Convergence at Everett Station
Community Collaborative

Governance Framework
Living Document – Last edited December 16, 2022

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Goal Statement

Community collaboratives for equitable development are place-based partnerships between a lead community-based organization and government agencies, private sector institutions, and nonprofit social service and advocacy organizations. All partners are co-owners of the Convergence Collaborative, with shared values and vision.

Purpose

Community collaboratives seek to authentically engage residents and workers of a neighborhood, through human-centered design, to create and implement action plans that will improve the neighborhood across multiple issues, including equity, housing, transportation, open space, etc.

Intent

The Collaborative is a way for community and government to co-create and implement a shared vision through shared decision-making on key decisions, such as community engagement, policy development, capital investments, and other strategic decisions.

Each organization/agency retains control of their own strategic plans, while the Collaborative helps align all strategic plans to achieve a common purpose.

Enabling Strategies

Our enabling strategies guide the flow and intent of our communication, decision-making, and overall governance. They will keep us on track and strategically focused.
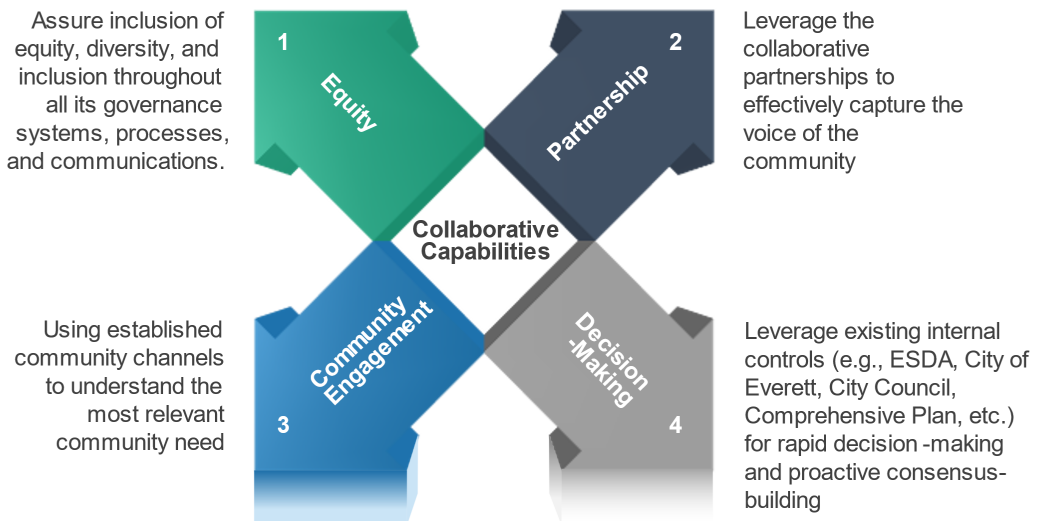
- **We are a neighborhood convergence**
- **Our foundation is collaborative governance**
- **We focus on social, economic, and environmental equity and inclusion**
- **We lead through community-driven decision making**
- **We deeply value the voice of the neighborhood partner**
- **We are designed for growth**
- **We are system builders and equippers**

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Capabilities

For the Convergence Collaborative to achieve effective governance, it must fulfill the capabilities as defined below.

Assure inclusion of equity, diversity, and inclusion throughout all its governance systems, processes, and communications.

1 Equity

Leverage the collaborative partnerships to effectively capture the voice of the community

2 Partnership

Collaborative
Capabilities

Using established community channels to understand the most relevant community need

3 Community Engagement

Leverage existing internal controls (e.g., ESDA, City of Everett, City Council, Comprehensive Plan, etc.) for rapid decision-making and proactive consensus-building

4 Decision-Making

Collaborative Portfolio

The collaborative's portfolio represents building out the heart of the community while honoring the call to action to bring those invested in our neighborhood together for equitable neighborhood development initiatives.

