Reimagining Leadership Task Force

SUMMARY OF FINDINGS

BELLEVUE CITY HALL
MARCH 31, 2023
This presentation was put together to foster:

**Alignment:** Clear boundary of your authority and tasks in your role as partners within Eastside Pathways Partnership – Collaborative Action Networks (CANs), Councils, Backbone Board and the new Leadership Table.

**Recognize & Celebrate:** The Eastside Pathways partners who co-developed our new model for equitable consultative leadership of the Partnership.

For more information about the Leadership Table please visit our website [www.eastsidepathways.org/leadership-table-background/](http://www.eastsidepathways.org/leadership-table-background/)
Sue Baugh
Community Partner

Cathy Habib
Eastside Pathways

Stephanie Cherrington
Eastside Pathways (former)

Amy Wasser
Eastside Pathways

Tom Brewer
Bellevue Presbyterian Church

David Downing
Youth Eastside Services

Jesse Franklin
Rainier Athletes
Introducing the Eastside Pathways Partnership Leadership Table

The new Leadership Table (LT) was co-developed by partners, (the Reimagining Leadership Group - RLG) to center those most impacted, ensure representation from diverse stakeholders and provide guidance to the Partnership. LT members hold informal authority as advocates for their communities.

The Leadership Table members will act as advocates for community-level priorities, provide guidance on the Partnership’s mission and vision, and hold formally authority on behalf of collective work of the Partnership – CANs, Councils, and programs such as All Partner Meetings (APMs) and/or leadership development opportunities.
The Backbone Board

Will continue its responsibilities over the Backbone organization to select the Executive Director, maintain financial integrity, fundraise, ensure legal adherence and effective Backbone organizational planning.

All formal authority on behalf of the Partnership has been transferred to the Leadership Table.
Our Racial Equity Commitment in Action

2012
Eastside Pathways (EP)
Community Based Values
Exercise Retreat

2018
EP Partners co-developed
the 2020-2023 Strategic Plan
EP Partners adopted the EP
Racial Equity Pathway
EP Partners adopted new
outcomes area “race no
longer determines
outcomes for children and
youth”

2019
POC Only space was
launched
Eastside Pathways Equity
Pledge (EPEP) drafted

2020
The EPEP was codified
and formally adopted by the
EP Board
EP Board engaged Black and
Latine community members
to get feedback about the
Board and the Partnership
Outcome: to be authentic,
the Partnership needed an
equitable and diverse
leadership team

2021
EP Board Development
Committee recommended
reimagining Partnership
leadership structure
EP Board approved the
development of the
Reimagining Leadership
Group May 2021
Racial Equity Collaborative
Action Network launched
Working Agreements

• Speaking order to prioritize people of color particularly Black/African/African American
• Hold space for the “other”
• Prioritize your breath (fill your bucket, as you pour into others)
• Check for understanding
• Speak from your personal, immediate and local.
• Asset framing; watch out for the “I’m just” narrative.
• Ask the question “for whom?” in Person, Role and System.
• Principles of Courageous Conversations:
  • Stay engaged
  • Speak your truth
  • Experience discomfort
  • Expect and accept non-closure

These agreements were co-created to sustain the group of diverse stakeholders in high-heat conversations long enough to co-develop adaptive solutions.
Adaptive Challenges

Lack of trust from the community, particularly with community People of Color. Due to a history of over extraction, no/low action, and inequitable power dynamics.

Zero sum game, scarcity mindset.

Lack of clarity – the Partnership vs. Backbone, individual organizations work vs. collective work.

Person dependent authority/influence and contributions from partners in the CANs.

Social capital to do the work is hard to gain and easy to lose.

Lack of representation from those with low/no organizational authority – those most impacted at the Board Partnership level.

Board oversight (historically white, predominantly male) for the Backbone and Partnership is not sustainable and/or clear.

