EXHIBIT - 14

THEORY OF CHANGE ALL-DAY RETREAT
ANTI-RACIST CONTINUUM ACTIVITY

February 28, 2020 – Seattle Municipal Tower 1650 – 9:30am to 4:00pm

Attendees include representatives from:
Lived Experience Coalition
King County Department of Community and Human Services
City of Seattle Human Services Department
King County Department of Executive Services
All Home King County

FINAL REPORT ON THE
ANTI-RACIST CONTINUUM ACTIVITY

KEY THEMES FROM THE RETREAT:

1. City of Seattle and King County do not reflect the communities we serve – particularly in leadership roles.
    a. People with lived experience and from affected communities should be in these positions:
        i. They are familiar with the impacts of these systems, and
        ii. Should be directly informing these systems' design.
    b. People of Color are not hired into positions of power and are not given career growth opportunities at the same rate as white counterparts.
2. Systems addressing homelessness need to center voices of those with lived experience and give this perspective more weight.
3. Systems addressing homelessness show more accountability to homeowners than to the communities it serves.
4. Staff often feel disempowered to influence positive change across the City of Seattle and King County.
5. There is a lot of talk throughout the City of Seattle and King County about promoting equity, but very little action.

BACKGROUND:

Three separate entities addressing homelessness in the King County area are preparing to merge into a

Theory of Change Workgroup
Final Report

Over the past 5 months, the Theory of Change Workgroup has been undertaking the task of further development, adoption, and operationalization of the Theory of Change. During this time, the Theory of Change Workgroup held biweekly meetings and was able to organize one theory of Change retreat. The Theory of Change work was done under the understanding that its work and integration was the foundational lynchpin in order for the new King County Regional Homelessness Authority to be able to truly live into the principles and values named as priorities by people experiencing homelessness, non-profits providing homeless housing services, and staff teams of across all organizations conjoined under it.

From this work and meetings, the workgroup has developed six recommendations and created a racial theory of change framework. The framework and a thorough report from the retreat's anti-racist continuum activity are compiled here in this Theory of Change Workgroup Final Report as Appendices A and B.

The Theory of Change Workgroup makes the following recommendations to the transitional leadership team:

- Adoption of the racial equity theory of change framework by the new regional authority for the remainder of the interim period and co-location.
- The Theory of Change workgroup continues its work and operationalizes responses to real-time issues throughout co-location.
- Part II for the Becoming an Anti-Racist, Multi-Cultural Organization is conducted once all staff are co-located.
- Presentations on current recommendations and any new findings from colocation to the new Governing Committee and CEO.
- The creation and maintenance of internal space for ethnic and cultural expression, healing, and restorative practices throughout co-location
- The continued engagement of the Consumer Advisory Council, Youth Action Board, and Lived Experience Coalition as planning and implementation partners in all work.

APPENDIX A

King County Regional Homelessness Authority Racial Theory of Change Framework V.1

This is a living document that can and should be updated as necessary and by how needs change. This is the framework throughout colocation.

Mission

The Regional Homelessness Authority is committed to actively creating racial equity within our institution and eliminating racial disparity, disproportionality, and the negative impact of intersectionality in the King County Homeless System.

Vision

By 2021, The King County Regional Homelessness Authority has fully implemented the racial equity analysis tool, defined racially equitable partnerships, practices, and processes.

The KCRHA has an internal culture dedicated to addressing racial inequity and intersectionality for ourselves and those we serve

Our Work

Organizational Transformation:

- Engage in ongoing structured activities, trainings, and conversations on race equity and cultural relevancy for ALL staff and volunteers
- Recruit and retain board and staff of disproportionately impacted demographics
- Adopt equitable best practices and processes (HR, Board, Programs, Contracts, Etc.)
- Authority will ensure equitable pay among employees across gender and racial

Partnerships:

- Seek partnerships with organizations and coalitions to work on race equity issue
- Engage in mutually beneficial partnerships that also deal with systems intersectional and/or adjacent to homelessness
- Stakeholders have full understanding and buy-in the centrality of racial equity work

Continuum of Care:

- All services and programs implement and normalize the use of the racial equity analysis tool as modus operandi
- All Contracts with providers have racial equity framework and language embedded