- **Convergence Place**
- **New Community Development Institutions & Tools**
- **Workforce Development Hub**
- **Health & Safety Initiative ⎸ Activation & Engagement**
- **Housing**
- **Placemaking, Streetscapes, and Mobility**
- **Equity**

Collaborative Structure

All Partners
Partners are organizations, businesses, and individuals who support the purpose and vision of the Convergence Collaborative and have signed a Letter of Agreement (LOA) to that effect. All participants in the Collaborative must sign an LOA and remain committed to the purpose and vision. Individual LOAs may be tailored to the uniqueness of a partner.
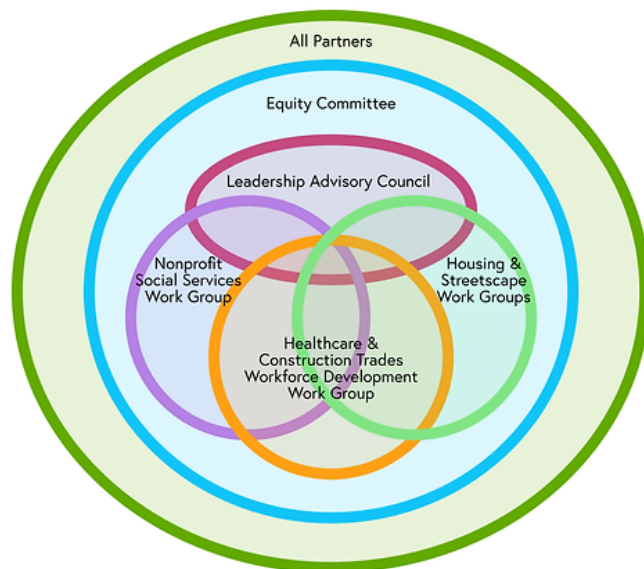

Equity Committee
The Equity Committee sets the Collaborative's Equity Principles & Priorities, holds the overall Collaborative and its workstreams accountable to the Equity Principles & Priorities, and may choose to work on its own equity-focused projects.

