

Sweetened Beverage Tax Community Advisory Board

Planning Workshop #2

January 19, 2018

10am-4pm

Seattle Municipal Tower

Workshop facilitated by Pomegranate Center

Key Action Items

- (1) **Tax communications** – The City will finalize the Sweetened Beverage Tax facts sheets, consider what webpages other than the Board webpage can host the materials, and look into translating the fact sheets. The Board is free to develop its own materials and post them on the Board webpage.
 - (2) **Ground Rules** – Approved
 - (3) **Values** – Content was approved with a few suggested edits to improve the clarity of the Values on *Racial Justice and Social Equity* and *Balance between community-driven solutions and scientific evidence* (#1 and #4 in the list). **L. Suzumura and Y. Matthews** will revise these Values based on suggested edits from Board members.
 - (4) **Leadership and Decision Making** – Content was approved with a few modifications. The Bylaws Work Group (**A. Ali, J. Krieger, L. Flores Cantrell**) will continue working with City staff to draft Board bylaws and bring to Board for final approval.
 - (5) **Vision Statement** – **L. Suzumura** will write a first draft vision statement based on the comments and themes generated by the Board visualization exercise.
 - (6) **Criteria** – The Board established an ad hoc committee (**J. Krieger, L. Flores Cantrell**) to work on refining the criteria. A draft list of prioritized criteria categories was developed by the Board.
 - (7) **Community Involvement** –The Board established an ad hoc committee (**Y. Matthews, L. Suzumura**) to work on outlining a plan and strategy for community involvement.
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Workshop Notes

10:10 AM | Start of meeting

Present

Christina Wong
Jesse Jones-Smith
Jessica Marcinkevage
Jim Krieger
Laura Flores Cantrell

Leika Suzumura
Lisa Chen
Mackenzie Chase
Yolanda Matthew (arrived late)

Absent

Ahmed Ali
Early Learning Seat 11 (vacant)

City Staff

Aaron Blumenthal (City Budget Office)
Bridget Igoe (Office of Sustainability & Environment, OSE)
Michelle Caulfield (OSE)
Monica Liang-Aguirre (Department of Education and Early Learning)
Nadine Chan (Public Health – Seattle & King County)
Natalie Thomson (Human Services Department)
Sharon Lerman (OSE)

Facilitators

Katya Matanovic (Pomegranate Center, workshop facilitator)
Milenko Matanovic (Pomegranate Center, workshop facilitator)

Welcome and Introductions

B. Igoe welcomed Board members and introduced K. Matanovic and M. Matanovic, workshop facilitators.

K. Matanovic reviewed the day's agenda and goals, which were all written on flip chart paper and posted at the front of the room.

Big, Big goal: Advance equity in health, access to healthy food, child wellbeing, and educational outcomes for residents of Seattle

Phase Goal: Lay the foundation for equitable, thoughtful and collaborative process that guides the board

Today's Goals: Alignment, Get to know each other; Board business; Start setting direction (vision, criteria); Talk about community involvement; Action planning for coming months; Hear from the City

Board members and all other guests in the room introduced themselves.

10:30 | Tax Communications

A. Blumenthal, on behalf of the Mayor's Office, provided a more detailed response to the Board's 12/19/2017 letter advising the City do more to communicate about the new beverage tax. This was an action item from the 01/04/2018 Board meeting. The main points were as follows:

- Comprehensive information for the taxpayers (distributors) has been available on the [City website](#) since the fall.
- The City is developing fact sheets that provide basic information about the tax and how the revenue will be used. These materials are in the design queue and will be available as soon as possible.
- The City does not intend to develop any additional communications beyond these materials. The rationale is that it would be against City policy to conduct a campaign or dedicate significant public resources to advocate for any particular tax or taxpayer.

Q&A and Comments:

Question: Where will the new fact sheets be made available? **Response:** The Board's webpage is recommended as a location. The Board is also free to make its own materials and post those on the Board webpage.

Question: The Board letter called for consideration of a dissemination plan. Once the fact sheets are ready, can the City use social media to get the information out to the public? **Response:** The City cannot dedicate more funds to communicating about the sweetened beverage tax.

