



# KING COUNTY

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Signature Report

April 16, 2014

### Ordinance 17738

**Proposed No.** 2013-0420.3

**Sponsors** Dembowski, von Reichbauer,  
Dunn, Patterson, Hague, Lambert, Phillips,  
Gossett and Upthegrove

1 AN ORDINANCE relating to the development of a youth  
2 action plan that sets King County's priorities for serving  
3 infants through young adults.

4 **STATEMENT OF FACTS:**

5 1. Since the 1960s, King County has participated in and funded programs  
6 aimed at assisting children and youth. This work includes but is not  
7 limited to federal fund distribution, as well as local programming and  
8 funding.

9 2. Today, King County spends over seventy-five million dollars annually  
10 on a wide range of programs that influence youth at all stages of  
11 development from birth to young adult. These services and programs are  
12 provided across King County government by several departments and  
13 agencies. While most of these programs may be successful individually, it  
14 is not clear whether they operate at a scale or collaboratively to make a  
15 difference in improving overall outcomes for infants, children, youth and  
16 young adults. There is no single point of accountability or unified policy  
17 vision for coordinating the county's wide array of children and youth  
18 services or programs.

19           3. King County's various departments and agencies contract with dozens  
20           of community-based organizations and local nonprofit organizations that  
21           work in collaboration with each other, the county and other governments  
22           to serve children, youth and their families. The community-based  
23           organizations and local nonprofit organizations include: geographically  
24           focused organizations; organizations focused on serving specific cultural  
25           and ethnic populations; organizations serving gay, lesbian and transgender  
26           youth and young adults; and organizations targeting justice-involved or at-  
27           risk youth.

28           4. King County has adopted policies to directly guide or substantially  
29           influence services and programs aimed at children and youth such as the  
30           Juvenile Justice Operational Master Plan, the Human Services Framework  
31           Policies and the Strategic Plan.

32           5. In 1992 King County established the children and family commission,  
33           to define King County's mission, role and goals in provision of services to  
34           children, youth and families. Ordinance 13811, adopted in 2000, further  
35           defined the role and duties of the commission, noting that the commission  
36           acted in an advisory capacity to the county executive, superior court and  
37           the county council. The children and family commission was defunded  
38           and dismantled in 2011, due in part to declining revenues and the county's  
39           constrained fiscal environment.

40           6. The absence of the children and family commission has left a  
41           significant gap in advising the executive, superior court and the county

42 council on matters related to children, youth, and families, especially as  
43 related to building linkages between the county's service systems,  
44 communities and schools. In a 2011 letter, the exiting commission  
45 members stated that they were "deeply concerned with the county's lack of  
46 transparency and accountability," especially around decision making  
47 involving revenue historically supporting the work, outcomes and reports  
48 of the children and family commission.

49 7. King County government has been developing and implementing a  
50 performance and accountability system that focuses on results. The  
51 purpose of this system is to improve King County government's ability to  
52 measure how it is operating and performing, plan for the future and report  
53 on its performance across all of the services delivered to citizens.

54 8. A cornerstone of that performance and accountability system is the  
55 county's Strategic Plan, adopted by the council in July 2010 via Ordinance  
56 16897. The plan calls for improved customer service, greater efficiency in  
57 government and more robust partnerships across the region.

58 9. The King County Strategic Plan states that it embodies the priorities of  
59 the residents of King County and the values of all of the separately-elected  
60 officials in King County government. It further states that the purpose of  
61 the action plan is to guide decisions in times of fiscal challenge, as well as  
62 in future prosperity. The plan also represents King County government's  
63 commitment to deliver county services that meet and exceed the standards

64 of professionalism, efficiency, quality and customer service as appropriate  
65 to the current funding and policy environment.

66 10. The Strategic Plan contains specific goals related to the county's  
67 functions and lines of business. For health and human services-related  
68 areas, a health and human potential goal was established to "promote  
69 opportunities for all communities and individuals to realize their full  
70 potential."

71 11. Led by the committee to end homelessness, King County has been  
72 actively working with a wide array of stakeholders, including nonprofit  
73 community agencies, government leaders, private philanthropy and  
74 homeless and formerly homeless young people, on a homeless youth and  
75 young adult initiative. The purpose of the community-wide initiative is to  
76 prevent and reduce youth and young adult homelessness in the county.

77 12. In November 2012, the council passed Motion 13768 requesting the  
78 executive, in collaboration with the departments of public health and  
79 community and human services and a community stakeholder panel  
80 informed by local and national expertise, to develop and submit a plan for  
81 council review and approval for an accountable and integrated system of  
82 health, human services and community-based prevention in King County.

83 13. In January 2013, the executive convened a thirty-member community  
84 stakeholder panel, referred to in this ordinance as "the health and human  
85 services transformation panel," that included representatives from the  
86 healthcare, human services and prevention sectors, the business

87 community, the geographic subregions of King County and local and  
88 national experts in system transformation and innovation. The health and  
89 human services transformation panel met between February and May 2013  
90 to advise staff on key design elements of the transformation plan.