Leadership Advisory Council (LAC)
The LAC approves governance framework, sets strategic direction, and holds the overall Collaborative accountable toward goals and objectives.
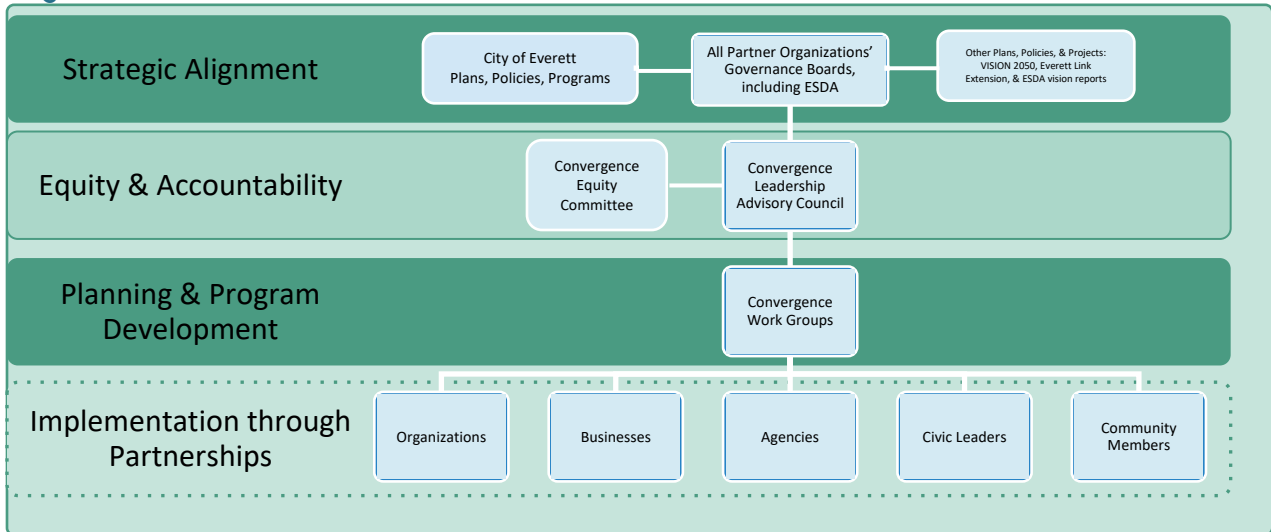
Implementation Workstream Work Groups
- **Nonprofit Social Services:** This group will consist of all social service nonprofits located in the neighborhood and develop and implement shared strategies for how they can collectively contribute toward the betterment of the neighborhood.
- **Workforce Development:** This group will focus on creating and implementing long-term workforce development collaboratives for the healthcare and construction-related trades in the neighborhood.
- **Housing:** This group will set priorities and work to implement strategies for developing abundant and affordable housing that ensures the neighborhood does its part to provide sufficient housing for people of all incomes as a transit-oriented community to meet regional needs and expectations.
- **Placemaking, Streetscapes, & Mobility:** This group will set priorities and work to implement strategies for improving the public realm and streetscapes for placemaking purposes, bicycle & pedestrian mobility, and transit accessibility and convenience to advocate to city and regional funders for physical improvements to the neighborhood.
- **Additional:** Additional workstream work groups may be established as subcommittees to the above listed work groups or established as stand-alone work groups by the LAC.
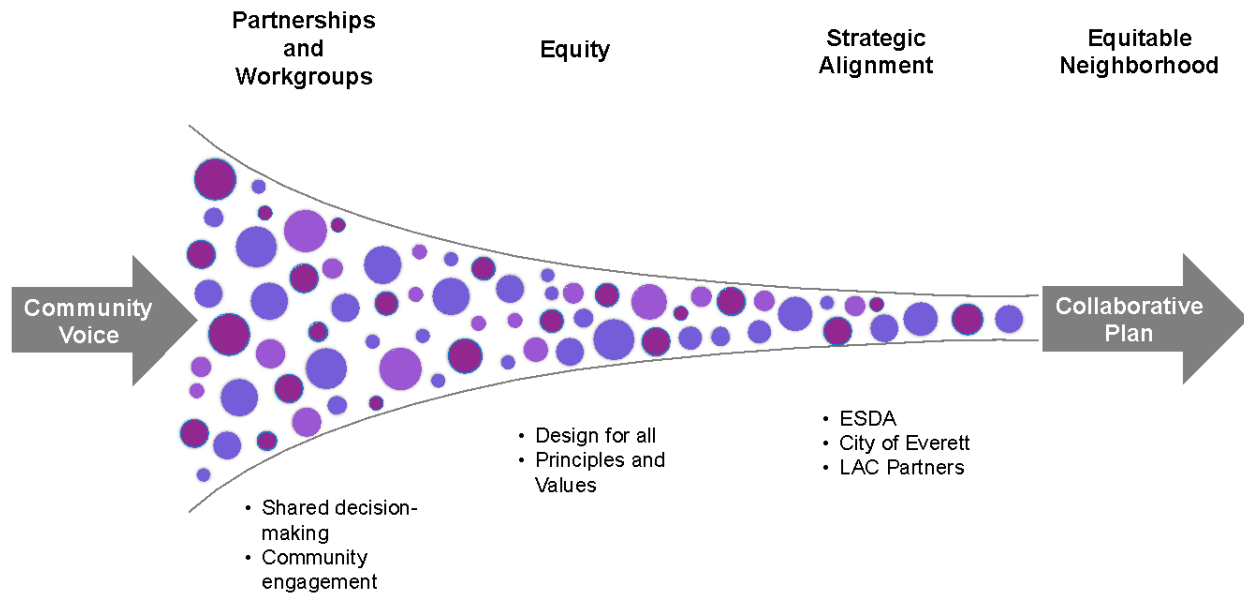
Governance Structure

