

## Best Starts for Kids Governance Update Report

September 2021



# King County

## I. Contents

I.	Contents .....	2
II.	Ordinance 19267 Governance Text .....	3
III.	Executive Summary .....	4
IV.	Background.....	7
A.	Department Overview .....	7
B.	Foundational Policies and Plans.....	8
C.	Historical and Current Context .....	10
D.	Report Methodology .....	13
V.	Report Requirements .....	14
A.	Composition, Duties and Recommended Updates of the CYAB.....	14
B.	Composition, Duties and Recommended Updates of the COO Governance Group.....	17
C.	Accompanying Ordinances .....	21
D.	Consultation with CYAB and COO Governance Group in Preparing This Report.....	21
VI.	Conclusion .....	23
VII.	Appendices.....	24
A.	Full Text of Ordinance 19267.....	24
B.	CYAB Governance Board Roster .....	32
C.	COO Governance Group Roster .....	34
D.	Youth Action Plan (YAP) Recommendations .....	35
E.	Best Starts Investment Areas and Strategy Summary.....	37
F.	CYAB Recommendations on Updating Board Composition and Duties .....	38
G.	COO Governance Group Recommendations on Updates .....	39
H.	CYAB Equity Statement.....	40
I.	CYAB Duties, Responsibilities and Eligibility Requirements .....	41
J.	COO Guiding Principles.....	43

## II. Ordinance 19267 Governance Text<sup>1</sup>

**SECTION 6. Governance.** The King County children and youth advisory board described in K.C.C. 2A.300.510 shall serve as the oversight and advisory board for the levy and its strategies, except for Communities of Opportunity, if the levy is approved by the qualified electors of the county. The communities of opportunity-best starts for kids levy advisory board described in K.C.C. 2A.300.520 shall serve as the advisory body for Communities of Opportunity if the levy is approved by the qualified electors of the county. If the levy is approved by the qualified electors of the county, the executive shall by October 01, 2021, transmit to the council for consideration and adoption by ordinance a best starts for kids governance update report that describes and explains necessary and recommended changes to sections of the King County Code and applicable ordinances that describe the composition and duties of the King County children and youth advisory board and the communities of opportunity-best starts for kids levy advisory board. A proposed ordinance or ordinances shall accompany the best starts for kids governance update report, which ordinance or ordinances, upon enactment, would accomplish the changes recommended by the best starts for kids governance update report. Among the purposes of recommended changes listed and described within the best starts for kids governance update report shall be to update the King County children and youth advisory board's duties and composition as needed to enable the King County children and youth advisory board to oversee and advise on the levy and to extend the existence of the communities of opportunity-best starts for kids levy advisory board to coincide with the levy. The executive shall consult with the King County children and youth advisory board and the communities of opportunity-best starts for kids levy advisory board in preparing the children and youth advisory board update report.

---

<sup>1</sup>Ordinance 19267. [\[LINK\]](#)

### III. Executive Summary

This report and accompanying proposed ordinances describe needed updates to the composition and duties of the King County Children and Youth Advisory Board (CYAB) and the Communities of Opportunity (COO) Best Starts for Kids Advisory Board. The recommended updates are designed primarily to enhance the voices of youth and community members in governing the *Best Starts for Kids* levy funds these boards oversee.

#### *Background*

*Best Starts for Kids (Best Starts)* is King County’s community-driven initiative to support every baby born and child raised in King County to be happy, healthy, safe, and thriving. In place since 2016, *Best Starts* invests in comprehensive supports for children, youth, young adults, families and caregivers, and communities. The Department of Community and Human Services (DCHS) and Public Health Seattle – King County (PHSKC) jointly administer *Best Starts* investments. Established in 2016 and 2017 respectively, the King County Children and Youth Advisory Board (CYAB) and the Communities of Opportunity (COO) Best Starts for Kids Advisory Board (also referred to as the COO Governance Group), jointly serve as the governing entities for *Best Starts*.<sup>2, 3, 4</sup>

#### *Children and Youth Advisory Board*

Ordinance 18217 established the CYAB in January 2016 to oversee *Best Starts* children and youth investments and the Youth Action Plan (YAP), and to serve in an advisory role to the Executive, Council and County staff regarding issues related to children, youth, young adults, and families.<sup>5, 6, 7</sup> The CYAB represents an array of King County residents with geographically and culturally diverse perspectives, including experts on children and youth services, researchers, youth, and community leaders.