Question: Can the City provide information in writing about its rationale for not doing more on tax communications, or provide reference for the applicable code or law? **Response:** This is not a legal policy; it is a historical position or policy. For example, the City does not implement a broad informational communication strategy for the sales tax or B&O (business & occupation) tax.

Question: The Board is not asking the City to advocate for the tax, it is asking for basic, factual information. Can you provide in writing information for how the City distinguishes between advocacy and general information? **Response:** Possibly, but on the issue of communicating about this tax, the position of the Mayor's Office is that it will not dedicate more resources. The fact sheets under development will provide the factual information requested by the Board.

Question: Would the City consider putting the fact sheets in different places on the City website so that residents and retailers can readily find the information? For example, the Office of Economic Development (OED) would make more sense than the Board webpage. **Response:** The City will consider other webpages to host the fact sheets or link to the fact sheets, including OED (**action item**). Additionally, the Board and stakeholders in the community are free to post and disseminate the information.

Question: Will the fact sheet be translated into other languages? **Response:** The City will look into translating the materials (**action item**).

There was a suggestion from a Board member to have a future discussion about tax communications since the Board is free to develop its own materials.

10:45 | City Presentation on Budget Process

A. Blumenthal, on behalf of the City Budget Office, presented information about the City budget process and timeline, emphasizing how the Board’s 2018 and 2019 budget recommendations integrate into the budget process. **See the presentation slides for full details.**

Taking into considering the City’s budget process, there are three upcoming opportunities for Board to review budget proposals and provide recommendations:

What	When	Process, Timing and Urgency
Review and submit recommendations to City Council, for Proviso programs for 2018	Begin discussions and department presentations in February 2018, recommendation letter sent March	Urgent—current programs depend on release of funds
Provide recommendations to Mayor’s Office for allocating \$2.7 million of unprogrammed funds for 2018.	Begin discussions and department presentations in March 2018, submit recommendations early April	Less urgent—no programs currently depend on this funding
Provide recommendations on proposed 2019 budget programs funded by Sweetened Beverage Tax revenues to Mayor’s Office and City Council.*	Begin discussions May 2018, submit recommendations to Mayor June 1st.	Not urgent—recommendations should be provided by June 1st 2018

*Regarding the 2019 budget recommendations, the Board has an option to submit two letters at different times during the budget process. The first letter could be sent in June to the Mayor’s Office. The Mayor’s Office and Departments would take the Board’s recommendations into consideration as the proposed budget is developed. The second letter could be sent in September to the City Council so that Council could consider the Board’s recommendations as it deliberates the proposed budget. Alternatively, the Board could skip the June deadline and submit an ad hoc letter.

Q&A and Comments:

Question: It would be helpful to know more about the City RFP process as it relates to the unprogrammed funds. **Response:** Yes, the City will brief you on our RFP processes at a future meeting.

Question: If the Board had an idea for a new program, how would we know which City department would lead it? **Response:** The City would determine which department would lead any new programming. What the City is looking for from the Board is a recommendation of the type of program.

Question: For the proviso’d programs that are not operating until the Board submits its recommendations, is there an option to submit an immediate stopgap recommendation to

release funds just to those programs, while the Board takes more time to review the other programs that are operating but proposed for expansion? **Response:** Unfortunately, no. The provisos are a bucket.

Question: When is the earliest information about the Q1 tax revenues will be available to the Board? **Response:** Possibly April, but we will follow-up to confirm.

11:20 | Break

11:30 | Board Business (Values, Ground Rules, Leadership, Decision Making)

Values and Ground Rules Discussion

L. Suzumura and Y. Matthews presented a revised draft of the Values and Ground Rules, based on Board feedback from the Jan. 4 meeting (see [Addendum](#) for details). Board members took five minutes to read the draft and provide any additional feedback.

The Board approved the content of the Values and Ground Rules (**action item**). There were a few suggested changes to improve the clarity of the following Values:

- Racial Justice and Social Equity (#1 in the list)
- Balance between community-driven solutions and scientific evidence (#4 in the list)

Board members will send suggested edits for these two Values to L. Suzumura and Y. Matthews.

