Just Futures
Community Leadership Committee Recommendations

May 2022

*This is a living document and changes as the work shifts.*
Framework for Understanding the Economy

ECO
HOME
NOMY
MANAGEMENT

PILLARS OF ECONOMY

RESOURCES + WORK → PURPOSE

WORLD VIEW

GOVERNANCE

Source: Movement Generation
Project Goals

• To educate and strengthen statewide community capacity in economic literacy and power.

• To ensure equity, inclusion and bring meaning to definitions and measures of economic well-being that are adopted by state government.

• To define, measure, and build state accountability process toward a just transition through the economic recovery in Washington state to impact state policy, program, and funding decisions toward those definitions.

• To establish community cornerstones of Just and Equitable Future.

**Deliverable:** Community vision and measure for economic well-being and proposed governance process for the equitable inclusion of people and communities historically excluded from economic well-being in state decision-making.
Community Involvement

Representing BIPOC and low-income communities and organizations

- Demographic Representation
  - Indigenous
  - African American/Diaspora
  - Latino/Hispanic
  - Low-income
  - Asian American/Diaspora
  - LBGTQ
  - Incarcerated
  - Farmworkers
  - Youth and Families
  - Small Businesses
  - Ministerial

- Community Leadership Committee
  - Central Valley Early Learning Center
  - Choose 180
  - Disability Rights Washington
  - Familias Unidas por la Justicia
  - Skyway Coalition
  - Young Warriors
  - Asian Pacific Cultural Center
  - Tacoma Ministerial Alliance
  - AfricaTown Central District Preservation
  - Utopia
  - Latino Community Fund

- Community Listening Sessions
  - Just Transition Summit
  - Statewide Poverty Action
    - Spokane, Yakima, Vancouver, Kent
  - Pro Se Potential
  - Inspire Family Institute
  - Young Warriors
  - Umoja Peace Center
  - Asian Pacific Cultural Center
    - Korean, Samoan, Vietnamese
  - A. Philip Randolph Institute Tacoma Chapter
Current Experience of the Economy

• What we heard:
  • Experiencing the economy through circumstances tied to identity (racial/ethnic, income level)
  • Many different demographics in the community are not being represented, so it is assumed that certain services are not accessible.
  • We establish small business pop-ups to start and run our own economy when we don’t see the larger economy spending in our communities
  • Agricultural workers are not provided the opportunity to know or realize the real returns on the work.
  • Many of our decisions and politics are defined by where we work and live.
  • When we don’t experience any value or dignity of our work, when we don’t have power in our work, we don’t have power in our communities. There are no real clear alternatives of how to break away.
  • Incarcerated communities are excluded more the economy. Renting and getting a job is hard when you have a record.
  • Immigrant communities as disposable.
Current Purpose of the Economy

• What we heard:
  • The purpose is not to support BIPOC and low-income communities and our economic activity - limits to the current economy.
  • Current economy is built to move resources up to folks who already have enough which diminishes the experience of life for those who live outside of it.
  • Designed to hold us back and doesn’t allow a way to climb upward.
New Community Defined Purpose of the Economy

• What we heard:
  • State responsibility to provide for basic needs, especially in less visible communities, rural, disabled, youth for example housing, rent assistance, food, clothing, healthcare
  • Dignified work
  • Social mobility
  • Inclusionary Economy, e.g., formerly incarcerated, rural, informal economy
New Community Defined Governance of the Economy

• What we heard:
  • Community based organizations have unique ability to understand needs/assets government can’t match
  • The need to draw information, decision making, and control back to communities most impacted
  • The need for shifting resources, taxes or leveraging large institutions, and investing in community (orgs/ business)
  • The division between what community's experience, community economies, and state-level decision-making, macroeconomics
  • Building the power of workers, self-determination
Core Objectives for Governance of Economy

• Evaluation tied to impact (Government Responsibility to Community Self-Determination) - Gov’t actions don’t result in most impacted communities realizing benefits, more concerned with doing something/ rewarding already engaged, then realizing outcomes

• Power and funding dynamics (Building Community Power) - Community members not involved on the front end and does not have funding/information to fully participate

• Accessibility (Inclusive Process & Principles) - most impacted communities don’t meet eligible requirements. Some services/products aren’t serving the way they are intended.

