Organizational Development

Prepared for the Office of Sustainability and Environment Duwamish Valley Resilience District Advisory Group

09.22.2023

Transformative Shifts

COMMUNITY ASSET MAP REVIEW AND DISCUSSION

Please take 5 minutes to review community asset summary.

Discuss: are there any other gaps?

Highlights from Survey Results

Proyecto ENLACE:

I love all the feedback loops and checks and balances in this case study. I do imagine that it would take a much larger pool of residents than we have in the Duwamish Valley, just in terms of capacity to participate at this level.

It is a project that could be replicated in our project and thereby combat the problem of displacement. Most of the Duwamish Valley community is immigrant and undocumented and often cannot participate in these benefits. How would this problem be addressed?

Highlights from Survey Results

11th Street Park Bridge:

I appreciate the amount of community input in this endeavor. Sounds like they have laid the groundwork for non-displacement. Curious if that remains true as the project develops and is completed.

Many parks are already being built in South Park. From this project I would prefer the idea of a study center where an opportunity can be given to youth who do not have English as their first language, who have not finished their college studies, who are not American citizens (they are not received in the unions) and who need to be inserted quickly into the labor sector. For example: welding, construction, landscape, etc)

Highlights from Survey Results

Camden Community Initiative:

I love this idea. My only observation is that how to manage the conflicts of interest of the community leaders and/or representative community organizations of the area? For me this is a very relevant issue since they have a lot of influence over public organizations and speak on behalf of the community without fully involving them, making decisions almost unilaterally. What experiences do you have to be inclusive using technology?

Highlights from Survey Results - Umbrella Organization

An umbrella organization can add a lot of "juice" when advocating for community benefit. Small NGO's usually opperate "hat in hand" and rely on charity or well wishing for access.

A sanctioned quasi-governmetal agency can apply legal levers, legal enforcement and collective bargaining to compel positive community change.

I think it could work, given the fact that this area hits so many different agency/municipality jurisdictions.

Highlights from Survey Results - Umbrella Organization

I can see both benefits and negatives. I think the benefits are clear in that the overarching agency can warehouse/distribute resources, provide legal defense/framework/laws. But historically governance ends up in the hands of the enfranchized majority (wealthy, those with access, those with political ambitions) so if possible the governing body should be controlled by the community to whatever degree possible

I think an umbrella organization could be a good tool to help pool resources in finding funding for sea level rise resiliency infrastructure. There are so many different organizations, business interests, and residential groups that will need a central organizing entity to work through.

Highlights from Survey Results - Umbrella Organization

An umbrella organization would be a way to recognize and respect all the organizations and work that have already been doing some aspects of this work for decades in the DV. I would hope that the umbrella org would help lift and support those orgs, as well as build capacity in the neighborhood. An eye would need to be kept on politics and bureaucracy

Yes, I think this will be helpful to create capacity in the community as well as having more visibility.

This is essential to achieve a successful result.

SURVEY RESULTS

Please take 5 minutes to review all survey results.

Discussion: Any comments or questions?

Highlights from Survey Results

Organizational purposes from multiple choice:
- Coordinating existing organizations toward shared goals
- Acquiring and holding land for residential and industrial uses

Organizational purposes direct open ended question:
- Ensuring sea-level rise is addressed in a way that is beneficial for the community. *Help manage these projects and ensure that everyone is involved and informed throughout the process.*
- Leverage existing organizations missions (not duplicate efforts) and clarify agenda around sea level rise and climate change. Act as a liaison to public/government agencies or private business/developers.

Discussion: Are there any existing organizations already filling these roles or prepared to step into these purposes?

What's next?

- Determine organizational need / gaps *(we are here)*
- Develop recommendations on how gov't engages with and partners with community organizations, industry, and residents (i.e. umbrella org or quasi municipal corporation?)
- Develop recommended mission / vision of potential entities
- Develop recommendations on programming

What's next? Essential Questions:

1) What do we want the org to do?
2) Is there an org that's poised to fill that role?
3) Of the structures mentioned, do they have any concerns about them?
4) How do we center racial equity and community/industry participation in a non-profit org or a municipal org?

This does not represent City of Seattle policies or proposals. Any images, descriptions, or content are intended to facilitate conversation with community, agencies and decision makers. This work will be refined over multiple phases of work, including additional community engagement, technical and financial analysis, consultation with Tribes and agencies, policies review, and City Mayoral and Council decisions.