Policy:

- Evaluate public and internal policies through a racial equity lens

- Build public will for race equity work and an understanding of its impact on children, youth, adults, and families impacted by homelessness

Measuring Success

- Institution, boards, committees, reflect racial and demographic makeup of population served
- Institutional Communication and narrative align with race equity work
- All staff, committee, board members, and consumers can bring their full racial and ethnic identities to work and when interacting with the authority
- Continuum of care, partnerships, and policies are structured to evaluate racial equity and disproportionately
- The authority as a toolbox of resources and vocabulary to guide ongoing race equity conversations
- The authority will have adopted the racial equity impact analysis tool
- The authority has adopted and instituted rigorous analysis tools for disparity across the organization
- Has successfully incorporated a historical grounding via Native and African American land and forced labor acknowledgement in meetings throughout the entity
- The Authority has created a governing body or committee comprised of the Ombud's office, governing committee board members, consumer groups, CEO or their representative to ensure the successful implementation of the Theory of Change
- The authority has created an accountability and feedback chain to the serviced population via the Lived Experience Coalition, Youth Action Board of Seattle, Advisory group, Continuum of Care Board, and general community for major policy, fiscal decisions.

Foundation

Stakeholders & Resource:

- Governing Committee
- Implementation Board
- Continuum of Care
- Advisory committee
- Consumer Groups
- Youth/young adults, families, veterans, singles adults, seniors, disabled folk
- Legislators
- Faith/religious groups
- Neighborhood/community associations
- Local businesses
- Philanthropy
- Data

Commitment Statements:

- Undoing the effects of anti-blackness and indigenous invisibility in our institution and services

- Acknowledge the role institutional racism plays in outcome disparities for all families and individuals experiencing homelessness and homeless systems in Seattle and King County
- Centering resources and serveries around those most directly impacted by disparities

APPENDIX B

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BACKGROUND:

Three separate entities addressing homelessness in the King County area are preparing to merge into a new single countywide authority on homelessness: King County Regional Homelessness Authority (KCRHA):

1. King County Department of Community and Human Services (DCHS),
2. All Home King County, and
3. City of Seattle Human Services Department (HSD)

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This all-day Theory of Change Retreat was an opportunity for everyone who will become a part of the new entity, including the Lived Experience Coalition (LEC), to work together to embed the Theory of Change core principles and anti-racism into this transition to the new entity.

In March 2020, these three entities will be moving to the Yesler Building and begin co-locating together. This all-day Theory of Change retreat is the first opportunity staff from these three entities have had to all be together in one room.

ANTI-RACIST CONTINUUM ACTIVITY

PURPOSE:

We can't get where we're going if we don't know where we are.

The purpose was to ground participants in the principles and language of anti-racism to honestly assess where everyone feels they are on the Anti-Racist Continuum in terms of how our systems address homelessness.

Because multiple entities are merging together, it is important to have courageous and open conversations about the work each entity is doing to undo systemic racism to more effectively address the needs of people experiencing homelessness. It is equally important to openly discuss how far there is to go and what work needs to be done.

SUMMARY:

Group Norms were established to set expectations for the group. The group reviewed Tema Okun's characteristics of White Supremacy Culture[1] to establish a common language to use in the activities.[2] The group then reviewed the Anti-Racist Continuum.[3]

Activity 1: Every person took a minute to reflect individually on where they felt the systemic approach to homelessness falls on the Anti-Racist Continuum. They then wrote their number on green post-it notes for display on the Continuum poster. Everyone paired off and shared their reflections with a neighbor. Folks then grouped into 3-4 for a larger discussion before returning to share out with everyone.

Activity 2: The group broke up into their separate entities: All Home, Lived Experience Coalition, HSD, and DCHS to discuss as a team where their entity falls on the Anti-Racist Continuum. Each entity was given a different color of post-it and members wrote their assessed number on that color for display on the Continuum poster.

Final ask: After returning to the group to share out their discussions with everyone, the group was asked to reflect over lunch where each person thinks they fall, as an individual, on the Anti-Racist Continuum – are they holding up progress or moving it along?