The Board approved the ground rules (**action item**).

Leadership and Decision Making Discussion

B. Igoe, on behalf of the Bylaws Work Group (A. Ali, J. Krieger, L. Flores Cantrell), presented the revised proposals for the Board leadership and decision making, based on feedback from the Jan. 4 meeting.

The Board approved the following features, which will be incorporated into the draft bylaws and require final Board approval (**action item**, see [Addendum](#) for full details):

- **Leadership** – Board leadership will consist of an Executive Committee comprised of two Co-Chairs and one at-large member. The Co-Chairs and at-large member will be determined by vote.
 - Roles and functions of the Executive Committee still need to be defined.
- **Terms** – Co-Chairs will have one-year terms, with an option for a one-year renewal
- **Committees** – The Board may establish committees as it determines necessary, including standing or ad hoc committees. Committees shall consist of two or more Board members. Participation in a committee is voluntary.
 - Roles and functions of committee still need to be defined and should emphasize that that committees can bring information, recommendations, and proposals to the full Board but do not have final decision making authority

- The Board will start with two ad hoc committees: (1) Revenue Allocation, (2) Community Engagement.
- **Decision Making –**
 - Modified consensus with majority vote if blocking concerns not resolved
 - Two blocking votes needed to stop consensus
 - Minority report option for dissenting members
 - Use Fist to Five to test for quality of agreement and assess progress towards consensus
 - Post Fist to Five procedures at each meeting
 - No proxy votes
 - Quorum = simple majority (more than half)
 - If the Board is ultimately paralyzed by the modified consensus process, then action will be approved by majority vote.
 - There will be minimum of two attempts at reaching consensus, then it is up to the Co-Chairs to decide if the consensus process should continue or transition to majority vote
- **Conflict of Interest –**
 - Board members will comply with provisions of [Seattle Ethics Code](#)
 - The bylaws will integrate guidance and procedures provided in these FAQs about ethics and conflict of interest for members of advisory boards and commissions available at: <http://www.seattle.gov/ethics/etpub/faqadvisory.htm>
 - If there is a conflict of interest by a member with any issue being discussed, he or she is expected to recuse him/herself from discussion and voting on that issue. S/he may provide information to the Board prior to leaving the room.
 - More descriptive content will be included in this section of the draft bylaws to help clarify disclosure and recusal procedures

The Bylaws Work Group will continue working with City staff to draft bylaws and bring forward proposals/recommendations to the full Board for review, as needed. The goal is to finalize and approve the bylaws in Feb.

12:15 | Vision and Working Lunch

K. Matanovic and M. Matanovic set the context and importance for the next activity, which was to prepare the Board to develop a vision statement. They explained that one of the reasons vision setting is important is it can help to align people in activities that cut across the Board. The vision also helps set priorities.

First the Board read aloud some themes from the ordinance Recitals and Section 3:

<i>The intent of the sweetened beverage tax is to...</i>		
Advance Equity in Healthy Food Access	Advance Equity in Education	Reduce Health Disparities
<ul style="list-style-type: none"> • Close the food security gap • Increase access to healthy, affordable food • Build on successful programs serving low-income residents • Center on families with young children 	<ul style="list-style-type: none"> • Expand birth-to-5 interventions • Close the education and opportunity gap 	<ul style="list-style-type: none"> • Prevent type 2 diabetes, obesity, tooth decay • Decrease consumption of sugary beverages
<i>Using strategies/programs including, but not limited to...</i>		
<ul style="list-style-type: none"> • Community-based investments to expand food access, such as food banks and meal programs; • Fresh Bucks and Fresh Bucks to Go; • Implementation of the Seattle Food Action Plan; 	<ul style="list-style-type: none"> • Evidence-based programs that improve the social, emotional, educational, physical health, and mental health for children, especially those services that seek to reduce the disparities in outcomes for children and families based on race, gender, or other socioeconomic factors and to prepare children for a strong and fair start in kindergarten. 	<ul style="list-style-type: none"> • Public health and nutrition programs targeted to assist persons experiencing diabetes and obesity; • Public awareness campaigns to highlight the impact of sugar-sweetened beverages on health outcomes and increase education about healthy food and beverages; and • Capital investments to promote healthy choices, such as water bottle filling stations in schools and community centers.