Government Entities

- Pass enabling legislation for PDA and/or special purpose district
- Coordinate gov't resources for complex projects crossing multiple jurisdictions and responsibility through interlocal agreement
- Approve and fund infrastructure projects, may include levies
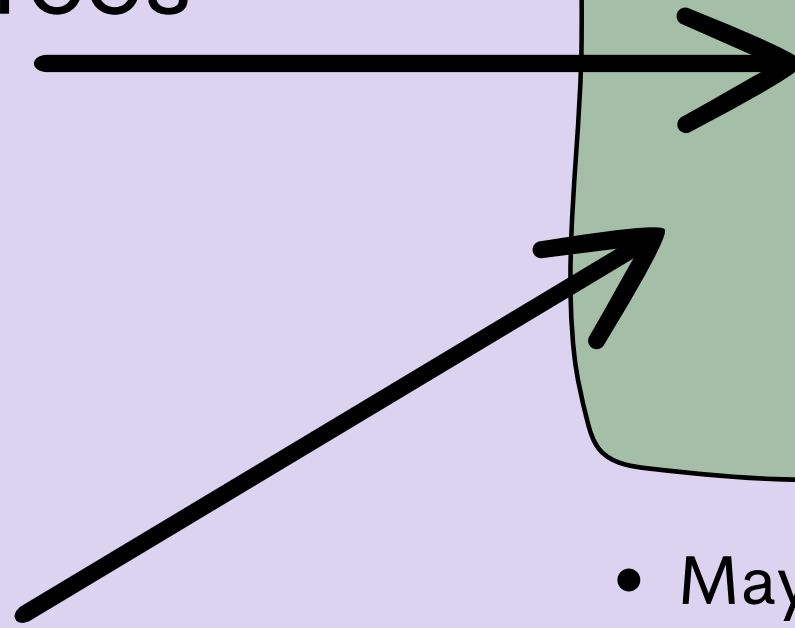
Special Purpose District and/or PDA

Non-Profit

- May implement co-benefiting infrastructure projects / plans
- Board seats may support community co-governance
- May have a sister non-profit
- May run co-benefiting programs

- Ensure community co-governance
- Receive grants
- Advocate and advise
- Implement programs with more flexibility

Types of Organizations and their Powers

	Public Development Agency	Special Purpose District	Community Based Non-Profit
Taxing Authority	N	Sometimes w/ Ballot Measure	N
Bonding Authority	Y	Sometimes	Sometimes
Eminent Domain	N	Sometimes	N
Acquire Public and Private Land	Y	Y	Y
Deliver Services	Y	Y	Y
Education and Policy Advocacy	Y	Y	Y
Legislation	Yes	Yes	No

*Anything requiring legislation (City and/or State) increases difficulties (e.g. time, uncertainty, shared authority, etc).

Special Purpose Districts

https://mrsc.org/getmedia/81D0CDFF-E5BE-43CC-9D49-7B2A1EF91051/spdchart0112.pdf

PDA

https://mrsc.org/explore-economic-topics/economic-development/financing-economic-development/list-of-public-corporations-public-development-aut

Community Preservation and Development Authority (CPDA)

- In addition, chapter 43.167 RCW authorizes community preservation and development authorities (CPDAs), which allows for the creation of authorities dedicated to preserving or enhancing the unique historical or cultural character of communities adversely impacted by publicly-funded facilities, public works, or capital projects or by other land use decisions. CPDA formation requires state legislative approval.
- There are currently two approved CPDAs, both located in Seattle: The Historic South Downtown Community Preservation & Development Authority and the Central District Community Preservation and Development Authority (approved during the 2019 legislative session).

Special Purpose District Formation Process

1. **Identify all potential / responsible partnering governments.**
2. **Define clear need, proposed activities, structure, and financing needs.**
3. Formal hearing and, in some instances, a feasibility study.
4. May require interlocal agreement drafted by legislative authorities.
5. May require an election to form district and ballot initiative to create levies.
6. Review to ensure compliance with Washington Sunrise Act.

PDA Formation Process

1. **Define organizational purpose, mission and vision.**
2. **Identify proposed activities.**
3. **Develop board structure, community transparency tools, and identify potential corporate officials.**
4. **Identify initial staffing needs.**
5. Draft initial financial / fundraising plan.
6. Draft enabling legislation / Prepare application to form organization must be approved by Mayor.
7. Incorporate with WA State
8. Draft initial staff / Executive Director job description

Non-Profit Formation Process

1. **Define organizational purpose, mission and vision.**
2. **Identify proposed activities.**
3. **Develop board structure and recruit initial corporate officials.**
4. **Identify initial staffing needs.**
5. Draft initial financial / fundraising plan.
6. Incorporate organization in WA State
7. Draft by-laws.
8. Prepare application for 501c3 non profit status with IRS.
9. Draft initial staff / Executive Director job description

Key Differences Between Non-Profits and PDA

- PDA requires stronger financial oversight
- PDA board meetings are public meetings
- PDA board members are nominated by elected officials

Organizational Development Evaluation Criteria

1. Authority: Can/Does this type of organization have formal relationship with government partners responsible for SLR adaptation? Does that relationship grant the entity adequate authority to meet its mission? Does it have authority to shape community-benefiting projects (e.g., SLR adaptation) and lead other projects (e.g., land acquisition, affordable housing, workforce development)?

2. Participatory: Can/Does this type of entity maximize community voice? Does this entity have representation from important community stakeholders? Does this entity have a structure that supports community-led and -driven projects?

3. Funding and Resource Mobilization: Can this entity receive diverse funding and assets to adequately support implementation of SLR community and ecological co-benefits? Can this organization support growing available funding and assets in the region? Is this organization equipped to increase capital in the region and quickly mobilize resources to where it is needed most?

4. Capacity Building: Can this type of organization be designed to uplift the capacity of the network of community organizations and businesses in the Duwamish Valley?

5. Implementation: Can/Does this type of entity provide the appropriate structures to implement feasible, creative, and usable solutions in a timely manner?

6. Vision / Mission: Does this entity have a purpose that fills a critical need in the community? Is the mission clear? Is the vision inspiring?