Organizational Chart

Strategic Alignment	City of Everett Plans, Policies, Programs	All Partner Organizations' Governance Boards, including ESDA	Other Plans, Policies, & Projects: VISION 2050, Everett Link Extension, & ESDA vision reports
Equity & Accountability	Convergence Equity Committee	Convergence Leadership Advisory Council	
Planning & Program Development		Convergence Work Groups	
Implementation through Partnerships	Organizations — Businesses — Agencies — Civic Leaders — Community Members		

Decision-Making Flow

Partnerships and Workgroups — **Equity** — **Strategic Alignment** — **Equitable Neighborhood**

Community Voice → Collaborative Plan

- Shared decision-making
- Community engagement

- Design for all
- Principles and Values

- ESDA
- City of Everett
- LAC Partners

Governance Feedback Loops

Meetings
Cadence and Key Decisions

Leadership Advisory Council	Workstream Workgroups	Equity Committee
Meeting Cadence	**Meeting Cadence**	**Meeting Cadence**
• Quarterly	• Monthly	• Monthly
Key Decisions	**Key Decisions**	**Key Decisions**
• Engage ESDA for approval on key fiscal decisions	• Form strategically aligned task forces	• Review all plans to ensure equity goals are met
• Act as the community voice and impact lens	• Change agents for programs, policies, and practices	• Develop equity requirements
• Vet all plans before they are presented to the board		• Be an equity accountability partner for all levels of governance

Norms

- All decisions shall be made by majority vote, always with a striving towards consensus.
- Each membership slot shall have one vote for any decision, with the primary representative's vote taking precedence over the alternate's vote if both are present.
- A vote by a member may be made by-proxy in advance of a vote if the motion and issue is already well-defined and understood prior to a vote in a meeting.
- If a primary member makes a vote by proxy for an in-person meeting, at which the alternate member is present, then the alternate's vote shall take precedence.
- An "in-person" meeting means both a meeting with participants physically in the same space, a video-conference meeting, a conference-call meeting, or any combination thereof.
- Votes may be made electronically between meetings if all members are notified and given at least 24 hours to respond, and at least two-thirds of the membership casts a vote of for, against, or abstention.
- When a partner would like to vote on an item, they announce a motion. If a second partner seconds the motion, the group vote commences. In general, voting should strive to follow Robert's Rules of Order without getting hung-up on formalities.
- Decisions requiring votes include:
  - Approving the priorities established in workstream work groups.
  - Changing the purpose, vision, or scope of the Collaborative.

Requirements for Memberships on Council, Committees, and Work Groups Memberships

Category	Leadership Advisory Council	Equity Committee
Tenure	Minimum of a 2-year commitment	Minimum of a 1-year commitment
Size	10-12 members (including chair and vice-chair)	10 members (including chair and vice-chair)
Power Structure	Chair and Vice-Chair	Chair and Vice-Chair

Category	Non-Profit Social Services Work Group	Workforce Development Work Group	Housing and Streetscapes & Mobility Work Groups
Tenure	Ongoing	Ongoing	Ongoing
Size	Fluctuating	Fluctuating (including chair and vice-chair)	Fluctuating
Power Structure	Chair and Vice-chair	Chair and Vice-Chair	Facilitated, Consultative Decision-making. Opportunity to develop a chair and vice-chair.
Participants	Representatives of the neighborhood social service agencies.	Representatives of academic training programs and participating businesses.	A reconvening of previous work groups that have focused on expanding all-income housing development and improving the streetscapes, bicycle & pedestrian infrastructure, and placemaking

- All collaborative structures shall vote to approve to add individuals to the primary or alternative representative slots. A nomination to fill an existing slot shall be made by motion by an existing member.
  - **Please note:** The LAC will be responsible for approving its own membership and that of the Equity Committee. All other workgroups will hold the responsibility for deciding its membership makeup.
- All slots shall have an indefinite (non-expiring) period of service until the existing member can no longer fulfill the responsibilities or as otherwise defined above.
- On an annual basis from among membership, the committees and workgroups shall elect a chair and vice-chair to facilitate the meetings or as otherwise defined above.

- If both the chair and vice-chair are absent at a meeting, their organizational alternates may facilitate the meeting.