Then the Board did a visualization exercise. Individuals imagined the future in 10-15 years where the funds generated by the beverage tax are having all the impacts hope for. Board members wrote down any images, scenes, key words or phrases that came to mind. Next the Board broke into pairs to discuss what they envisioned. Each pair created a visual (1).

Pairs presented their visuals to the Board. Pairs refined their visuals based on what inspired them from other pairs (2). The Board then discussed patterns, themes and outlying ideas in all the visuals (3).

(1) Pair Visuals and Themes:



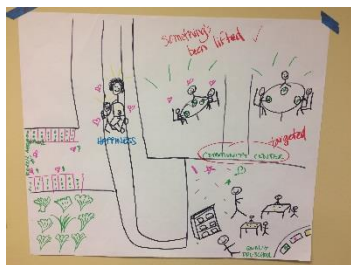
- Vision of healthy active families in Seattle, out and about, nothing holding them back to have access to outside world – more integration of communities
- Equitable opportunities; lots of play and outside activities; seniors more independent and active too
- Happy faces
- Healthier lifestyle
- Tax has a ripple effect – spreads to state and nation
- Equitable outcomes in job → wage increases → wage equality →



- Normalizing clean water – water available at every school, park, community center; every young person has water bottles and knows where to get water
- Happy faces; free of cavities because they are drinking water
- Food as a cultural center – it's not just calories, it's nourishment, it's culture, it's family – food is health, food is love, food is culture



- What happens in the home connects to broader community
- At home – sharing a healthy meal together, all generations
- Kids have access to healthy food and educational resources about healthy food
- In the community – fresh, affordable healthy food is everywhere
- Diabetes clinics is out of business because rates of diabetes and other nutrition-related chronic diseases have dropped
- Messaging about healthy food, counter messaging against big soda
- People of lots of different colors – integration, diversity is celebrated
- Everyone is smiling, lots of happy teeth



- Focused on child care – kids are socially emotionally engaged and supportive; teachers feel secure and happy since they are getting paid well
- Vision of ease, confidence since quality preschool more accessible. This ease enables people to act on their preferences to include healthier foods
- Abundant access to fresh, affordable, quality food
- Mom with kids drinking water – again, stress is lifted
- Normalizing water, everything is more fresh and vibrant
- Child care connected to community center

(2) Themes that inspired pairs to refine their visuals:

- The concept that a burden or stress has been lifted
 - All the industry messaging around the tax claiming the tax is a burden could be flipped. The burden, in fact, is the sugary drinks and the havoc it wreaks on individual and community health. If the tax decreases consumption, this could lift a burden.
- Putting the clinic out of business (but no jobs lost...) → concept that the burden of disease is lifted
- Also, food banks are out of business (but no jobs lost...) → concept that all residents can afford and have access to healthy food
- Ripple effect – speaks to changing norms, creating more positive change in other places; Seattle an example and leader
- Food is culture, food is love, food is health
- The concept of specifically investing efforts in a community (e.g. Rainier Beach, South Seattle) as where we want this movement to start

(3) Common themes or patterns across all visuals; and integration of themes

- Happy faces! (With healthy mouths/teeth since sugar consumption has decreased!)
- Burden lifted is connected to individual and community health and happiness
- Healthy food is everywhere – home, community, child care, etc.
- Greenery; access to outside space is abundant
- Seamless journey from kids to community
- People feel connected to each other and communities
- A flip to tax burden is that the investment is better for the common good
- Move towards water
- Seattle as a model for how to integrate these themes as part of tax implementation
- Seattle is inspired by work of cities that have pioneered beverage taxes, wants to learn from those cities, and push the effort to the next level
- Successful implementation encourages other cities (linked to ripple effect)

- *Integration point:* food, education, health
- *Integration point:* Not only is consumption of sugary drinks decreasing, but people are shifting to water or something healthier
- *Integration point:* clear linkage between healthy food access, reducing sugary drinks, increased water access

- *Outlier:* noticed marketing is only in one visual; hadn't considered this could be a public awareness campaign (an activity that is listed in the ordinance)

L. Suzumura volunteered to write a first draft vision statement based on the comments and themes generated by the visualization exercise (**action item**).