• Criteria (Results based implementation) - Not just having a seat at the table, but building more of a trust and creating more civil engagement, Rules designed to exclude those with greatest need
Just Transition to Just and Equitable Future
Right to Land, mobility & Access to needs, renewable Energy, and Healthy Environment, Co-Stewarding in Community free of: pollution, commodification and financialization, and restorative and in harmony with Mother Earth and Indigenous Ways

Sovereignty & liberation from racist structures, autonomy and self determination through multitude of local, deep democratic institutions and collective, culturally specific, appropriate participatory practices, where government is an expression of community passion, where people most impacted are central to decision making through a strong sense of solidarity, integrity, and relationships and respect

Understanding and Measures of Well-being

Work that’s restorative, relational, communal, passionate, consensual, dignified, fulfilling, rejuvenating and controlled by workers connected in unity, where care work and all work is valued and compensated where everyone’s skills are cultivated as entrepreneurial

Popular edutainment/ education

Belonging

Decentralized ownership

Local & human over consumer built environment

Cultural knowledge and spirit

Locally production

Cooperative/ community owned enterprises fulfilling local community needs

Work conditions & services that value family, health, lived experience, care outside wages, and human development outside markets

Worker & BIPOC governance and ownership

Limits on wealth & interest rates

Restorative, democratically controlled economic infrastructure and funds

Equitable, participatory taxes & budgets

Inclusionary land governance

Transparency and honest, informed participation in governance,

Unioning built on relationships where, everyone’s skin in, extending to all life

Understanding and Measures of Well-being
Cornerstones Co-Governance for of Just and Equitable Future

A. Establishing Commitment
Government responsibility to self-determination of communities most impacted

B. Building Capacity
Community power to effectively participate

C. Equitable Practices
Results based implementation & evaluation

D. Shared Governing Power
Equitable and inclusive process & principles (targeted universalism)

- Community Centered Policymaking
- Radical Transparency
- CoDesign-Do-Measure Cycle
- Universal Understanding and Measures of Well-being
- Decentralizing Power - Polycentricity
- Collaborative Governance
- Trusting Relationships
- Developing and Integrating People
The problem: State measures of success/progress focus on concentration and accumulation of money for those with power rather than core conditions and outcomes needed for the well-being of everyone.

Community solution: Shift focus to living qualitative and quantitative indicators of human and ecological well-being disaggregated by race and geography to compare actions against.

Examples of Actions Needed:

1. Community is best positioned to establish public objectives based on universal understanding and measures of well-being rooted in community defined needs.

1. Community should identify living qualitative and quantitative indicators of human and ecological well-being for state agencies.

1. Annual Just Transition convening of state agencies and community towards a Just and Equitable Future.
Universal understanding and measures of well-being Breakout Space (Part 1)

Examples of Actions Needed:
● Community is best positioned to establish public objectives based on universal understanding and measures of well-being rooted in community defined needs
  ○ Define who we mean by “community” - low-income, vulnerable, BIPOC, agricultural, micro/small business owners, gig workers, entrepreneurs, multilingual, multicultural, climate/economic/political displaced migrants, formerly incarcerated,
  ○ Principles of well-being: transportation, access to fresh food, healthcare, housing, childcare, quality education, community parks/green space
  ○ Community assemblies: a participatory democratic platform that brings people together with a clear process/movement/strategy to understand specific community needs and provide solutions and process
    ■ intentionally convened and inclusive of all stakeholders
    ■ curated space of diversity

Examples of Actions Needed:

- Community should identify living qualitative and quantitative indicators of human and ecological well-being for state agencies
  - Basic needs should be accounted for including healthcare, housing, jobs, income, food access, education
  - Communities should be able to self-define what wellness looks like
  - Specific communities will need individual strategies to meet these needs
    - For example, rural communities might require more transportation
  - Our goal is to move past survival into thriving!
    - Everyone deserves a high quality of life - access to recreation, time with family and friends, sports, art, etc.
  - How do we measure that?
    - Qualitative measures are key - How do people experience and maneuver through the economy?
    - Are services provided and accessible? Are they equitable? Are they high quality?
    - Important to identify what’s missing as well - What services do we have? What are we missing? How do we fill the gap?
  - There is a lot of data out there - We need to move past data and provide services to meet the actual needs
  - Funding needs to be going more directly spent to meet community needs (though community orgs)
  - Government funding should be transparent and implementation funding should stay in state (i.e. hire independent contractors from WA (ideally POC lead orgs) to complete studies, track implementation
  - Outcomes should be shared openly
Examples of Actions Needed:

