



## Strategy Road Map

September 2018

### **INTRODUCTION AND BACKGROUND**

In February 2018, the Healthy King County Coalition (HKCC) embarked on a strategic planning process to support the coalition in growing and moving forward with thoughtfulness and intention. A strategic planning committee comprised of coalition governance team members and staff was convened, and a strategic planning consultant, Angela Powell of Imago, LLC, was retained.

The first substantive activity of the committee was to create a data gathering process that was comprehensive and sought opinions from a wide range of key stakeholders.

A Membership survey was conducted and synthesized. Additionally, a series of worksheets were completed to synthesize information, including:

- Current business model
- Financial analysis
- Competitor analysis
- Trend analysis

Once data gathering and synthesis was complete, the committee hosted a one-day retreat to complete a competitive analysis, develop an identity statement, and identify the Big Question on the horizon for the coalition. After the retreat, strategies and a high-level work plan was created.

This document is a culmination of all work completed, along with an initial workplan.

### **HISTORY OF THE HEALTHY KING COUNTY COALITION**

In 2010, Public Health – Seattle and King County was awarded the Centers for Disease Control’s Communities Putting Prevention to Work Grant (CPPW). The goal of this initiative: to reduce risk factors and prevent/delay chronic disease and promote wellness in both children and adults.

The CPPW’s work inspired a network of grantees now known as the Healthy King County Coalition (HKCC). In April 2012, we began our journey to become our own stand-alone entity, no longer limited by time or specific funding. In November 2012, we finalized our operating agreement and bylaws. In February 2013, the State of Washington awarded us a certificate of incorporation.

Through 2014, HKCC completed its final work funded by a Community Transformation Grant (CTG). These funds are awarded by the U.S. Department of Health and Human Services' Centers for Disease Control and Prevention (CDC) and are made available through the Affordable Care Act's Prevention and Public Health Fund.

These CTGs have funded several outstanding programs and projects, such as Everyone Swims, the Healthy Vending Toolkit, and smoke-free living for residents in King County public housing.

Currently, HKCC is one of three partner organizations on a Partnerships to Improve Community Health Grant (PICH), along with Public Health Seattle-King County and Seattle Children's. We're also proud recipients of a Communities of Opportunity Grant from the Seattle Foundation.

## **HEALTHY KING COUNTY COALITION IMPACT**

### **Vision**

Eliminating health disparities that cause inequity

### **Mission Statement**

Through our membership and honoring the wisdom and power of those who have been subject to discrimination due to their race, class, or sexual orientation, Healthy King County Coalition develops leaders and provides expertise and resources that build capacity for achieving health equity through policy, systems, and environmental change.

### **Values**

- Engage By building the capacity of communities to engage stakeholders in promoting equitable choices that support healthy eating, lifestyles, and smoke-free living.
- Mobilize Encouraging strategic and non-traditional partnerships with community organizations, nonprofit, and others to bridge resources.
- Inspire Using a developmental and intergenerational approach to sustainable health equity by applying race and social justice principles in a policy, systems, and environmental change efforts.
- Inform Providing information on the determinants of equity by which people live, work, and play that are necessary for healthy communities to thrive.

## **CURRENT BUSINESS MODEL OF HEALTHY KING COUNTY COALITION**

Please see **Attachments A-D** for detailed information regarding HKCC's current focus and scope, as well as financial standing, and a competitor analysis.

HKCC currently focuses on South King County, and primarily to the following communities: South Park, Rainier Beach, White Center, SeaTac, Tukwila, Renton, Kent, Auburn, Burien/Des Moines and Federal Way. These are offered to:

- People of color and low income people (seniors, adults, GLBTQ and immigrants)
- Organizations that serve the above named groups

The coalition's main focus areas are: health equity advocacy/policy, systems work, networking, trainings and education.

The coalition is supported through public and private grants and donations.

### **HEALTHY KING COUNTY COALITION'S COMPETITIVE ADVANTAGE**

We are movement builders that are elevating a POC-led network that is a go-to resource for health equity policy and advocacy in King County.

- We have invested activists/organizers with strong historical knowledge to do this work.
- We are able to bridge multiple issues related to health equity.
- Our grassroots focus on health disparities allows us to be nimble and responsive.