1:30 | Criteria and Community Involvement Discussion

The Board briefly discussed what is meant by criteria and how the Board might use criteria:

- Criteria are standards for making a judgement; they provide guidelines for making decisions. Criteria are linked to Board’s values, city process, and the ordinance.
- The Board will develop and use criteria to help set priorities, review proposals, or form budget recommendations.

The Board brainstormed and clustered ideas for potential criteria they could use. Then they were guided through a prioritization process: 1) they each individually selected the five ideas that were most important to them and write each idea separately on a 3x5 card; 2) through guidance from K. Matanovic, asked to rank prioritize their five selected ideas and score them (1=least important, 5=most important); 3) notecards were collected and tallied by volunteers on a flip chart. The ideas with the most votes indicate group priorities. The final score results are in the following table. (Crossed out ideas indicate when two items were clustered together elsewhere on the list.)

Initial List (from highest score to lowest score)	Score
Leads with equity (closing gaps)	32
Impact (positive and negative)	29
Community input/support (addresses community priority)	21
Evidence of success	13
Authenticity (of an organization, program)*; Organization track record, capacity	8
Relatedness (alignment with ordinance)	6
Population served	4
Capacity building	4
Boldness; out of the box ideas; Originality	4
Feasibility (political, resources)	3
Originality	
Culturally acceptable	
Sustainability	
Unintended consequences	
Short-term wins vs. long-term investments	
Aligns with other opportunities; Leverages	
Gap filling	

*Examples of authenticity: the organization/program isn’t just serving communities of color, it is also led by people of color; the organization/program has a track record of engaging with and listening to community residents; the organization/program has built a real relationship with the community that can propel and sustain the work.

The Board reviewed the results and discussed any criteria that were non-negotiable. Non-negotiable:

- The criteria that scored highest
- Relatedness to ordinance
- Authenticity (1 person)

The next step in developing criteria is to define each criterion further. To that end, the Board briefly discussed a few criteria by positioning themselves on spectrum line. These are conversations that will need to be resumed in committee.

Criterion	Spectrum Discussion Comments
Impact	<p><i>Wide vs. Deep</i></p> <ul style="list-style-type: none"> • Regarding investment strategy – big alignment in the group to make fewer, larger investments • Going deeper gets us further • Have a wide impact within a priority population
Evidence of Success	<p><i>What level/type of evidence?</i></p> <ul style="list-style-type: none"> • Qualitative data and stories from the community are important • There is rigorous and robust qualitative data (stories from a several perspectives, not just one perspective) • This is related to the Board value on balancing evidence-based strategies and community-driven priorities • There are different types of evidence—need to think about what weight to give different types; • Create opportunities to test out new ideas and evaluate them
Community input	<p><i>Invite everyone to provide input or invite key stakeholders?</i></p> <ul style="list-style-type: none"> • We have key stakeholders in this room and in our community that will continue to tell us what we already know. Unless community input and community engagement will be supported with enough funding and a rigorous process, we already have a lot of data we can use. • It's important to talk to the community. There's usually a lot more that can be brought to the table, room for more conversation and more ideas. • Recognition that the Board would like to have a deeper conversation on the topic of community engagement before it starts working on its recommendations for the unprogrammed funds. There may be gradations of community engagement given the timelines – i.e. some community engagement activities to inform 2018 budget recommendations, deeper community engagement activities to inform 2019 budget recommendations.

3:00 | Action Planning

The Board split into two groups to work on action planning with respect to criteria refinement and community involvement. After outlining action plans for each topic, two work groups were established to continue the work (action item).