GOALS & LIMITATIONS:

This activity is intended to be Part One of a two-part workshop. Part One was meant to spark courageous, honest, and productive conversations about the areas of growth needed within all the institutions addressing homelessness in order to more effectively serve our community. The new KCRHA cannot hope to

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[1] Okun, T. (2001). From Dismantling Racism: A Workbook for Social Change Groups. Retrieved from http://www.dismantlingracism.org/uploads/4/3/5/7/43579015/whitesupcul13.pdf

[2] This tool was selected to better facilitate conversations about systemic racism by encouraging more personal discussions about how the often-invisible structures of cultural racism manifest specifically in our approach to homelessness and in our institutions. By exposing these specific instances of racial inequity, we can more effectively address the roots of the problem.

[3] The Anti-Racist Continuum charts where an organization might find itself on a scale of 1-6: 1 representing a "Segregated Institution" where no people of color are allowed in, and 6 representing a "Changing Institution in a Changing Society."

make strides in efforts to end homelessness without an honest assessment of where the systems are lacking.

Part Two would focus on assets, barriers, and how the Theory of Change core principles can be leveraged to embed transformative social change into the new KCRHA. Part Two has been suggested to continue this work at a later date, but not yet confirmed.

The result from this activity was the honest reflections of the staff and people with lived experience who were in the room, and does not yet identify strategies to improve our systems. Underlying problems need to be identified before strategies can be developed. Part One is only a two-hour activity and the early steps of a much longer process in applying Theory of Change principles to the transition into KCRHA.

NOTES FROM THE ANTI-RACIST CONTINUUM ACTIVITY:

Group Norms: setting expectations for the group

1. Safety vs Comfort

    → recognize the difference between feeling "unsafe" and "uncomfortable;" no one should feel unsafe, but it is ok to feel uncomfortable in these conversations
2. Courageous Conversations
3. Sharing your experiences
4. Be Present
5. Respect Others
6. Listen
7. Be Open
8. E.L.M.O (Enough let's move on)

    → if a topic has been discussed at length and begins to feel repetitive, someone can say "ELMO" to move the conversation along
9. Be Loud

    → room is large and want everyone to be able to hear
10. Today is a start; expect more work
11. Agree to disagree
12. Make space to take care of yourself without shame. Come back to the space. Stay in relationship
13. Intent vs Impact
14. Reciprocity
15. Grace
16. Oops…Ouch

    → ability to take a step back and apologize if you misspoke, but no one should feel obligated to apologize for anything
17. Be Direct
18. What is said in here will stay here

    → what anyone says won't be held against them once we leave the room
19. Remove names and keep experiences

ACTVITY #1: WHERE DOES SYSTEMIC APPROACH TO HOMELESSNESS FALL ON THE ANTI-RACIST CONTINUUM?

A major takeaway from this conversation was the struggle the group felt in identifying one number to sum up where the systemic approach to homelessness lies. Most identified elements in #s 2 (A Club Institution) and 3 (A Multicultural Institution). The discussion recognized areas in which the approach has been successful, but that there was a lot of work left to do.

Each person identified where they think the systemic approach to homelessness countywide falls on the Anti-Racist Continuum:

Below are the scribed notes from open discussions around the room:

- Picking one number to sum up a very complicated system is a struggle
- Initially rated lower, but there is still some lip service that ranks higher
- Not a lot of implementation of rules/policies /procedures to put words into action even if we're trying to be the same
- Get lost in the thinking that this is about us rather than the communities we serve
- #2 specifically for indigenous people, maybe #3. Struggle between these numbers
- Being a person of color in the system means you are made to feel like gatekeepers even though you have no power. People of color are often on the front lines, which means they are the face of