- **Annual Just Transition convening of state agencies and community towards a Just and Equitable Future**
  - Who is community - clear on what we mean by community and who is being referenced and represented (ex: people who live “there” or CBOs or combo?)
  - Need to be informed enough to be impactful - planning, preparation, and education with stipend opportunities to ensure people have the support they need to prioritize this work
  - Senior leadership at agencies need to buy in - can’t just be a “policy work group” - has be a priority – example: has the Governor been engaged - needs education and buy-in?
  - Clear expectation around power dynamics: who sets the agenda, who ensure things move and how, power imbalance impacts how much progress can be made - mitigate/balance/ensure increased community power
  - Setting the tone for a group coming together - we are all here for common goal - can be difficult to pull different agencies together
  - Pre-work with community and CBOs: What do we want our goal to be - pre-meetings to talk about agenda – agreement on the premise of the agenda and the desired outcomes (come to the space without defensiveness and need to “represent” just my own org/agency
  - Agency leadership needs to show up (and corral the other agencies)
  - Community leads the convening - agencies show up ready to listen and problem solve - don’t need a report out on all the good things they are already doing - some reporting can be helpful but not take up all the space - want them to hear from people
  - But we also don’t want to put all the work on grassroots/community - would love for it to be supported by agencies (logistics, stipends as examples)
  - This isn’t about what looks good on a report-out!

**Defining success:**

- Success is about community outcomes, specific to location and need (ex: Skyway is different from Spokane)
- Short term success is about who is showing up - indicator is that it isn’t just staff of orgs (youth, business owners, etc)
- Not a one-off thing we do - there are clear follow-up and accountability. Preserve and protect the momentum!
- Strong facilitation: ensure people are heard and understood, opportunity for agency/community caucus kind of things for debrief and ensuring honest conversations

**Overarching theme:** space for storytelling - trust-building and connection, probably needs to happen over the course of days to do that successfully.
The problem: Government actions don’t result in most impacted communities realizing benefits, there’s more concern with doing something/rewarding those already engaged then realizing outcomes. In addition, there is structural misalignment of governmental departments with community needs and gaps in what government does vs what community wants it to do.

Community Solution: Government action must be tied to responsibility to those most impacted; communities should have self-determination of what they need and who is best positioned to facilitate their well-being. Impact rather than intent should be evaluated.

Examples of Actions Needed:

1. Dedicate a percentage of the budget to participatory process and direct community capacity funding

1. Require agencies to incorporate racial equity analysis and community input in policy, budget, and strategic plan decisions

1. Practice “Double Loop Learning”: Keep listening to community members, use the input to change the plan, and then check back in to make sure they’re on the right track
Establishing Government Commitment: Breakout Space (Part 1)

Examples of Actions Needed:
- Dedicate a percentage of the budget to participatory processes and direct community capacity funding.
  - Advocacy & holding those in power accountable.
  - United front & collective action pushing those in power (working together will help community organizations get funding). There needs to be momentum (public discourse).
  - The money is there, we just need to ask, collectively. Discussion about values—if it’s important, they’ll dedicate funds (make it more about goals/values, not checking a box). Eliminate excuses.
  - Looking into municipalities where this may be happening and showcase results (Jackson, MS; Berkeley, CA; etc).
  - Community-driven process for designing the agency participatory process (ex: 2 min in legislature vs community tribunal)
  - Community organizations forming alliances (larger orgs supporting smaller).
  - OFM and agencies must advocate to legislature for funding (utilize their power); more of a demand than an “ask”
  - Legislative proposals (are they being discussed “in the room” and moving forward?)
Establishing Government Commitment: Breakout Space (Part 2)

Examples of Actions Needed, Continued:

- Require agencies to incorporate a racial equity analysis and community input in policy, budget, and strategic plan decisions
  - Disrupt scarcity narrative and replace with community support narrative, have conversation about how and whether this is one of their values and hold accountable to commitments/values, legislators/agency staff hear presentations from community groups with a focus on listening
  - Tracking data on racial disparities (example: COVID outcomes)
Examples of Actions Needed, Continued:

- Practice “Double Loop Learning”: Keep listening to community members, use the input to change the plan, and then check back in to make sure they’re on the right track.
  - Continuing conversation: regular meetings, updates, asking community orgs/leaders what is needed in the community (both broader issues and specific questions to identify gaps and targeted needs).
  - Genuine listening for action. Hearing what community orgs are prioritizing for their community members to learn to thrive.
  - Ensure this is about more than checking a box
C. Building Capacity

**The problem:** Power and funding dynamics - Community members, not involved on the front end and do not have funding/information to participate fully.

**Community solution:** Resource self-determination through community-based infrastructure. Community based organizations are unique channels to people most impacted and need to be fully resourced, including funding, access to information, and technical assistance, to help individuals participate.

**Examples of Actions Needed:**

1. Fund and support a statewide network of “Community Assemblies,” by community based organizations, to provide leadership, direction, and oversight in co-governance.

1. Build alliances across community-based organizations to create a coalition that coordinates shared funding and strategic planning across agencies and “community assemblies.”
Examples of Actions Needed:

- Fund and support a statewide network of “Community Assemblies,” by community based organizations, to provide leadership, direction, and oversight in co-governance.
  - Include network and feedback practices in budgets/funding. Make it a priority and plan for it.
  - Asking for money ahead of time (during budget processes), needs someone to help with logistics and processes (larger community orgs? state support?).
  - Asset mapping—what orgs are in the community and what work are they doing (are there gaps? are gaps filled by other orgs? is there overlap?).
  - Defining “leadership,” “direction,” “oversight” as a collective
Examples of Actions Needed:

- Build alliances across community-based organizations to create a coalition that coordinates shared funding and strategic planning across agencies and “community assemblies.”
  - Will need an umbrella organization or facilitators/co-hosts (opportunity for shifting leadership) to maintain connections and communication and track progress toward goals.
  - Maintain emphasis on community priorities (equity and racial justice).
  - Need to build trust within communities in order to get real, robust feedback.
The problem: Government processes are designed to exclude those with the greatest need.

Community solution: Rules of exclusion are dismantled, and mutual accountability is established. Not just having a seat at the table but building more of a trust and creating more civil engagement.

Examples of Actions Needed

1. Develop a process for engaging and co-creating within state agencies

1. Fund community member participation in the state engagement process via community-based organizations

1. Develop a “community equity and accountability” framework to apply to agency practices and activities (ex: rules, budgeting, contracting process)
Equitable Practices: Breakout Space (Part 1)

Examples of Actions Needed:

● Develop a process for engaging and co-creating within state agencies
  ○ Regular meetings to take community pulse, Transparency
  ○ Self-identify who needs to be at the table and make sure they get there - open list of who is participating
  ○ Measure of success - seeing what moves forward out of what community members have brought up, documentation along every step, what gets brought to a vote and what actually happens
  ○ Accountability - Pay people for their expertise, input, and time
Equitable Practices: Breakout Space (Part 2)

Examples of Actions Needed:

- Fund community member participation in the state engagement process via community-based organizations
  - Compensation should demonstrate value, pay people for their expertise
  - Must be built into budget at outset
  - Transparency - help make visible to those might not otherwise be able
Equitable Practices: Breakout Space (Part 3)

Examples of Actions Needed:

- Develop a "community equity and accountability" framework to apply to agency practices and activities (ex: rules, budgeting, contracting process)
  - Data needed to make it effective (i.e community data) - (COFS), asking right questions that community wants answer to, state not valuing community generated data/ expertise
  - Community data needs to be seen as credible and trustworthy
  - Require a reasonable timeline for action (what will this be used for, what steps will be taken, how will we be kept in the loop)
  - Equity assessments should tied to required actions (e.g. EIS process - mitigation)
**E. Shared Governing Power**

**The problem:** Most impacted communities are built into the design or eligibility requirements. As a result, some processes/services/products aren’t serving the way they are intended.

**Community solution:** Targeted universalism and community accountability rather than state rules. Provide everyone access to what we need to live and thrive, target focus on those that face greatest barriers, use community-defined, rather than state-centric screening.