91 14. On June 26, 2013, the executive transmitted the requested  
92 transformation plan. It recognizes various populations and diversity of  
93 those in need of services throughout the county. The transformation plan  
94 is individual, family and community centered, and takes a whole-person  
95 approach where the preferences, strengths, needs and goals of individuals  
96 and families come first. The transformation plan includes integration  
97 efforts and interventions that occur at two levels: the individual and  
98 family level, which assures that individuals and families can access an  
99 array of person-centered, integrated, culturally competent services; and the  
100 community level, which creates community-level improvements because  
101 health is most deeply influenced by where people live, work, learn and  
102 play. The transformation plan establishes a path to achieve an outcome-  
103 driven system where providers, consumers, funders and policy makers are  
104 called to work together collectively and are mutually accountable through  
105 contracts and compacts that include shared priorities, strategies and  
106 measurements for assuring health and human service outcomes.

107 15. On June 19, 2013, King County council's committee of the whole  
108 received a briefing entitled "implementation of the action plan goals,"  
109 where the executive outlined priorities related to specific goals of the

110 action plan. In that briefing, the executive identified a number of priorities  
111 for 2015-2019 related to the health and human potential goal area.

112 16. In that briefing, the executive also stated that King County will  
113 develop a youth agenda that defines outcomes, priorities, and actions for  
114 pursuing the proposed vision that all infants reach adulthood healthy and  
115 safe, academically or vocationally succeeding and socially and civically  
116 engaged.

117 17. There is a need to provide continuing direction regarding the  
118 development and implementation of a youth action plan to ensure that the  
119 county's existing adopted policy goals, as included in the Juvenile Justice  
120 Operational Master Plan, Human Services Framework Policy, Equity and  
121 Social Justice Initiative and Strategic Plan, are reflected throughout the  
122 process and that work undertaken by the county, such as the homeless  
123 youth and young adult initiative and the health and human services  
124 transformation plan, are taken into consideration. The development and  
125 implementation of the youth action plan needs to be accomplished  
126 transparently, collaboratively and strategically, in partnership with  
127 children and youth serving community providers, consumers,  
128 philanthropy, separately elected officials including the council, other  
129 jurisdictions and school districts.

130 18. It is the policy of the county that citizens and policy makers be able to  
131 measure the effectiveness of the investment of public funds.

132 19. The health and human services transformation plan has begun the  
133 work of creating a more collaborative, transparent, effective health and  
134 human services system in King County, using collective impact as a frame  
135 for collaborative efforts, bringing partners together to develop shared  
136 agreements on the process and outcome measures that lead to change, the  
137 activities that demonstrate progress on outcomes and understanding of the  
138 resources necessary to bring about change.

139 20. The framework of the transformation plan shares common attributes  
140 with a number of current youth-focused community-based initiatives and a  
141 focus on a common set of shared outcomes that are being developed  
142 transparently, collaboratively and strategically in partnership with multiple  
143 stakeholders and being driven by results achieved through collective  
144 accountability and the use of data to align efforts across organizations. A  
145 youth plan should build on these current efforts.

146 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

147 SECTION 1. There is hereby created a youth action plan task force that will  
148 develop a proposed youth action plan to be submitted to the executive and council, along  
149 with a motion adopting the youth action plan. Each member of the task force shall have  
150 substantial experience and expertise relevant to children and youth matters and shall have  
151 an ability and willingness to attend meetings and participate effectively as a member of  
152 the task force. The executive and council shall ensure that diversity of views and  
153 experiences are reflected in the appointment of task force members. Diversity of views  
154 and experiences shall include, but not be limited to racial, ethnic, gender identity,

155 geographic and faith diversity. The task force shall be composed one representative from  
156 each of the following:

- 157 A. The King County Youth and Family Service Associations;
- 158 B. A provider of youth homeless services;
- 159 C. A provider of before and after school care and youth recreation services;
- 160 D. A provider of culturally specific children, youth and family services;
- 161 E. A youth justice organization;
- 162 F. An organization serving gay, lesbian and transgender youth;
- 163 G. A provider of both mental health and chemical dependency services to  
164 children and youth;
- 165 H. An organization serving foster youth;
- 166 I. An organization serving immigrant and refugee youth;
- 167 J. An organization serving gang involved or youth at risk of gang involvement;
- 168 K. A provider or expert on early childhood learning and/or development;
- 169 L. A youth focused philanthropic organization
- 170 M. The city of Seattle;
- 171 N. The city of Bellevue;
- 172 O. The Sound Cities Association;
- 173 P. Puget Sound Educational Service District;
- 174 Q. The executive;
- 175 R. The council;
- 176 S. Superior court;
- 177 T. The sheriff;

178 U. The prosecuting attorney; and

179 V. The Committee to End Homelessness in King County.

180 SECTION 2. The members of the task force shall be appointed by the executive  
181 and submitted to the council with a motion for confirmation no later than forty-five days  
182 after adoption of this ordinance.