#### *Communities of Opportunity Governance Group*

King County and Seattle Foundation partnered to establish Communities of Opportunity (COO) in 2014 to address economic and racial inequities through place-based work and systemic change. This unique public-private-community partnership expanded in 2016 when COO was included as one of the Best Starts investment areas. In 2016, Ordinance 18442 established the structure and duties of the COO Governance Group through the end of the first levy.<sup>8, 9</sup> The COO Governance Group provides strategic leadership, direction, and oversight for the Communities of Opportunity initiative in King County.

---

<sup>2</sup> Ordinance 18217. [\[LINK\]](#)

<sup>3</sup> Ordinance 18442. [\[LINK\]](#)

<sup>4</sup> Prior to voter approval of the levy, the COO Best Starts Advisory Group was called the COO Interim Governance Group, as established by Ordinance 18220 [\[LINK\]](#) To align with the Best Starts for Kids Implementation Plan 2022-2027, this report will refer to the COO Best Starts Advisory Group as the COO Governance Group.

<sup>5</sup> Ordinance 19267 requires the *Best Starts for Kids* Implementation Plan [\[LINK\]](#) to take the King County Youth Action Plan into consideration to the maximum extent possible. Ordinance 19267. [\[LINK\]](#)

<sup>6</sup> The scope of the CYAB’s oversight includes the children and youth strategies of *Best Starts*. The Communities of Opportunity (COO) Governance Group provides oversight for the *Best Starts* COO investments.

<sup>7</sup> Ordinance 18217. [\[LINK\]](#) King County Youth Action Plan. [\[LINK\]](#)

<sup>8</sup> Ordinance 18442. [\[LINK\]](#)

<sup>9</sup> The governance of COO was previously addressed in Ordinance 18088, which placed the first Best Starts levy on the ballot, and Ordinance 18220 in January 2016, which set up an interim governance group for COO investments of Best Starts levy proceeds. Ordinance 18220 [\[LINK\]](#)

Members representing communities most impacted by systemic inequities comprise this board, along with the Seattle Foundation and the County.

### *Current Context and Report Methodology*

King County voters passed the *Best Starts* 2022-2027 levy in August 2021. The renewal of the *Best Starts* levy provides the current context for recommending updates to the governing boards' composition and duties that will enhance operations in the new cycle of levy investments. It also requires an extension of the existence of the COO Governance Group to coincide with the levy.<sup>10</sup> *Best Starts* staff in DCHS and PHSKC assembled this report based on recommendations made by the CYAB and COO Governance Group.

### *Report Requirements*

The report is organized to respond to requirements set forth in Section 6 of Ordinance 19267.<sup>11</sup> Coinciding with the renewal of the *Best Starts* levy for 2022-2027, this report provides a description and explanation of necessary and recommended changes to code and ordinances that describe the CYAB and the COO Governance Group. It specifically addresses updated duties and composition as needed to enable the CYAB to oversee and advise on the levy, extending the existence of the COO Governance Group through the 2022-2027 levy, and consultation with CYAB and COO Governance Group in preparing the report. Three proposed ordinances accompany this report that would adopt it and accomplish the recommended changes to CYAB and COO Governance Group.

### *Summary of CYAB Recommended Updates*

The CYAB recommends that the number of youth designated positions on the board be increased from at least three to at least five positions, and that King County offer youth board members, aged 24 years and younger, a nominal stipend, consistent with Ordinance 19267. The CYAB also recommends that King County provide support to enable youth board members aged twenty-four years and younger to earn service-learning and community service hours for their participation on the board, where participation so qualifies. The CYAB does not recommend substantive updates to the duties of the board. However, non-substantive changes to the code are necessary to address language linked to establishing the first *Best Starts* levy that was time limited and therefore needed to be removed or rephrased.

### *Summary of COO Governance Group Recommendations*

The COO Governance Group recommends that eligibility requirements for board membership be updated to emphasize a commitment to dismantling racism as well as assessing and rebuilding anti-racist processes to be racially equitable. The COO Governance Group also recommends increasing the size of the board from between 14 to 18 members to 20 to 24 members and expanding the number of designated community-held seats for representatives of COO systems and policy change entities, the COO Learning Community, and a member of an Indigenous or Urban Native community, or Tribe, who is familiar with impact of racism on Native people, communities, tribes, and nations. Furthermore, the COO Governance Group recommends stipulating that the board should have four general members with knowledge of each COO result area, and one non-voting member who is the Communities of Opportunity Director or designee. The COO Governance Group has no substantive updates to the

---

<sup>10</sup> Ordinance 19267. [\[LINK\]](#)

<sup>11</sup> Ordinance 19267. [\[LINK\]](#)

overarching duties of the board. However, the COO Governance Group’s existence needs to be extended through December 2027 to coincide with the second *Best Starts* levy.