**Examples of Actions Needed**

1. Work with community assemblies and coalitions to create a cross-agency governance body (e.g. COO, EJ Council, Poverty Reduction Work Group, etc?)

1. Create agency guidelines and toolkit on how to decentralize power within their leadership structure
Examples of Actions Needed:

- Work with community assemblies and coalitions to create a cross-agency governance body (e.g. COO, EJ Council, Poverty Reduction Work Group, etc?)
  - Trust building - Communities need to trust the agencies in order to participate, trust needs to be built where it has been ruptured
  - Trust should be built among groups with lived experience to build stronger coalitions - can have more power in doing so (esp. when interacting with agencies)
    - Often pitted against each other for funding (competition vs. collaboration). There is enough for everyone, we can no longer accept this competition and scarcity. (*Competition is by design)
    - Competition stunts growth
  - Structure for how we allocate funds is broken and does not solve major problems
  - Agency transparency - Agencies should be clear about what is available and what’s not
  - All levels of governance - state, local, agency (Would be nice if they wanted to make the change)
    - Our elected officials should represent us and we should be heard
Examples of Actions Needed:

- Create agency guidelines and toolkit on how to decentralize power within their leadership structure
  - Community in spaces of power, e.g. formal boards or otherwise
  - Reoccuring involvement of community, not one time, education on process to have impact - info is power
  - Community should be involved at every part of the process - not just approval when it’s done
  - Community show up to demonstrate presence, advocate, impact
  - Build in “circuit breakers” - Create decision points where community members must be involved in order to proceed
Recommendations for a Just & Equitable Future

Universal understanding and measures of well-being
A1) Community is best positioned to establish public objectives based on universal understanding and measures of well-being rooted in community defined needs

A2) Community should identify living qualitative and quantitative indicators of human and ecological well-being for state agencies

A3) Annual Just Transition convening of state agencies and community towards a Just and Equitable Future

Establishing Commitment
B1) Dedicate a percentage of the budgets to participatory process and direct community capacity funding

B2) Require agencies to incorporate racial equity analysis and community input in policy, budget, and strategic plan decisions

B3) Practice “Double Loop Learning”: Keep listening to community members, use the input to change the plan, and then check back in to make sure they’re on the right track
Recommendations for a Just & Equitable Future

**Building Capacity**
C1) Fund and support a statewide network of “Community Assemblies,” by community based organizations, to provide leadership, direction, and oversight co-governance

C2) Build alliances across community-based organizations to create a coalition that coordinates shared funding and strategic planning across agencies and “community assemblies.”

**Equitable Practices**
D1) Develop a process for engaging and co-creating within state agencies

D2) Fund community member participation in the state engagement process via community-based organizations

D3) Develop a “community equity and accountability” framework to apply to agency practices and activities (ex: rules, budgeting, contracting process)

**Sharing Governing Power**
E1) Working with community assemblies and coalitions to create a cross-agency governance bodies (e.g. COO, EJ Council, Poverty Reduction Work Group, etc?)

E2) Create agency guidelines and toolkit on how to decentralize power within their leadership structure
Prospective 2023 Legislative Actions

1. **Allocate 20% of each agency budget toward participatory budgeting with impacted communities in 2023-2024 aiming toward 50% by 2030** (B1)

2. **Create an up to a $20 million dollar community assembly fund (over 2 years)** to support community based organizations to facilitate co-governance assemblies in local neighborhoods statewide. Issue and political agnostic assemblies where communities most marginalized by the economy to identify priorities and progress (rather than government led) and clarify them for government (local, state, federal) (C2)

3. **Replicate expanded HEAL Act for all state agencies** with required Just Futures economic equity analysis of budgets, plans, policy proposals, grants, projects, etc. and an Assembly that connects local organizations together and to state government (B2, D1, E1)
   - Incorporate EJ into agency decision-making processes
   - Improve government accountability to communities, and create an Environmental/Economic Justice Council to help facilitate this
   - Create consistent & accessible pathways for community to be meaningfully involved in government decision making processes

4. **Adopt a Genuine Progress Indicator for Washington State** and mandate its use across agencies and coordination with community assemblies (A1, A2)
   - GPI measures goods and services (similar to GDP) along with an aggregate measure of economic well-being
   - Also incorporates the environmental costs of pollution and climate change as well as the social costs of inequality, homelessness, debt and family breakdown
Just Futures Phase II

- **Community ownership:** What does community own and lead?