183 SECTION 3. The executive and council shall ensure that recommendations  
184 contained in the youth action plan are developed with input from:

185 A. Youth; and

186 B. The departments of community and human services, public health, adult and  
187 juvenile detention, judicial administration, natural resources and parks and public  
188 defense.

189 SECTION 4. A. The task force shall make recommendations to the executive  
190 and the council in a proposed youth action plan that shall be submitted to the council by  
191 April 15, 2015. The task force shall also submit a progress report to the executive and  
192 council by September 18, 2014, detailing progress to date of the task force. The youth  
193 action plan shall contain recommendations on the following matters and the rationale for  
194 each recommendation shall be detailed and included in the youth action plan:

195 1. Identification of the mission and vision of the youth action plan, and whether  
196 the executive's stated vision of "infants reach adulthood healthy and safe, academically or  
197 vocationally succeeding, and socially and civically engaged" reflects the  
198 recommendations of the task force;

199 2. A bill of rights for King County's youth akin to the youth bills of rights that  
200 many jurisdictions in California and elsewhere around the country have adopted;

201           3. Whether King County should establish a single point of accountability for  
202 children and youth services, programs and policy in the county and recommendations on  
203 what form, model or structure that point of accountability should take, and  
204 recommendations on its role and duties;

205           5. Identification of what age range the proposed youth action plan will address  
206 and/or serve, and whether families are included in the youth action plan;

207           6. Identification of improvements, efficiencies, gaps, opportunities to take  
208 promising practices to scale and areas for better integration or coordination, or both, of  
209 services, programs and policies for children and youth within and outside of King County  
210 government;

211           7. Recommendations on King County's role and involvement with early  
212 childhood learning programs and initiatives;

213           8. Identification of the barriers within and outside of King County government  
214 that prevent children, youth and families from realizing their full potential and  
215 recommendations on how the county might proceed eliminating those barriers;

216           9. Recommendations on the update of the King County Strategic Plan and social  
217 justice and equity goals as it relates to youth;

218           10. Identification of the children, youth and family programs, methodologies  
219 and service models that the county should prioritize to achieve outcomes and meet policy  
220 goals;

221           11. Recommendation on the county's funding of services and programs for  
222 youth, including the prioritization of existing and potential new resources to achieve  
223 recommended outcomes; and

224           12. Identification of an evaluation and reporting structure, process and  
225 implementation timeline for the youth action plan.

226           B. The youth action plan and the report required in subsection A. of this section  
227 shall be filed with the clerk of the council in the form of a paper and an electronic copy  
228 with the clerk of the council, who shall retain the paper copy and forward an electronic  
229 copy to all councilmembers.

230           SECTION 5. A. The following tasks shall be accomplished under the direction  
231 of the task force by council and executive staff and shall inform the development of the  
232 recommendations under section 4 of this ordinance:

233           1. Conduct an inventory of the county's children, youth and young adult  
234 programs, including a determination of the amount of 2013 investment; and

235           2. Review promising community initiatives and best practices, including those  
236 utilizing a collective impact model, occurring in King County and across the nation.

237           B. King County departments and agencies shall provide information as requested  
238 by the council and executive staff for preparation of the report.

239           SECTION 6. In the process of the development of the youth action plan under  
240 section 4 of this ordinance, the task force shall also consult with King County  
241 government boards and commissions that address matters involving children, youth and  
242 families, including the mental illness and drug dependency oversight committee, the  
243 committee to end homelessness and the veterans and human services levy citizen  
244 oversight boards. The task force shall also consult with non-King County governmental  
245 entities and agencies such as, but not limited to, United for Youth, Reclaiming Futures,  
246 the Community Center for Education Results, Eastside Pathways, SOAR, Youth

247 Engagement Practitioners, TeamChild, Seattle Youth Violence Prevention Initiative and  
248 Youth Development Executives of King County. The task force shall ensure that the  
249 recommendations are coordinated and collaborate with best practices currently underway  
250 in the community and leverage these practices.

251         SECTION 7. The task force shall conduct community, stakeholder and consumer  
252 information meetings throughout the development of the recommendations and proposed  
253 youth action plan in order to keep interested parties informed and up-to-date on the work  
254 of the task force.

255            SECTION 8. The adopted youth action plan shall provide a policy basis for the  
256 development and implementation of King County policies and programs involving youth.  
257

Ordinance 17738 was introduced on 9/23/2013 and passed as amended by the  
Metropolitan King County Council on 1/21/2014, by the following vote:

Yes: 7 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,  
Mr. Dunn, Mr. Dembowski and Mr. Upthegrove  
No: 0  
Excused: 2 - Ms. Lambert and Mr. McDermott

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Larry Gossett, Chair

ATTEST:

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Anne Noris, Clerk of the Council

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** None