#### *Accompanying Proposed Ordinances*

As required by Ordinance 19267, the Executive is transmitting along with this report three proposed ordinances: a proposed ordinance to adopt this report; a proposed ordinance to update the CYAB in accordance with this report’s recommendations; and a proposed ordinance to update the composition of the COO as detailed in this report and to extend its existence through 2027.

#### *Consultation with CYAB and COO Governance Group in Preparing this Report*

DCHS staff worked with the co-chairs of the CYAB and members of the CYAB’s Young Leaders Committee to plan for board discussions and recommended changes to board composition and duties. PHSKC staff worked with the COO Governance Group to plan for board discussions and recommend changes to board composition and duties.

#### *Conclusion*

As King County prepares to launch the new round of *Best Starts* investments, the CYAB and COO Governance Group have recommended that youth and community voices play an even stronger role in the governance and oversight of these funds. Their knowledge, perspectives, and lived experience will enhance the work of the *Best Starts* boards to make King County a place where all residents thrive.

## IV. Background

Section 6 of Ordinance 19267 requires the Executive to transmit to the council a report describing needed updates to the composition and duties of the King County Children and Youth Advisory Board (CYAB) and the Communities of Opportunity (COO) Best Starts for Kids Advisory Board, also known as the COO Governance Group. The recommended updates described in this report and the accompanying proposed ordinances are designed to enhance the voices of youth and community members in governing the *Best Starts for Kids (Best Starts)* levy funds that these boards oversee. These updates will further *Best Starts* values by centering young people and affected communities in decision-making through the ongoing work of these boards.

*Best Starts for Kids* is King County's community-driven initiative to support every baby born and child raised in King County to be happy, healthy, safe, and thriving. In place since 2016, *Best Starts* invests in comprehensive supports for children, youth, young adults, families and caregivers, and communities. *Best Starts* catalyzes strong starts in early childhood, and sustains those gains as children progress to adulthood.

Established in 2016 and 2017 respectively, the King County Children and Youth Advisory Board (CYAB) and the Communities of Opportunity (COO) Best Starts for Kids Advisory Board (also referred to as the COO Governance Group), both serve as the governing entities for *Best Starts*.<sup>12,13,14</sup>

This section of the report provides an overview of the King County departments staffing the two boards, the foundational policies and plans that inform *Best Starts* and its governing bodies, the historical and current context of BSK governance, and the report methodology.

### A. Department Overview

The King County Department of Community and Human Services (DCHS) and Public Health–Seattle and King County (PHSKC) share an important vision grounded in the King County Strategic Plan: that all King County residents achieve optimal health and well-being and that communities thrive.<sup>15</sup> DCHS and PHSKC jointly administer *Best Starts* to realize this vision. This cross-departmental approach blends DCHS' human services approach with PHSKC's health strategies, while leveraging existing expertise and infrastructure in each department.

#### *Department of Community and Human Services*

King County's Department of Community and Human Services (DCHS) provides equitable opportunities for people to be healthy, happy, and connected to community. DCHS envisions a welcoming community that is racially just, where the field of human services exists to undo and mitigate unfair structures. The Department, along with a network of community providers and partners, plays a leading role in creating

---

<sup>12</sup> Ordinance 18217. [\[LINK\]](#)

<sup>13</sup> Ordinance 18442. [\[LINK\]](#)

<sup>14</sup> Prior to voter approval of the levy, the COO Best Starts Advisory Group was called the COO Interim Governance Group, as established by Ordinance 18220. [\[LINK\]](#) To align with the Best Starts for Kids Implementation Plan 2022-2027, this report will refer to the COO Best Starts Advisory Group as the COO Governance Group.

<sup>15</sup> The King County Council approved the King County Strategic Plan [\[LINK\]](#) by Ordinance 16897 in 2010, and adopted the corresponding vision, mission, guiding principles, goals, and priorities by Motion 14317 in 2015.

and coordinating the region’s human services infrastructure.<sup>16,17,18,19,20</sup> DCHS staffs and supports the CYAB.

### *Public Health-Seattle and King County*

Public Health-Seattle and King County (PHSKC) is the health department serving all of King County. The mission of PHSKC is to eliminate health inequities and maximize opportunities for every person to achieve optimal health. Overarching goals include: all children are born healthy and thrive; adults live long and healthy lives; and communities support health for all. PHSKC staffs and supports the COO Governance Group.