- **Government positioning:** What does government invest and support?
Just Transition: Just Transition is a framework for a fair shift to an economy that is ecologically sustainable, equitable and just for all its members. Just Transition strategies were first forged by labor unions and environmental justice groups who saw the need to phase out the industries that were harming workers, community health and the planet, while also providing just pathways for workers into new livelihoods. Building on that history, Just Transition represents a set of aligned strategies to transition whole communities toward thriving economies that provide dignified, productive, and ecologically sustainable livelihoods that are governed directly by workers and communities. (Source: NEC Member Organization Movement Generation)

Just Recovery: Just Recovery is a framework that resists the status quo solutions of disaster recovery that focuses on aid, extraction, and displacement and moves toward transformative solutions that respond, recover, and rebuild. “Respond” means to activate mutual support networks to support communities on the ground to meet the articulated needs of those most impacted and vulnerable, rather than national emergency response that often marginalizes those most impacted. “Recover” means to provide resources and support so that all people can get back their homes and work, rather than extract cheap labor and land from impacted communities for exploitation. “Rebuild” means long-term support to communities so they are stronger than prior to disaster and no longer vulnerable, rather than displacing people from their communities. (Source: A People’s Orientation to a Regenerative Economy)

Extractive Economy: An Extractive Economy is a capitalist system of exploitation and oppression that values consumerism, colonialism, and money over people and the planet. The extractive economy perpetuates the enclosure of wealth and power for a few through predatory financing, expropriation from land and commonly accessed goods/services, and the exploitation of human labor. An extractive economy views natural resources as commodities—expanding the free-market logic into all cycles and functions of the Earth with an oppressor mentality—which places a price on nature and creates new derivative markets that will only increase inequality and expedite the destruction of nature—to dig, burn, and dump with no regard for its impact on communities and utilizes oppressive force to undermine democracy, community, and workers. (Source: A People’s Orientation to a Regenerative Economy)

Regenerative Economy: A Regenerative Economy is based on ecological restoration, community protection, equitable partnerships, justice, and full and fair participatory processes. Rather than extracting from the land and each other, a Regenerative Economy values the dignity of work and humanity and prioritizes community governance and ownership of work and resources. It requires a re-localization and democratization of how we produce and consume goods, and ensures all have full access to healthy food, renewable energy, clean air and water, good jobs, and healthy living environments. A Regenerative Economy requires an explicit anti-racist, anti-poverty, feminist, and living approach that is intersectional and eschews top-down, patriarchal, classist, xenophobic, and racist ideology. (Source: A People’s Orientation to a Regenerative Economy)

Frontline Communities: Frontline Communities are those impacted most by climate change and its root causes, which include white supremacy, patriarchy, and colonization. These communities are embedded in legacy struggles against social, economic, and environmental injustices exacerbated by extractive and pollutive industries that have been purposely and systemically situated adjacent to their communities, and in some communities, on the actual land of the communities. This disproportionnate exposure to climate and environmental injustice results in acute and chronic impacts to human and environmental health. Frontline organizations are those created of, by, and for frontline communities, and are accountable to a base of frontline community members. (Source: A People’s Orientation to a Regenerative Economy)

Economic Democracy: Economic democracy is a system where people share ownership over the resources in their communities and participate equally in deciding how they are used. What do we mean by “resources”? To us, these are the big things that matter in our daily lives and that make up most of our most basic needs and costs: our housing, our workplaces, our sources of energy, financial services like banking, our educational institutions, our healthcare institutions, even our institutions of government. Economic democracy may look different in practice in different places according to the dreams, desires, and visions of local residents. We want to democratize control of economic assets and also expand the practice of democracy in our daily lives. Democracy doesn’t just mean more participation; it is about changing relationships of power. (Source: Bronx Cooperative Development Initiative)

Community assembles: a participatory democratic platform that brings people together with a clear process/movement/strategy to understand specific community needs and provide solutions and process intentionally convened and inclusive of all stakeholders curated space of diversity