Key Roles and Responsibilities

Chair	Vice-Chair	Member
Agenda development	Will act as chair in the chair's absence, in which case the vice-chair holds the same roles and responsibilities of the chair	Agenda Execution and Engagement
Provide feedback and receive input		Educate and inform other partner organizations and the broader community on the Collaborative's work and impact
Provide input to workstreams, domains and partners to advance a particular issue	The vice-chair assumes the key roles and responsibilities of "members"	Provide unique view and expertise
Present previous meeting minutes for approval at the beginning of each meeting.		Contribute in ways that advance the core values, purpose, and mission of the collaborative
Finalize the committee or workgroup charter		Effectively speak for and act on behalf of the commitment of their partner organization.
The chair assumes the key roles and responsibilities of "members"		Share the vision of the Community Collaborative
		Promote the vision to bring more organizations and individuals into the Collaborative.
		LAC members vote, discuss, and contribute to decisions.

Supporting Roles

These roles may be shared and/or owned by the chair, vice-chair, and member committee and workgroup members. This will need to be determined by each committee and workgroup as part of their committee charter development process.

ESDA Executive Director: The ESDA Executive Director provides stewardship of the Convergence Collaborative, including providing strategic direction and overseeing ESDA staff assigned toward implementing the Convergence Collaborative.

Convergence Collaborative Manager: The Convergence Collaborative will provide day-to-day management of the priorities established by the Convergence Collaborative, with oversight from the ESDA Executive Director.
- Will lead in organizing the LAC, Equity Committee, and Work Group meetings.
- Acts as a bridge between the LAC, Workstream Workgroups, and Equity Committee to ensure agenda alignment, coordinated handoff of key decisions.
- In partnership with the respective chair, will create the agendas and endeavor to disseminate them at least two days prior to meetings.
- Coordinate the work and activities to fulfill the Collaborative's purpose, vision, strategies, and desired outcomes that are set by the LAC, Equity Committee, and Workstream Work Groups.
- Manage regular communication with partners by hosting conference calls and in-person meetings and by emailing the group to ensure alignment of activities, shared work responsibilities, and progress of the Collaborative outcomes.
- Outside of standard meetings, will engage potential partners and the community to build buy-in from prospective stakeholders, other support organizations, and/or funders.
- Ensure any barriers to progress are brought to the Collaborative to be resolved.
- Be accountable to the Collaborative project and partnerships.
- Analyze and monitor progress against specific strategies and goals.
- Will coordinate with the chair, vice-chair, timekeeper, and meeting coordinator/notetaker/scribe to develop the agendas for scheduled meetings, workstreams, and/or other meetings as necessary.
- Coordinate research and other activities currently underway by participants.
- Ensure meeting attendee lists are up to date.
- Provide input to workstreams, domains and partners to advance a particular issue.

Timekeeper: Each committee and work group shall assign a timekeeper from its membership.
- All meetings, no matter the level, may decide to have a defined timekeeper from within its membership to ensure the group stays on its agenda.
- The timekeeper will help the chair and vice-chair be aware of any time constraints to inform real-time adjustments.
- The timekeeper will partner with the Collaborative Manager to ensure facilitation alignment.

Meeting Coordinator, Note-taker, and Scribe:
- All meetings, no matter the level, will have an identified notetaker and/or scribe for documentation, review, and follow up.
- Provide meeting logistics.
- Set and distribute agendas with group input.
- Provide needed handouts and documents.
- Take meeting minutes.
- Ensure that all relevant documents are distributed or accessible and updated.
- Establish and maintain a system for transparency and communication of information, data, and decisions.
- Provide data management and evaluation support, technical assistance.

Appendix

Roles and Responsibilities

General: All Partners and Participants

The Convergence Collaborative is a partnership between many entities for a shared common purpose. As a partnership, each entity has unique roles and responsibilities that reflect their missions and activities, and what they agree to do as part of the Convergence Collaborative.