## **B. Foundational Policies and Plans**

King County is committed to making a welcoming community where every person can thrive.<sup>21</sup> *Best Starts* carries out this commitment through its framework and strategies that are based on foundational King County policies, plans, and initiatives. The *Best Starts* levy aligns and builds upon the King County Strategic Plan, the Youth Action Plan, and the King County Equity and Social Justice Strategic Plan.<sup>22,23,24</sup> As the governing entities for *Best Starts*, the CYAB and COO Governance Group uphold King County’s commitment to making a welcoming community where every person can thrive. *Best Starts’* principles and plans inform the purpose, membership, and roles of each of these boards.<sup>25</sup>

### *King County Strategic Plan*

In 2010, the County enacted Ordinance 16897, establishing the King County Strategic Plan.<sup>26</sup> In 2015, Motion 14317 revised the County’s vision, mission, guiding principles and goals.<sup>27</sup> Among the Strategic Plan’s guiding principles is a commitment to “address the root causes of inequities,” and goals include “improv[ing] the health and well-being of all people in our community,” and ensuring that government is “accountable to the public.” The Strategic Plan informed the original *Best Starts* Implementation Plan as well as the plan for the 2022-2027 Best Starts levy. As citizen oversight bodies, the CYAB and COO Governance Group help ensure King County’s accountability to the public, and commitment to addressing the root causes of inequities.

---

<sup>16</sup> Veterans, Seniors and Human Services Levy. [\[LINK\]](#)

<sup>17</sup> Best Starts for Kids Levy. [\[LINK\]](#)

<sup>18</sup> The MIDD behavioral health sales tax fund is also referred to as the Mental Illness and Drug Dependency fund. [\[LINK\]](#)

<sup>19</sup> Health Through Housing sales tax. [\[LINK\]](#)

<sup>20</sup> Puget Sound Taxpayer Accountability Account. [\[LINK\]](#)

<sup>21</sup> See True North values. [\[LINK\]](#)

<sup>22</sup> The King County Council approved the King County Strategic Plan [\[LINK\]](#) by Ordinance 16897 in 2010, and adopted the corresponding vision, mission, guiding principles, goals, and priorities by Motion 14317 in 2015.

<sup>23</sup> Ordinance 17738 directed the development of the Youth Action Plan. The King County Council adopted the plan by Motion 14378 in 2015. [\[LINK\]](#).

<sup>24</sup> King County Executive’s Office of Equity and Social Justice (2016). Equity and Social Justice Strategic Plan. [\[LINK\]](#)

<sup>25</sup> This includes the purpose of oversight of the implementation of Best Starts strategies and investments, and strong community engagement in the design of Best Starts strategies,

<sup>26</sup> King County Strategic Plan, 2010-2014 Plan, 2016-2022. [\[LINK\]](#)

<sup>27</sup> King County Vision, Mission, Guiding Principles, Goals and Strategic Innovation Priorities. [\[LINK\]](#)



### *Equity and Social Justice Strategic Plan*

In accordance with the 2016 Equity and Social Justice (ESJ) Strategic Plan, King County actively seeks to eliminate racially disparate health and human services outcomes in this region.<sup>28</sup> The ESJ Strategic Plan has informed strategies for King County to become a more equitable employer, service provider, and regional partner. These priorities guided *Best Starts*' original design process and continue to guide how *Best Starts* programs and policies are evaluated. *Best Starts* is at the forefront of the County's equity work, and the CYAB was an essential partner in the development of the ESJ Strategic Plan.

The CYAB and COO Governance Group are committed to providing citizen oversight of *Best Starts* that assures *Best Starts* is designing and implementing policies and practices that reduce the role a person's race or identity plays in whether they benefit from society and feel like they belong.<sup>29</sup> Strong representation on the governing boards elevates the voices of Black, African American, Indigenous, and People of Color and supports King County to advance the policies and practices that will undo inequities and promote comprehensive well-being for all communities.

