope with a return to online schooling when pre-COVID school was such a lifeline? The Seattle Times.