### **TREND AND THEME ANALYSIS**

The need for the services HKCC provides is increasing and funding available for those programs is staying about the same. The following external trends and key themes are ones for the organization to pay attention to and address proactively.

#### **External Trends**

Three primary themes surfaced in the area of external trends that will affect the organization in the months and years to come:

#### **Shifts in Funding**

The world of funding for non-profit organizations is shifting rapidly. Public funding is being cut or re-directed into new initiatives and private foundations and individual donors are increasingly interested in funding and supporting initiatives that are able to show clear outcomes and impact. These shifts demand that non-profit organizations consider how to cultivate and sustain a diversified their funding base in order to remain viable. Given that HKCC is a coalition, there is an additional challenge to fund coalition-type activities, including technical assistance, community engagement and coalition building activities.

#### **Economic/Wealth Inequities, Displacement and Demographic Shifts in Seattle**

King County's demographics are quickly changing and are constantly in flux. Wealth disparities are becoming even more pronounced and occurring at a quicker and quicker pace, which means that coalition members, and the coalition as a whole, needs to be nimble and able to respond quickly to shifting community needs.

As many in marginalized communities are moving into South King County, basic infrastructure in those communities are being stretched, making coordination even more essential. In addition, HKCC and partner organizations are being challenged to shore up and fully live into their equity values and expertise.

### Shifts in the Social and Political Landscape

In our current political and social climate there is an expressed need for more dramatic, faster change. Using a strong equity lens is becoming paramount as people and communities are talking about social justice in explicit ways. This means that there is a unique opportunity for HKCC to live into its mission and lead with its equity lens in a more powerful and direct way.

### Key Themes

Three key themes emerged from the survey data that are important to note and consider as HKCC develops its strategic direction and approaches.

#### **This is a time to invest in financial stability and the infrastructure of the coalition**

There was broad acknowledgement among respondents that while HKCC is respected in the work, things have been challenging in terms of financial stability and sustainability. Respondents point now to the need for increased focus and attention surrounding funding, including:

- Stabilizing and diversifying the funding base
- Developing an updated staffing model that provides for appropriate workload and compensation. Doing this will shore up the coalition’s ability to fundraise for the long haul.

#### **It is also a time to invest in the development of the coalition structure**

Related to above, there is recognition that there is an opportunity to bolster the coalition structure in order for the work to be more effectively shared. There is very strong appreciation for HKCC’s two staff members, but also an understanding that if an overreliance continues on staff (or staff structure is not bolstered) it will likely lead to burnout and staff attrition.

#### **The coalition will benefit from greater awareness of, and showing clear outcomes from, its work**

HKCC cares about its impact and is passionate about making a huge difference in health equity. Many who know of HKCC’s work have great respect for it, but there is an acknowledgement that the coalition will benefit from greater exposure in the community. One way to do that is to clearly articulate outcomes and program effectiveness.

### FUTURE BUSINESS MODEL

	<b>Includes</b>	<b>Does Not Include</b>
<b>Geographic Area</b>	King County, in partnership with adjacent Counties	Outside of King County
<b>People Served</b>	Community members (focus: POC, low income, seniors, LGBTQ, immigrants)  Organizations/Institutions that serve our identified community	People who don’t fit the identified served communities

	<b>Includes</b>	<b>Does Not Include</b>
<b>Programs/Services</b>	<p><u>Organizations/Institutions</u></p> <ul style="list-style-type: none"> <li>Professional development and networking opportunities for membership orgs</li> <li>Education and training to allied orgs</li> </ul> <p><u>Community</u></p> <ul style="list-style-type: none"> <li>Leadership development that feeds into policy/advocacy activities</li> <li>Policy creation, education, and advocacy to decision-makers on behalf of community members</li> <li>Low barrier funding opportunities</li> <li>Authentic community engagement</li> </ul>	<p>Diversity/cultural competency training 101</p> <p>Direct services/programs</p> <p>Endorsements/lobbying</p> <p>(Tokenization)</p>
<b>Funding</b>	<p>Mission-aligned, unrestricted funding, including:</p> <ul style="list-style-type: none"> <li>City/County public funding</li> <li>Public/private foundation funding</li> <li>Membership dues</li> <li>Events</li> <li>Individual giving/major gifts</li> <li>Corporate sponsorships</li> </ul>	<p>Funding that is not mission-aligned, including</p> <ul style="list-style-type: none"> <li>Membership dues from smaller CBOs</li> <li>Tobacco</li> <li>Sold goods</li> </ul>

**HEALTHY KING COUNTY COALITION IDENTITY STATEMENT**

HKCC develops leaders and provides expertise and resources for health equity, eliminating health inequities by serving organizations and communities in King County.