No clear pathway to becoming a Board member.
From May 2021 to present day, a group of Eastside Pathway's partners and community members worked to identify adaptive challenges and co-develop strategies, tactics and assets to shift the guidance and oversight of the Partnership to those most impacted. This worked was convened over 4 phases:

Phase 1 | Container Building, Affinity Spaces and Lookback  | Facilitated by Fernell Miller & Fran Davidson
Phase 2 | Culture and Framework Development  | Facilitated by Sarah Cotton-Rajski
Phase 3 | Development of Structure for Nomination, Selection and Benefits  | Facilitated by Backbone Staff
Phase 4 | Nomination and Selection Process of the starting group of members  | Facilitated by Sandy Nathan
Partners will come together to identify and address systemic - cross-sector challenges through continuous communication, data sharing, and mutually reinforcing activities.

The priorities of the Collaborative Action Networks represent the shared vision of Partners and the children, youth and families they serve.

Partners are members of Partnership with a point of view and make contributions to the work.
Leadership Table will work alongside partners, the Backbone, and Councils to provide the time, talent, and treasure to move the collective action networks and task force initiatives of the Partnership forward.

Centering and empowering those most impacted at every level of the Partnership.

Consultants provide information and recommendations.
Adaptive Work
The Backbone will continue to act as the convenor and facilitator of the Partnership. Providing facilitation of Adaptive Leadership competencies, sequenced to identify systemic challenges, develop and test adaptive solutions.

Capacity Building Work
The Backbone will also coordinate resources and coaching to strengthen the efficacy of the partners and Partnership in tools used to drive our collective efforts.

Convener defines results and owns them.
Facilitator guides the group to achieve them.
# Reimagining Leadership Group Members

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<tr>
<th>Member</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Sue Baugh</td>
<td>Community Partner</td>
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<tr>
<td>Tom Brewer</td>
<td>Bellevue Presbyterian Church</td>
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<td>Jackie Bui</td>
<td>Youth Eastside Services</td>
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<td>Megan Bui</td>
<td>Youth</td>
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<td>Stephanie Cherrington</td>
<td>Eastside Pathways</td>
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<td>Nkumbu Chisebuka</td>
<td>Youth</td>
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<td>Catherine Cruz</td>
<td>Lake Washington School District</td>
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<td>Kalika Curry</td>
<td>Eastside Pathways</td>
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<td>Adam Dibba</td>
<td>Africans on the Eastside</td>
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<td>David Downing</td>
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<td>Jesse Franklin</td>
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<td>Alma Gonzales</td>
<td>NISO Programs</td>
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<td>Cathy Habib</td>
<td>Eastside Pathways</td>
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<td>Shomari Jones</td>
<td>Bellevue School District</td>
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<td>Haruka Kojima</td>
<td>Community Partner</td>
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<td>Paul Lwali</td>
<td>Friends of Youth</td>
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<td>Unica Le</td>
<td>Youth</td>
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<td>Liliana Medina</td>
<td>Sistema Escolar USA</td>
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<td>Miguel Messina</td>
<td>Youth Eastside Services</td>
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<td>Sandy Nathan</td>
<td>Eastside Pathways</td>
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<td>Sapan Parekh</td>
<td>Bellevue College</td>
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<td>Alondra Rodriguez</td>
<td>Youth Eastside Services</td>
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<td>Helena Stephens</td>
<td>City of Bellevue</td>
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<td>Amy Wasser</td>
<td>Eastside Pathways</td>
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<td>Michelle Williams-Clark</td>
<td>Eastside Youth Coalition</td>
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<td>Helen Wong</td>
<td>Chinese Information and Service Center</td>
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Next steps...

- Leadership Table (LT) members meetings will launch in Q2.
- The remaining adaptive challenges identified through the RLG process have been shifted to task forces. (See next slide for details).
Seeking Partners to Join these task forces. Email partnercomms@eastsidepathways.org for more information.

**History & Storytelling**
Leverage the wisdom of EP partners and community members to capture the history of Eastside Pathways and create storytelling norms.

**Youth Partner Pathway**
Adapt the Partnership framework to include supports and a partner pathway for Youth.

**Operations & Structures**
Assess the current structures and make recommendations to ensure effective implementation of the Leadership Table.

**Accessibility**
Assess our current practices and make recommendations for new policies and practices to ensure that all people that need accommodations are supported and welcome.