Criteria Refinement Work Group	Community Involvement Work Group
J. Krieger and L. Flores Cantrell	Y. Matthews and L. Suzumura

Results from the Criteria Refinement action planning group work:

Criteria Refinement Action Plan	
Why this is important	Common language for decision making <ul style="list-style-type: none"> - Transparency - Shared values - Accountability
Existing momentum	<ul style="list-style-type: none"> - Today's criteria discussion - Existing models, definitions, borrowing from other cities
Obstacles	<ul style="list-style-type: none"> - Time pressure/crunch - External pressure for high standards; heightened scrutiny - Too many criteria → complexity - Limited resources (\$, others)
First 10 steps	<ul style="list-style-type: none"> - Form group: Who does it? - Develop timeline - Pull existing resources: models, definitions (see above) - Develop draft of criteria, definitions - Review and consensus check with Board - Operationalize - Review and adoption by Board - Communicate with key stakeholders and policymakers - Finalize with Board - Use and debrief to check if improvements are needed
When	Now! (Before March 1)
Lead	Ad hoc committee
Support needed	<ul style="list-style-type: none"> - Staff - Consultants?
End result	Agreed upon criteria, usable for process, having broad buy-in

Results from the Community Involvement action planning group work:

Community Involvement	
Why this is important	<ul style="list-style-type: none"> - We are representatives of the community - Communities most impacted are communities of color and low income which have a history of being ignored and disproportionately burdened by health and education inequities
Existing momentum	<ul style="list-style-type: none"> - Got Green Coalition is working on community education about the tax - Seattle Food Committee - Rainier Beach
Obstacles	<ul style="list-style-type: none"> - Keep Seattle Livable - Perception that taxes are unnecessary burden - Misinformation about allocation of funds - Compressed timeline for 2018
First 10 steps	<ul style="list-style-type: none"> - Form the ad hoc committee - Establish criteria - Establish lofty goals for community involvement - Narrow goals to what can be done for 2018 timeline - Clarity on 2018 timeline and steps for spending unallocated funds - Decide for 2018 if there can feasibly be an RFP process for unallocated funds - Who is point person to answer these questions? - Consult our peers in Berkeley for guidance
When	ASAP (March 1 st)
Lead	Ad hoc committee
Support needed	Point person to answer these questions
End result	<ul style="list-style-type: none"> - Involved community - Feeling good as we go into 2019

4:00 | Adjourn

ADDENDUM

Draft Values and Ground Rules Reviewed

Values

1. **Racial Justice and Social Equity** – We will strive for equitable distribution of resources and power to address the effects of historic racism and its impact on health and education disparity. (Action item: still wordsmithing for clarity)
2. **Cultural humility** – We recognize we will not know all the nuances of the cultural ways for everyone represented in the City of Seattle and therefore approach with humility, an open mind, and respect.
3. **Voice of the community** – We will center on the communities most impacted by health and education inequality and make space for them to speak their concerns and solutions.
4. **Balance between community driven solutions and scientific evidence** – We acknowledge that evidence based solutions have not always included innovative community ideas that may not have been rigorously studied but are important solutions to consider. (Action item: still wordsmithing for clarity)
5. **Transparency** – We commit to open and honest communication within the CAB, community and government regarding the tax decision making and how funds are used and distributed.
6. **Accountability** – We are responsible to hold the city accountable to the actions outlined in the ordinance and advise the City Council and Mayor based on our role of representing the community.
7. **Trust** – We commit to cultivating trust by building and repairing relationships

Ground rules:

1. **Value time**
 - a. be present and come to meetings prepared
 - b. Commit to good facilitation and time keeping
 - c. Take responsibility for your contributions
2. **Share airtime**
 - a. Be aware when it's appropriate to step up and when to step back
 - b. One speaker at a time, don't speak over or interrupt others when they are speaking
3. **Propose something better, don't just criticize**
 - a. No blame – accept collective responsibility for decisions the group has made
 - b. Avoid making inferences – seek understanding
 - c. Don't react – first, listen to understand and then comment

4. **Be willing to accept a level of discomfort and be courageous and kind**
 - a. Addressing issues of racism and social inequities challenges dynamics and can put people in vulnerable positions.
 - b. We commit to facing these issues with courage and kindness to seek authentic solutions
5. **Pay attention to power dynamics**
 - a. Call out when you see an abuse of power
 - b. Call in when someone is being pushed out, neglected or ignored
6. **Balance between knowledge and lived experience**
 - a. We value the lived experiences of communities who collectively drive solutions as well as evidence based approaches to improving health inequity
7. **Think outside the box and challenge our own lens**
 - a. Be open to new and different ideas than the ones you hold
8. **Respect different learning styles and processing styles**
 - a. Accommodate slow thinkers and time for reflection
 - b. Include activities for various ways of processing information
9. **Keep focus on the common goal**
 - a. Avoid getting caught in unnecessary details if we are not able to accomplish what is in front of us.