We do this through professional and leadership development, policy creation, education and advocacy. We are uniquely positioned to do this work as movement builders that are elevating a POC network that is a go-to resource for health equity policy and advocacy.

We are sustained by a diversified mix of city/county funding, public/private foundation grants, membership dues, events, individual giving and corporate sponsorships.

## **BIG QUESTION**

**The biggest question facing the Healthy King County Coalition right now is:**

What does a long-term, sustainable structure look like for HKCC?

## **ADOPTED STRATEGIES AND TACTICS**

In order to address the essential question – “What does a long-term, sustainable structure look like for HKCC?” – HKCC will employ the following three primary strategies. HKCC is defining strategy as a linked set of behaviors – actions the coalition will take – that are intended to work together toward a common end.

Please see **Attachment E** for a high-level work plan that implements these strategies and tactics.

### **STRATEGY 1: Increase participation.**

**Tactic 1:** Bolster a vibrant, invested, and engaged coalition membership.

**Tactic 2:** Invest in broadening and strengthening relationships for the coalition.

### **STRATEGY 2: Deepen Funding Commitments**

**Tactic 1:** Create a fee for service structure.

**Tactic 2:** Develop a diversified grants program.

**Tactic 3:** Effectively share coalition outcomes and successes.

### **STRATEGY 3: Strengthen Leadership**

**Tactic 1:** Articulate leadership structure for the coalition, including clear job descriptions and lines of authority for the Governance Committee and Staff.

**Tactic 2:** Ensure staffing structure is adequate for coalition needs, and that wage and benefit compensation is fair and in keeping with market conditions.

**Tactic 3:** Identify and implement the best legal structure for the coalition.

# ATTACHMENTS

**Attachment A – Current Business Model**

<b>Scope</b>	<b>Includes</b>	<b>Does <u>not</u> include</b>
<b>Geographic service area</b>	S. Seattle (S.Park, Rainier Beach), Sk. King County (SeaTac, Tukwila, Renton, Kent, Auburn, Burien/Des Moines and Federal Way)	North and East King County and not much of West King County
<b>Customers served</b>	People of color, low income (more work with Sr. adults, GLBTQ and immigrants)	Those who are not described in “included” section.
<b>Programs or Services offered</b>	Health equity advocacy/policy and systems work and networking and education	Services or providing services
<b>Funding sources</b>	Public Health (donation) Children’s (sponsorship) Swedish (sponsorship) Kaiser (grant) Member donations	PHPDA Larger Kaiser Grant MEMBER CONTRIBUTIONS Seattle Foundation and other Grants & foundations Moccasin Lake Foundation Satterberg – Civic Engagement funding...



**Attachment B – Funding Sources**

Source of Revenue (Income)	Percent of total budget, last (prior) fiscal year	Percent of total budget, current fiscal year	Comments (if applicable) <i>such as regarding changes in funding from prior to current year</i>	Comments regarding next fiscal year <i>such as changes in current funding sources in next fiscal year, new funding anticipated, funding at risk</i>
Foundation grants	%	15%		Bulk of funding for 2019 will be in these first two categories: Foundations Corporate grants
Corporate grants	2%	30* %	Not fully realized, but earmarked (Kaiser & PHPDA)	
Government funding	98%	50 %		This will source will be less than ever before
Unrestricted funding ( <i>such as endowment, donors, memberships</i> )	%	5%		This will be a new funding source
Earned income ( <i>including program fees, if applicable</i> )	%	%		
Other	%	%		
<b>Total revenue</b>	\$300,000	\$225,000		<b>Projected revenue: \$ 300,000</b>
<b>Total expenses</b>	\$300,000	\$TBD		<b>Projected expenses: \$250,000</b>
<b>Surplus/(Deficit)</b>	\$	\$		\$ 50,000 reserve to carry forward