power to the community and must be the one to deliver the message- difficult position of having to explain to those who have trusted you to do better
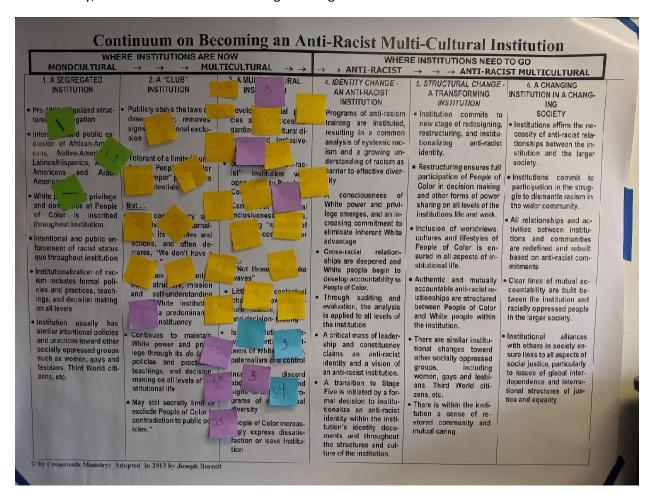
- System appeals to white constituency and not those on the streets experiencing homelessness
- More value on upholding value of white homeowner's property than on human lives
- The people that are in power need to get into the community
- New entity has space to hire people with lived experience because of their expertise, who can come from a "lens of love" – heartfelt love for the individuals we are serving
- Use lived experience individuals' connections within the community to connect clients with the services they need. Center and lift the client up – give them jobs and walk with them long term, not just the 3-6 months or until a contract deliverable is met. Walk with the individual until they are stabilized
- Work has to come from the heart
- Ableism – need to look at what peoples' abilities are and what they can do (rather than what they can't do), maybe need a different lens to ensure we are being inclusive to all the abilities so they are not pathologized
    - Different gifts they offer- truth heart, voice for other people who have none. Truth is powerful when spoken.
- Collective voice together

ACTVITY #2: WHERE DOES YOUR ENTITY FALL ON THE ANTI-RACIST CONTINUUM?

Before beginning group discussions, each individual assessed where their institution falls on the Anti-Racist Continuum:

Green = Lived Experience Coalition   Purple = HSD
Gold = DCHS   Blue = All Home

Each entity recognized areas of success and value that it offered to the system as well as serious concerns and areas for improvement. The groups seemed to agree that the entities each recognized a need for inclusiveness and diversity, but did little to effect meaningful change in this area.

Below are the scribed notes from discussions in the room by entity:

LEC – Green

- LEC offers a collective voice
- Youth, fresh ideas revolutionize thinking
- Misogyny and male privilege are dominant in LEC, which means many of the members are impacted by this while trying to change the system that also impacts them
- LEC experiences tokenism – the system uses their voice for free instead of being paid for their expertise, which feels disrespectful

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- LEC members are not seen as equals and not taken seriously. They are asked their opinions, and then often dismissed
    - Cultural dismissiveness
    - Feel isolation and sabotage
- LEC perspectives are dismissed by leadership who respond with "that's not what's happening" or told they don't have the "proper" perspective
- A lot of re-victimization as members are asked to share their stories, which are very personal and can be quite painful to revisit
- Members bring wisdom and can help with the solutions
- Members are able to bend in places, able to show grace, compassion, and bring heart
- Can be honest, transparent, and vulnerable when giving and hearing testimony/truth. Members bring dignity to the work.
- To be seen is very big (not sitting in offices)

ALL HOME – Blue

- Intentional about integrating Theory of Change, Lived Experience Coalition (LEC), Consumer Advisory Council (CAC), and the Youth Advisory Board (YAB) – all in leadership
- Continuum of Care policies
- All Home staff reflect community
- Intentional about how the team is representative while acknowledging that All Home works with entities that make the work more challenging.
- Political/Elected's push against LEC leadership and anti-racist principles
- All Home operates within other institutions and partners with other institutions
- Adopt strategies that reinforce non-traditional practices for government services and access to power
- The pressure to be a person of color in this system is high – pushes you towards assimilation and gatekeeping and you find yourself answering to both community and to higher ups

DCHS – Gold

The number of people from DCHS was large enough that they split into 2 groups:

Coordinated Entry for All (CEA) Group:
Biggest theme: everyone could identify elements of 2,3,4. Unclear where to reasonably place entity. Constantly cycling through these numbers.
- Need a system of accountability. Resonates in CEA in particular. Don't have power to call for change. Given unfunded mandates deletes capacity of the group to do work.
- "Perfectionism" limits people of color to move up because they don't have 100% listed qualifications, BUT certain people they are willing to train. King County has lost the ability to learn and train.
- Quantity over Quality- just focused on getting people off streets, not serving them
- Inevitably, always people of color in our communities who are flagged/stopped from getting into a new unit. Money put before people who are homeless.
- Not looking at end result for marginalized communities
- Coordinated Entry (CE) system spelled out by HUD, different from what implementation has been. No basic understanding of what this is going into the new entity, which leads to silos
- CEA has no resources to get adequate housing into the system, and instead has to rely on owners of housing to self-report their existence. Not sure what units are on the table.
- Need more systems talking to systems all dealing with disproportionality. Schools not talking to prisons.

- Holding up discrimination under the guise of being anti-discriminatory
- Another way of red-lining, can't live in a building because of income, buildings staying open longer than they need to if people don't qualify perfectly. Also don't give people a choice of where to live.
    - Housing by income = discriminatory
- Systems designed to serve white culture – must meet everything to the letter to qualify
- Apparent to those in direct services that there is an effort to protect contracts. Hard to address and ALWAYS at the expense of the household.
    - How contracts are designed to cater to white culture and white supremacy versus the communities we serve
- Culture of King County is that clients are the agencies we contract with and not community we are serving. Hoping for "trickle-down effect"
- Important to give credit to progress, but let's not romanticize: if no people of color, or representations of those communities served in positions of leadership, then we can never move forward to an anti-racist multicultural institution.
- Seeing recurring themes that reinforce white supremacy culture
- Hard for some people in the room to see the number of 3's and 4's identified as where we are. If you go back to your desk with ineffective lack of change and are ok with that, then need to look at yourself, and not just say "well we're are working on it"

Housing, Homelessness & Community Development Group:
- Housing Homeless & Community Development is on the continuum of 2-4
    - Talk about values of #4, but elements of #2 and #3 on the Anti-Racist Continuum
- Recognize that we're not there
- Actions are driven by voter pressure
    - Who are the voters?
- Continue with de facto white supremacist policies
- Trying to use data to identify more disparities, but still need to implement change
- Employee evaluations trying to collect issues and correct
- Recognition of work to improve how we prioritize resources

HSD – Purple

- View from newer staff is that HSD = 2 or 3
- HSD tries not to do the "BUT" section under #2 in the Anti-Racist Continuum, but often we do = white culture
- We are acknowledging the problem, but don't always act on it
- Some harms in HSD – sometimes in other divisions

2 Primary themes from this discussion:

1. Tension between acknowledging the problems and "walking the talk"
2. Intersectionality. Being anti-racist focused often doesn't weave in other considerations (e.g. LGBTQIA, sexism, ableism). Do we solve racism 1st and then move onto intersectionality, or can we do all of it together?
    a. Intersectionality is discussed, but not much action taken, and often redirected to race/racism.

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CONCLUSION

The group identified several important areas in which the core principles of Theory of Change need to be applied to the transition to KCRHA.

Consistently across organizations, members of the group identified several problem areas, including:

1. People of color and people with lived experience are prevented from moving into positions of influence in King County and the City of Seattle. Because they are typically placed in public-facing positions, they are often in the position to defend policies and strategies they do not agree with and cannot influence to the communities who trusted them to do better.
   a. Even in situations where staff is more reflective of the community we serve, there is pressure to conform to the needs of leadership over the needs of the community.
2. A lot of lip service is paid to promoting equity and including people with lived experience in decision-making, but the organizations' actions, policies, and practices do not reflect those promises.
   a. Instead, the systemic actions, policies, and practices serve homeowners and white constituencies.
3. There are many specific areas within the approach to homelessness that serve the needs of the system itself more than the needs of the individuals and families seeking housing.

Recommendations for next steps:

The conversations from this activity revealed several areas the Theory of Change approach can address. As a next step, the group seemed to feel it was worthwhile moving to Part Two of this workshop, which would identify:

- Assets the group can leverage;
- Barriers to be mindful of; and
- Specific strategies for how KCHRA can make progress in the areas identified in this report.

None of the solutions are quick fixes and all require buy-in and commitment from staff, the community, and leadership.

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