Draft Leadership and Decision Making Proposals Reviewed

Red text indicates notes from the Jan. 19 Board discussion

1. **Board Leadership Structure:**
 - Two Co-Chairs with equal authority
 - Co-Chair roles to include: preside over and facilitate meetings (with an option to ask for facilitation help, as needed); meet regularly with the staff coordinator to discuss ongoing business and priorities of the Board and plan full Board meetings; act as spokesperson for the Board and represent official Board decisions and actions, as noted in the record; serve as the point of contact for media, community, and elected officials
 - **Decision made to adopt these provisions and include in draft bylaws**
2. **Co-Chair Terms:**
 - One-year term, with option for a one-year renewal
 - **Decision made to adopt these provisions and include in draft bylaws**
3. **Executive Committee:**
 - Will consist of 3 people (two Co-Chairs and one at-large Board member)
 - If the Board creates standing committees, the standing committee chairs would join the Executive Committee
 - The Executive Committee size shall not exceed 50% of full Board

- Decision made to adopt these provisions and include in draft bylaws, with the following amendment:
 - Define roles and function of Executive Committee (action item)

4. Establishing Committees:

- The Board may establish committees as it determines necessary, including standing or ad hoc committees. Committees shall consist of two or more Board members.
- The Board will start with two ad hoc committees: (1) Revenue Allocation, (2) Community Engagement
- Decision made to adopt these provisions with the following amendments:
 - Specify participation in a committee is voluntary
 - Define the roles and function of the committees, emphasizing that committees can bring information, recommendations, and proposal to the full Board but do not have final decision making authority (action item)

5. Elections:

- The Co-Chairs and at-large member will be determined by vote (see details below)
- To elect the 2018 Executive Committee (two Co-Chairs and one at-large Board member):
 - Nominations open for one week starting Jan. 20
 - Email Bridget to nominate a Board member (self-nominations are allowed)
 - Bridget will contact all the nominees to ascertain interest/ability to serve
 - Candidates will provide a brief candidate statement
 - Bridget will prepare a slate of candidates with candidate statements and email to the Board in advance of the Feb 1 meeting for voting the week of Jan. 29
 - At the Feb 1 meeting, candidates will be allotted time for Q&A with Board
 - Voting will be by anonymous Survey Monkey poll, after Feb 1, if this is permissible per the Open and Public Meetings Act (Bridget will fact check)
 - Members will cast two votes for Co-Chairs. The two candidates with top votes become Co-Chairs.
 - Members will cast one vote for an at-large member candidate.
- For elections after 2018 (normal process to be written into bylaws)
 - ~~There will be an ad hoc Nominating Committee comprised of no less than two Board members. Board members not interested in a leadership position may sit on the Nominating Committee. Board staff will solicit nominations.~~
 - The Nominating Committee Board staff will solicit nominations in November. Self-nominations are allowed.
 - The Nominating Committee Board staff will contact nominees to ascertain interest/ability to serve
 - Staff will set up an anonymous Survey Monkey poll for voting by Nov 30., if this is permissible per the Open and Public Meetings Act (Bridget will fact check)
 - Members will cast two votes for Co-Chairs. The two candidates with top votes become Co-Chairs.
 - Members will cast one vote for an at-large member candidate.
- Decision made to adopt these provisions and include in draft bylaws, with amendments indicated above

6. Decision making:

- Modified consensus with majority vote if blocking concerns not resolved
- Two blocking votes needed to stop consensus
- Minority report option for dissenting members

- Use Fist to Five to test for quality of agreement and assess progress towards consensus
- No proxy votes
- Quorum = simple majority (more than half)