**Attachment C – Program Income and Expenses**

Source of Revenue (Income)	Program = Operations		Program = Leadership		Program = Roundtables	
	Income for program from each funding source	% of total income from this source of funding allocated to this program	Income for program from each funding source	% of total income from this source of funding allocated to this program	Income for program from each funding source	% of total income from this source of funding allocated to this program
Foundation grants	\$	%	\$	%	\$	%
Corporate grants	\$	%	\$	%	\$	%
Government funding	\$	%	\$	%	\$	%
Unrestricted funding (such as endowment, donors, memberships)	\$	%	\$	%	\$	%
Earned income (including program fees, if applicable)	\$	%	\$	%	\$	%
Other (formula TBD)*	\$122,000	55.96 %	\$24,000	11.01 %	\$20,000	9.17%
<b>Total program income</b>	\$	%	\$	%	\$	%
<b>Total program expenses (including admin. surplus/deficit)</b>	\$122,000		\$ 24,000		\$20,000	
<b>Comments: Is the program too dependent on any source(s) of funding? Is funding at risk? Growing?</b>	**					

Source of Revenue (Income)	Program = Annual Summit Income for program from each funding source	% of total income from this source of funding allocated to this program	Program = Trainings Income for program from each funding source	% of total income from this source of funding allocated to this program	Program = Income for program from each funding source	% of total income from this source of funding allocated to this program
Foundation grants	\$	%	\$	%	\$	%
Corporate grants	\$	%	\$	%	\$	%
Government funding	\$	%	\$	%	\$	%
Unrestricted funding (such as endowment, donors, memberships)	\$	%	\$	%	\$	%
Earned income (including program fees, if applicable)	\$	%	\$	%	\$	%
Other	\$27,000	12.39 %	\$25,000	11.47 %	\$	%
<b>Total program income</b>	\$	%	\$	%	\$	%
<b>Total program expenses (including admin. surplus/deficit)</b>	\$27,000		\$25,000		\$	
<b>Comments: Is the program too dependent on any source(s) of funding? Is funding at risk? Growing?</b>						

\*Long-term revenue sources to be determined

\*\*In setting our strategic direction, HKCC will be in a position, for the first time, to answer questions regarding our funding risks and business model. Currently, we don't have a funding model we're working in front of. We are funding from behind based on what we know our needs are, thus we're only providing the minimum level of outcomes

**Attachment D – Competitor Analysis Detail**

<b>Resource</b>	<b>Your Organization Healthy King County Coalition</b>	<b>Competitor A FEEST (Food Empowerment Education and Sustainability Team)</b>	<b>Competitor B Living Well Kent</b>	<b>Competitor C Rainier Beach Action Coalition</b>	<b>How does your organization compare?</b>
<b>Customers</b>	King County POC, Low-Income, and CBOs that support same.	Low-income and Youth of Color in White Center and Delridge	Residents of Kent	Residents of Rainier Beach neighborhood and surrounding Rainier Valley	
<b>Media attention/publicity</b>	A bit – first 3 pages of Google search. All local to WA State.	Tons locally and a bit nationally too! “serve as a national model for youth engagement in addressing health disparities. Trained leaders and replicated program in NY, Oakland, IA, MA, New Orleans, and Detroit.”  10 solid pages of links on Google.	Not much – a mention or two locally. A couple of local things came up when I Googled them other than their own sites.	Rainier Valley radio, local town hall meetings.	
<b>Human resources</b>					
Staff	2	5 (20 YL)	3?	1? Plus consultants	
Board	8	8	7	7	
Volunteers	87				
<b>Funding</b>					
Diversity of funding	Grants	Contributions, grants, fees for service. Fantastic Annual Gala!	Grants  Donate button on Website	Fiscal sponsorship through Rainier Valley Corps Grants, Contributions Donate button on website	
		Revenue - \$303,196			

Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
Availability/amount/types of funding		Expenses - \$301,769  <b>Partners</b> White Center Community Development Association Highline School District Nutrition Services Department Seattle Public Schools Nutrition Services Department YMCA Matt Griffin Healthy King County Coalition Communities of Opportunity of King County City of Seattle Equity and Environment Initiative <b>Foundation Funders</b> United Way of King County Seattle Foundation Aetna Foundation Clif Bar Foundation Funders Collaborative on Youth Organizing Best Starts for Kids Pacific Hospital Preservation & Development Authority		<b>Partners</b> Rainier Beach Merchants Association Rainier Health and Fitness Seattle Housing Authority Seattle Habitat for Humanity Mayors Office Rainier Valley Chamber of Commerce COS Office of Economic Development <b>Foundation Funders:</b> Stuart Foundation Seattle Foundation Blacks at Microsoft Neighbor to Neighbor  *Additional partners listed on website per Action Area	
<b>Programs or services</b> (type, quality, number of services provided)		<b>School Foods:</b> FEEST youth leaders won an unprecedented student advisory committee with the Highline School District Nutrition Services Director	<b><u>Kent East Hill Farmers Market</u></b>  <b>Markets will be held every last Friday of the month at</b>	<i>*Hard to determine actual outcomes.</i>  <b>Signature Events include:</b>	

Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
		<p>directly giving feedback in menu planning, marketing, and nutrition policies to increase cultural relevant and fresh food items.</p> <p><b>Healthy Food Marketing:</b> FEEST youth developed a counter-marketing campaign that questions the systems that limit access to healthy eating.</p> <p><b>Water bottle filling stations:</b> FEEST partnered with Highline School District and Healthy King County Coalition and won funding to get water bottle filling stations for the district.</p> <p><b>Environment and Equity Initiative:</b> FEEST participated in the City of Seattle’s Environment and Equity Initiative.</p> <p><b>Funders Collaborative on Youth Organizing (FCYO):</b> FEEST is now part of a national cohort with seven other youth-led organizations centering youth of color in grassroots organizing to transform the health and equity of their schools.</p> <p><b>Delridge Neighborhood Food Mapping:</b> FEEST youth have partnered with Seattle’s Women’s Commission and</p>	<p><b>Morrill Meadows Park during summer.</b></p> <p><b>Community Engagement</b></p> <p>Outcome 1: Community Engagement by training 10 Community Leaders to become Eat Smart Champions, who, in turn, will lead 100 community members to engage in Healthy eating activities beyond PICH Kent year 2 projects.</p> <p>Deliverable 1: Engage 10 Eat Smart Champions and 100 community members to participate in healthy eating projects.</p> <p>Outcome 2: Communication Plan for Place-based Healthy Eating/Active Living Initiatives</p> <p>Deliverable 2: Communication plan for engaging the Kent residents on Healthy Eating project.</p> <p>Outcome 3: Community Forums for engaging the general public on Healthy Eating activities and Food Policy Council initiatives.</p> <p>Deliverable 3: 2 Small and 1 larger Community</p>	<p><b>1.Rainier Beach Town-hall Meetings:</b> Meetings are held (roughly) quarterly and open to the public.</p> <p><b>2.Annual Rainier Beach Back 2 School Bash:</b> Annual event since 2003- event linking educational opportunities with neighborhood resources</p> <p><b>3.Action Team Meetings.</b> Action Teams meet monthly, and steward the action area activity, conduct the planning for Rainier Beach General and Roaming Town Hall meetings. Monthly Action Team meetings are used to monitor all activity that occurs within the action areas</p> <p><b>Action Areas:</b> <b>A Place for Everyone:</b> RBAC supports the local economy of Rainier Beach by</p>	

Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
		<p>the Office of Sustainability and Environment to co-lead a community mapping project that highlighted young people’s solutions for the lack of accessibility to healthy foods in the Delridge neighborhood, which included improving transportation and economic opportunity.</p> <p><b>Weekly Dinners:</b> Each week FEEST hosts youth-led, improvisational dinners at two high schools for youth ages 13 – 18. These dinners are the place where we fundamentally change young people’s relationship to food and promote creative risk-taking and community connectedness during the cooking process. We organize 54 dinners annually where 40-45 youth gather to cook an entire dinner from scratch using fresh fruits, vegetables and halal meat from local markets. Dinner themes also serve as a platform for anti-oppression education to come alive: discussing health inequities, our unsustainable food system, social and environmental justice, and youth movements. In this</p>	<p>Forums for engaging Kent residents</p> <p><b>Food Policy Council</b></p> <p>Food Summit May 12th: partnering with the city of Kent, restaurants, and corporation to celebrate and support the self-empowerment of healthy communities through promotion, education, and advocacy of healthy eating.</p> <p>Data Mapping.</p> <p>Youth Policy Council: Kent high school students dedicated to work on and discuss: “What changes in policies that need to occur to increase the food quality and the overall student’s food satisfaction in Kent school district?”</p> <p><b>Kent Youth Focus Group</b></p> <p><b>Focus group that was conducted in August 2016 by the communications committee members of Living Well Kent. The purpose of the focus group</b></p>	<p>strengthening existing partnerships and facilitating equitable collaboration for mutual benefit and <b>success</b>. Action areas focus on economic development, housing and transportation.</p> <p><b>Priorities include:</b></p> <ul style="list-style-type: none"> <li>• Support workforce housing projects in Rainier Beach</li> <li>• Hiring local contractors for development projects</li> <li>• Sustain local businesses-provide jobs to local residents</li> <li>• Engage in asset building activities for/through residents and youth</li> <li>• Neighborhood Planning Advocacy</li> <li>• Activate Saars/RBHS parking lots</li> <li>• Rainier Beach Merchants 2010 agenda</li> <li>Food Innovation District:(coming 2018)</li> </ul>	

Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
		creative space, we build the strong relationships that are needed to create and sustain change over time.	<p><b>was to collection information that help gain insights into ways to message “healthy community” concepts that resonate with youth living in the Kent area, understand specific primary channels of information that communications committee should be aware of for communicating Living Well Kent activities and solicit contacts for groups who may be able to engage with our social media campaign for active living and healthy eating moving forward.</b></p> <p><b><u>Eat Smart Champion Activity</u></b></p> <p><b>11 Eat Smart Champions</b> from diverse communities across Kent came together for this train the trainer on Friday, August 26th and Saturday, August 27th. The training prepared these community leaders to go out an engage their respective communities in healthy</p>	<p><b><u>2.Life Long Learning:</u></b> RBAC facilitates the Rainier Beach Back2School Bash and Rainier Beach Town Hall Meetings.</p> <p><b><u>3.A Beautiful, Safe Space:</u></b> Action area focusing on making Rainier Beach A Beautiful Safe Place for Youth and FreedomNet. The action area focuses on arts and culture updates and public safety</p> <p><b><u>4.Growing Healthy Food to Develop Healthy Industry:</u></b> Food Innovation District clusters manufacturing, technology and food sectors around the light rail station to provide access to career-path living-wages jobs, strengthening the local economy through production rather than consumption.</p>	



Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
			eating activities throughout the month of September, as well as offer some targeted nutrition training. Each ESC left the training with a toolkit that includes informational handouts and 4 game boards to cover the topics of high sugar content in popular drinks, reading nutrition labels, My Plate food groups and understanding vitamins and minerals.	Deliverables include community-led participatory research findings, infographics, presentations and partner meetings.	
<b>Mission–related impact</b>		<p>Mission: is to set the table for young people to transform the health and equity of their community by gathering around food &amp; working towards systems change.</p> <p>FEEST organizes alongside youth in White Center and Delridge to combat the root causes of food injustice. As a youth-led food justice organization we build power by creating thriving and creative spaces for both personal and collective transformations.</p> <p>FEEST delivers unique out-of-school programs to youth in</p>	<p>Living Well Kent (LWK) is a community-driven collaborative dedicated to the vision of public spaces and initiatives that encourage healthier lifestyles and better living. It is focused on creating a healthier, more equitable and more sustainable city. LWK’s specific goals include creating community in which all residents thrive:</p> <ul style="list-style-type: none"> <li>• Widespread access to healthy and affordable food for all residents</li> <li>• Safer streets and public spaces that encourage physical activity</li> </ul>	<p><b>Tagline:</b> “Empowering community, moving Rainier Beach forward”</p> <p><b>Mission:</b></p> <ul style="list-style-type: none"> <li>• To implement the Rainier Beach Neighborhood Plan (1997, 2014) and build a connected, sustainable and equitable community within the Rainier Beach neighborhood.</li> <li>• Promote the “made in Rainier Beach”, quality education, living wage jobs, affordable</li> </ul>	

Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
		<p>the disinvested neighborhoods of Delridge and White Center. In addition to the practical skills youth gain through cooking, food is our vehicle for community building, cultural sharing, risk taking, and leadership development. We empower high school youth to educate their peers and families about healthy eating, food justice and racial equity. These youth leaders develop the skills to be critical thinkers and advocates in all areas of their lives. We are uniquely equipped to support youth from diverse backgrounds in strengthening their cultural identity, connecting with their community and creating long lasting change.</p>	<ul style="list-style-type: none"> <li>• Greater equity and therefore opportunities to achieve full potential</li> <li>• A strong sense of community inclusion</li> </ul> <p>We recognize that our community is ethnically and culturally diverse and that our work must stay grounded in diverse voices.</p> <p>We believe that all people and food have purpose. We seek to understand and celebrate each other across barriers around culture, age, values, gender, ethnicity, politics, and physical, linguistic, intellectual or developmental abilities.</p>	<p>transportation and housing for all.</p> <ul style="list-style-type: none"> <li>• Promote a safe place where people thrive, a neighborhood the world calls home.</li> <li>• Build neighborhood capacity to enhance quality of life in Rainier Beach as well as to address critical issues threatening the welfare of Rainier Beach residents.</li> </ul>	
<b>Comments</b>	<p>Solid online presence – info easy to find and appears to be current and complete. Where you would expect us: web, FB, TW, LI, YT</p>	<p>Solid online presence – info easy to find and appears to be current and complete. Where you would expect them: web, FB, TW, IG, YT</p> <p>Quite a few things popped up when I Googled them including an overview on W.K. Kellogg Foundation and the 1.2m grant they received. A</p>	<p>Incomplete online presence (can’t determine how many staff?</p> <p>I thought they were under a Fiscal but it looks like they are their own but they have no financials posted on Guidestar.</p>	<p>Incomplete online presence (website difficult to navigate/ determine outcomes of action areas)</p> <p>They are under the fiscal sponsorship of Rainier Valley Corps.</p>	

Resource	<u>Your Organization</u> Healthy King County Coalition	<u>Competitor A</u> FEEST (Food Empowerment Education and Sustainability Team)	<u>Competitor B</u> Living Well Kent	<u>Competitor C</u> Rainier Beach Action Coalition	How does your organization compare?
		HuffPost, Crosscut, Seattle Globalist, ParentMap, Front & Centered, Seattle Times articles – covering local and national.	“Friend” FB page and no other. SM links on web don’t lead to anything.  Looks like they were mentioned on KUOW!	Facebook page with over 1000 followers and likes	

## Attachment E – Next Steps Workplan

### **NEXT STEPS WORKPLAN**

The following is a basic work plan that includes HKCC’s plans for implementing and monitoring the chosen strategies and its impact on the Big Question, as well as a plan for developing capacity for strategic thinking and acting within the organization.

<b>Strategy 1: Increase Participation</b>			
<b>Tactic 1: Bolster a vibrant, invested, and engaged coalition membership.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Invite national leaders to participate in our fall Summit	Val and Suzy	June-July 2018	Our annual Coalition wide full-day gathering introduces community members to HKCC PSE priorities achieved and in process through our member’s efforts. This popular gathering is due to the unique and authentic space given for the voices of people of color, allies, community, and Coalition members to engage in deep company and conversation around equity, social determinants of health, and disparities. For the 2018 Summit we are in conversation with Nikkita Oliver here in Seattle as well as national leaders identified at PolicyLink’s Equity Summit this past fall.
Host another Community Conversations	Val, Suzy  Jen Hey – GT and HE Chair  Ben Yisrael – GT and TMOD Chair	October – December 2018	The Healthy Eating work group sees the need for additional community conversations around the newly passed Sugar Sweetened Beverage tax. Understanding how this tax works, how communities of color are adversely affected, and alternatives to the

<b>Strategy 1: Increase Participation</b>			
<b>Tactic 1: Bolster a vibrant, invested, and engaged coalition membership.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
			<p>beverages in question will be explored.</p> <p>The Tobacco, Marijuana, and Other Drugs work group has identified a desire in the community for more information around the proposal to raise the sale of <i>tobacco to age 21 and other adverse effects on targeted communities.</i></p>
Host a Census Education Workshop	Val, Suzy	January 2019	<p>Community based organizations (CBOs) and individuals will have an opportunity to learn why the Census is a health equity issue. They'll learn what the Census is and the need for personal identifiable information; if information can be used by INS; what is lost when we don't complete the census; Understand why the census forms are kept confidential for 72 years (the Privacy Act); and how communities and CBOs benefit from the census.</p>