All partners are expected to act honestly and in good faith to further the mission, vision, and values of the Convergence Collaborative. Partners are expected to act as ambassadors of the Collaborative when talking with public officials and civic leaders.

Through participation in the Collaborative, organizations may choose to refine their existing programmatic activities and strategies or to establish new activities and strategies within their organizations. Indeed, this is the hope. These programmatic and strategic decisions by the organizations are ultimately the responsibility of the respective organizations' staff and boards, not of the Convergence Collaborative's Leadership Advisory Council or work groups. The decision-making structure of the Collaborative cannot supplant the governance of its individual partners.

To the extent new projects or programs are established among a subset of partners of the Collaborative, project- or program-specific memorandums of agreement will be established to define the roles and responsibilities for the expressed limited purpose of the project or program.

Fiscal Agent and Leading Partner

Purpose
As a partnership without its own organization, the Convergence Collaborative requires a Fiscal Agent and Leading Partner to facilitate meetings, develop work plans, steward finances, lead fundraising, report to funders, and, in general, lead the Collaborative.

As the founding entity of the Collaborative and with the approval of the Leadership Advisory Council, the ESDA will serve as the Collaborative's Fiscal Agent and Leading Partner.

The ESDA views the establishment and management of the Convergence Collaborative is viewed as a core strategy toward implementing the ESDA's mission. However, the Leadership Advisory Council does not substitute for the governance of the ESDA. The ESDA Board of

Directors continues to retain its own authority to define ESDA's vision and mission, strategic plans, organizational budget, and financial and contractual agreements.

- The Collaborative Fiscal Agent receives funds from the Kaiser Permanente Community Foundation and other funders, disburses payments, and provides accurate and timely reports on finances and project deliverables.
- The Collaborative Leading Partner helps organize meetings; assists the LAC Chair, Equity Committee Chair, and work group chairs with setting agendas; seeks and applies for funding; develops MOAs among partners for specific projects and programs that are approved by the LAC.
- Like all partners, the ESDA must agree to the Collaborative's Letter of Agreement. The ESDA Board will continue to manage its financial operations through the treasurer and hire, fire and supervise its Executive Director, and oversee the organization's operations.
- If there is staff at ESDA that is dedicated to the Convergence Collaborative, the staff member will report to the ESDA Executive Director, who will retain the authority to hire, fire, and supervise the staff, and the ESDA Executive Director is ultimately accountable to the ESDA Board of Directors for those decisions.
- If professional services are contracted for the Collaborative through the ESDA, the ESDA Executive Director will retain authority to manage the contract, and the ESDA Executive Director is ultimately accountable to the ESDA Board of Directors for those decisions.
- The ESDA will:
  - Provide verbal updates each Leadership Advisory Council meeting regarding how funds have been spent towards progress of the mission.
  - Provide feedback and receive input from the Leadership Advisory Council on fundraising and development.
  - Provide feedback and receive input from groups that will engage potential partners and the community to build buy-in from additional stakeholders.
  - Maintain accurate financial records, prepare fiscal reports, and provide support for data entry processes on identified collaborative outcomes.

Leadership Advisory Council

Purpose
- The Leadership Advisory Council (LAC) adopts governance, sets the strategic direction, and ensures that the overall partnership is meeting its objectives and desired outcomes, providing built-in accountability and a mechanism for adjustments as needed.
- LAC members may need to work to influence the community to the cause when necessary.

Key Responsibilities
- Adopt governance of the Convergence Collaborative.
- Set strategic direction of the Convergence Collaborative.

- Approve memorandums of agreement for projects and programs that will be conducted by a subset of partners under the banner of the Convergence Collaborative.
- Serve as ambassadors of the mission, vision, and values of the Convergence Collaborative to public officials, civic leaders, and broader community.

Limitation to Authority
- An LAC decision regarding strategy, work plans, or budget that implicate the strategies, work plans, or budget of individual partners must be first approved by the individual partners before the decision can be made final. In some instances, this may require a vote of an individual partner's board of directors. This is especially true for the ESDA which is serving as the Fiscal Agent of the Collaborative.