<b>Strategy 1: Increase Participation</b>			
<b>Tactic 2: Invest in broadening and strengthening relationships for the coalition.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Encourage Coalition members to invite friends and colleagues to Decision Makers Symposium	Staff, GT, WG members	July-August 2018	<p>This annual opportunity brings together local leaders and CBO representatives to hear voices from our local government.</p>

<b>Strategy 1: Increase Participation</b>			
<b>Tactic 2: Invest in broadening and strengthening relationships for the coalition.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
			There we reflect on opportunities missed and gained in the previous legislative session and look toward shaping future health equity policy priorities.
Encourage Coalition members to invite friends and colleagues to fall Summit	Staff, GT, WG members	August-September 2018	The 2017 Summit was our most successful to date, with 100 active community members in attendance and renewed energy and motivation spurred by our work and inspiring keynote speech by food justice and community activist, LaDonna Redmond.  Our goal is to increase participation by at least 10% in 2018.
Encourage Coalition members to invite friends and colleagues to HKCC Quarterly Meetings	Staff, GT, WG members	July – December 2018	Our quarterly meetings are open to members and friends of the Healthy King County Coalition. All work groups report out on their progress to date – it’s a great first introduction to the Coalition.
Explore Work Group presentations at like-minded organizations and institutions	Work Group Chairpersons	October-December 2018	

<b>Strategy 2: Deepen Funding Commitments</b>			
<b>Tactic 1: Create a fee for service structure</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Implement membership fees	Suzy	January 2019	Weighted by org size and operating budget.
Implement optional donation for Decision Makers Symposium	Suzy	July 2018	
Implement optional registration fee for 2018 Summit (will not be optional in 2019)	Suzy	August 2018	
Implement registration fees for HEAT training	Suzy	September 2018	The Health Equity Assessment Tool (HEAT) provides a lens through which participants can better understand who is impacted by proposed policies and practices. The tool helps individuals and organizations to overcome barriers and build bridges for program implementation. Based on former evaluations, participant insistence, and word of mouth following other trainings, we plan to offer this popular training in 2018.
Implement Assistance fee for Institutions	Suzy	October 2018	

<b>Strategy 2: Deepen Funding Commitments</b>			
<b>Tactic 2: Develop a diversified grants program</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Research national grantmakers	Val, Suzy, Nanette Fok (Development contractor)	July – December 2018	
Research private family foundations in the King County area	Val, Suzy, Nanette Fok (Development contractor)	July – December 2018	

<b>Strategy 2: Deepen Funding Commitments</b>			
<b>Tactic 3: Effectively share coalition outcomes and successes</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Implementation of our HKCC message platform.	Val, Suzy, Allison Mountjoy (Communications contractor)	October 2018	
Integration of website and social media platforms.	Val, Suzy, Allison Mountjoy (Communications contractor)	October 2018	



<b>Strategy 3: Strengthen Leadership</b>			
<b>Tactic 1: Articulate leadership structure for the coalition, including clear job descriptions and lines of authority for the Governance Committee and Staff.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Create job descriptions for current staff roles (Program Manager and Coalition Organizer)	Val, Suzy	August 2018	
Create role requirements and expectations for Governance Team members	Val, Suzy, GT	September 2018	
Create role requirements and expectations for Work Group Chairs.	Val, Suzy, GT	October 2018	
Create job descriptions for needed staff roles (Executive Director, Communications Associate, Development Associate)	Val, Suzy	November 2018	
Widely distribute the new Operating and Membership Agreement packet.	Suzy	December 2018	

<b>Strategy 3: Strengthen Leadership</b>			
<b>Tactic 2: Ensure staffing structure is adequate for coalition needs, and that wage and benefit compensation is fair and in keeping with market conditions.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Research staff benefit and compensation in the Seattle area.	Val, Suzy	July – August 2018	
Complete a market assessment of staffing structure for coalitions.	Val, Suzy	July – September 2018	

<b>Strategy 3: Strengthen Leadership</b>			
<b>Tactic 3: Identify and implement the best legal structure for the coalition.</b>			
<b>Activity</b>	<b>Responsible person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Research requirements for 501c3 status	Val	August-September 2018	