LAC Membership

LAC membership shall include primary representatives, each with alternates, for the following slots:
- Voting Members
  - Everett Station District Alliance
  - Kaiser Permanente
  - Industrial Business Owner
  - Developer / Property Owner
  - Nonprofit Social Service Provider
  - Hospitality Industry
  - Community Development - Financial
  - Community Development - Workforce
  - Equity Committee
- Ex-Officio, Non-Voting Participants
  - Everett Mayor's Office
  - Everett Community Development
  - Transit Agencies
  - Work Group Chairs & Vice Chairs, if not already a LAC member.

Partners

Purpose
- Partners share the vision of the Community Collaborative and commit to supporting its realization.

Key Responsibilities
- Sign an LOA.
- Participate in Workstream Work Groups and/or the Equity Committee.
- Seek funding opportunities to grow the Community Collaborative's efforts.

Purpose
- The committee will develop equity requirements for the ESDA project that include a community focus, universal design, equitable and affordable housing, transportation and economy, safe and healthy environments, and to honor local assets.
- The work groups are: Nonprofit Social Services; Workforce Development; Housing; and Placemaking, Streetscapes & Mobility.

Key Responsibilities
- Each work group and the Equity Committee shall have either co-chairs or a chair & vice-chair who facilitate the work group meetings. The preference is for the chair of the work group to already be a member of the LAC.
- Report discussions and decisions to the LAC.

Included solely for informational purposes

Domains, Selected Outcomes, and Indicators

Domain	Selected Outcome	Indicators
Center Community	Engage the local community in decision-making, planning, and policymaking	TBD
Design for All	Follow principles of Universal Design, design engagement processes and the built environment for people of all ages, abilities, and languages	TBD
Create Equitable Housing Abundance and Affordability	Build enough housing for people of all incomes to meet the regions and City's needs, with prioritization of building housing near light rail that also prevent discriminatory practices	TBD
Provide Affordable, Equitable, and Convenient Transportation Options	Ensure all households have access to conveniently and safely walk, bike, and ride transit from their homes	TBD

	to destinations of work, school, shops, and other services.	
Support a Just and Equitable Economy	Support the building of generational wealth for those who have been the most economically disadvantaged by providing career pathways through education and training	TBD
Cultivate Safe and Healthy Environments	Create or renovate accessible open spaces and recreational facilities, such as schools, parks, healthcare, libraries, and fresh food opportunities, to promote community health	TBD
Promote Environmental Justice	Address environmental health disparities for underserved communities by creating sustainable development and attaining resources to alleviate environmental health risks	TBD
Preserve, Sustain, and Utilize Local Assets	Support arts and cultural programs to address the needs of diverse populations that can strengthen and preserve existing cultural landscapes	TBD

Member Assignment-Initial

Name	General Purpose
Nonprofit/Social Services	Align strategies and programming of the 9+ nonprofits based in the Everett Station District to provide services in the district.
Workforce Development	Create in-neighborhood education and training programs, tied to the future programming of the future development of the city's properties. This will create partnerships with neighborhood businesses to create a pipeline of employment primarily in healthcare and construction.
Mobility, Streetscapes, & Placemaking	Create streetscape improvements, placemaking programs, and public space maintenance to create safe and active streetscapes accessible for all abilities.
Housing	Generate enough housing for people of all incomes near light rail that prevents discrimination in housing opportunities, especially for people of color, immigrants, and low-income households.

Initial Committee and Work Group Assignments are on the following pages.

Convergence Collaborative Leadership Advisory Council

First Name	Last Name	WG Role	Organization
Brock	Howell	ESDA	ESDA
Alice	Chao	Kaiser Permanente	Kaiser Permanente
James	Buchanan	Industry	Axiom Construction
Craig	Chambers	Nonprofit Service Provider	United Way
Danielle	Cavoto	Hospitality	Delta Marriott
Jess	Blanch	Community Development / Financial Insitituion	Enterprise Community Partners
Tina	Vlasaty	Workforce / Community Development	LISC
Tom	Hingson	Transit	Everett Transit
Steve	Woodard	Equity Committee Member	VOAWW

Convergence Collaborative Equity Committee

First Name	Last Name	Organization
Gauhar	Serikbayeva	Community Member
Charles	Adkins	Tulalip Tribes
Sharita	Burton	A Better Broadway Association
Argelia	Grassfield	YWCA Snohomish
John	Hull	Everett Gospel Mission
Steve	Woodard	VOAWW
Lien	Pham	Kaiser Permanente
Elise	Herwig	United Way
Brittany	Williams	United Way
Nichole	Webber	City of Everett
Ryan	Weber	Delta Neighborhood

Nonprofit Social Services Work Group

First Name	Last Name	Title	Organization
Tom	Kozaczynski	Chief Advancement Officer	Compass Health
Sylvia	Anderson	CEO	Everett Gospel Mission
Ed	Petersen	President	Everett Station District Alliance
Kelsey	Taylor	Chief Operating Officer	Housing Hope
Renata	Maybruck	Chief Operating Officer	HopeWorks
Heidi	Den Haan	Community Resource Specialist, Lead	Kaiser Permanente
Craig	Chambers	CEO	United Way of Snohomish County
Rob	Millard	Director of Property Management	YMCA of Snohomish COunty
Mary Anne	Dillon	Executive Director	YWCA of Snohomish County
Alternates			
Tom	Sebastian	President/CEO	Compass Health
John	Hull	Director	Everett Gospel Mission
Brock	Howell	Executive Director	Everett Station District Alliance
Brea	Armbruster	Director of Marketing and Communications	HopeWorks
Rachel	Downes	Strategic Initiatives Manager	Housing Hope
Michele	Meaker	Resource Development Manager	United Way of Snohomish County
Peyton	Tune	President/CEO	YMCA of Snohomish County
Argelia	Grassfield	Regional Director	YWCA of Snohomish County
Future			
Leslie	Wolf	Sr. Director of Association Advancement	YMCA
Karen	Young	Family and Community Engagement	Bezos Academy
Danielle	Gentry	Rapid Rehousing and Pregnant/Parenting Housing Manager	Cocoon House
			Pioneer Health Services
Mark	Smith	Executive Director	Housing Consortium of Everett & Snohomish Co
Jim	Dean	Executive Director	Interfaith Family Shelter
Joy	Emory	President/CEO	Workforce Snohomish

Workforce Development Work Group

First Name	Last Name	Organization	Title
Ed	Petersen	Everett Station District Alliance	President
Brock	Howell	Everett Station District Alliance	Executive Director
Kathy	Solberg	Everett Station District Alliance	Convergence Collaborative Consultant
Joyce	Belcher	Everett Community College	Dean of STEM and Health Professions Division
Herman	Calzadillas	Everett Community College	Dean of Advanced Manufacturing Training & Education
Angelic	Sedivec	Everett Community College	Director of Workforce Funding
Mark	Beattie	WSU Everett	Chancellor
James	Buchanan	Axiom NW	President
Neil	Maddy	JMC Cabinets & Interiors	Owner
Lori	Fox	M.L. Fox Architectural Woodwork	Owner
Mark	Potensky	Component Concepts, Inc.	Owner
Sue	Witsoe	Component Concepts, Inc.	
Joy	Emory	Workforce Snohomish	President/CEO
Kathleen	O'Leary	Workforce Snohomish	VP Programs & Community Engagement
Renata	Maybruck	HopeWorks Social Enterprises	Chief Operating Officer
Lisa	Marx	NWCI	Apprentice Outreach Specialist
Additional List			
Doug	Oswald	W.W. Wells Millwork	General Manager
Erin	Matthews	HopeWorks Social Enterprises	Director of Employment, Education, Training
John	McGrath	Carpenters Union	UBC International Rep, INSTALL Dir.
Michael	Duerr	City of Everett	HR Manager, HR Dept.