### *The Youth Action Plan (YAP)*

Adopted by Motion 14378 in April 2015, the Youth Action Plan (YAP) is a direct forebear of the *Best Starts* initiative.<sup>30</sup> The YAP serves as a policy frame for *Best Starts*, including the Implementation Plan for Best Starts in 2022-2027.<sup>31</sup> The YAP identifies nine recommendation areas. Each recommendation area contains several strategies and sub recommendations. An overview of each recommendation area is provided in [Appendix D](#). In the YAP Recommendation Area 7 on Accountability, the King County YAP Task Force recommends that "an advisory body be created that can assist the Executive and Council as they consider outcomes, policies, and investments for children and families and youth and young adults."<sup>32</sup> The CYAB responds to this recommendation as the advisory body for *Best Starts* investments that are not part of Communities of Opportunity, and other King County policies and investments related to children, youth, and young adults.<sup>33</sup>

### *Best Starts for Kids*

The *Best Starts for Kids* levy was initially approved by voters in 2015 and has been in place since 2016. It promotes positive outcomes for children, intervening early when kids and families need support, and building on family and community to launch King County's young people on a path to lifelong health and well-being.<sup>34</sup> The *Best Starts for Kids* levy reflects the fundamental beliefs that King County is a region of considerable opportunity; that all residents benefit when the King County community supports each child, youth, and young adult to achieve their fullest potential; and that lives of health, prosperity and purpose must be within reach for every King County resident. *Best Starts* has three overarching results:

---

<sup>28</sup> King County Equity and Social Justice Strategic Plan, 2016-2022. [\[LINK\]](#)

<sup>29</sup> The CYAB adopted an equity statement to guide their work. See Appendix H of this report for more information. Communities of Opportunities puts equity in action through three reinforcing core elements of their work. [\[LINK\]](#)

<sup>30</sup> Motion 14378 Adopting the King County Youth Action Plan. [\[LINK\]](#)

<sup>31</sup> Ordinance 19267 requires this *Best Starts for Kids* Implementation Plan [\[LINK\]](#) to take the King County Youth Action Plan into consideration to the maximum extent possible. Ordinance 19267. [\[LINK\]](#)

<sup>32</sup> King County Youth Action Plan, Page 14 [\[LINK\]](#)

<sup>33</sup> See [Appendix B](#) for a detailed description of the CYAB.

<sup>34</sup> Ordinance 18088 outlined the goals and uses of the original *Best Starts* Levy and provided for its submission to voters. [\[LINK\]](#)

- Babies are born healthy and given a foundation for a happy, healthy life.
- Young people have equitable opportunities to be safe, healthy, and thriving.
- Communities offer safe, welcoming environments for their kids.

*Best Starts* designed its 2016-2021 investment areas and strategies through community feedback and research on human development. *Best Starts* advanced each investment area through strategies and programs.<sup>35</sup> Investment areas from the 2016-2021 *Best Starts* levy were: Investing Early serving children ages prenatal to five, Sustain the Gain for youth and young adults ages five to 24, Communities of Opportunity, Data and Evaluation, Youth and Family Homelessness Initiative. These investment areas set the foundation for *Best Starts* and remain central to the 2022-2027 *Best Starts* levy. See [Appendix E](#) for investment area summaries for the 2022-2027 *Best Starts* levy.

### *Communities of Opportunity*

King County and the Seattle Foundation partnered to establish Communities of Opportunity (COO) in 2014 to address economic and racial inequities through place-based work and systemic change.<sup>36</sup> This unique public-private-community partnership expanded in 2016 when COO was included as one of the *Best Starts* investment areas. COO is a model for shared power and decision-making, guided by the values of authentic community engagement, equity, respect, and partnership. Three reinforcing elements are at the heart of Communities of Opportunity:

1. Place-based and cultural community partnerships that drive change locally.
2. Policies and systems that create and sustain equity at all levels.
3. A learning community that leverages the power of collective knowledge to accelerate change.

### *Puget Sound Taxpayer Accountability Account (PSTAA)*

The Puget Sound Taxpayer Accountability Account (PSTAA) directs transit-related revenue to educational services to improve outcomes in early learning, K-12, and post-secondary education.<sup>37</sup> The Implementation Plan for Puget Sound Taxpayer Accountability Account (PSTAA) Proceeds, approved by Motion 15673 in July 2020, designated the CYAB to establish and maintain the PSTAA Advisory Subcommittee.<sup>38</sup> Through this standing subcommittee, the CYAB provides oversight and guidance for the implementation of PSTAA investments.

## **C. Historical and Current Context**

In July 2015, Ordinance 18088 placed *Best Starts* on the ballot and provided for two citizen oversight boards to make recommendations on and monitor the distribution of levy proceeds.<sup>39</sup> Voters approved *Best Starts* in November of 2015, enabling the creation of the CYAB and the COO Governance

---

<sup>35</sup> List of programs funded by Best Starts is available online. [\[LINK\]](#).

<sup>36</sup> More about Communities of Opportunity on the webpage. [\[LINK\]](#)

<sup>37</sup> PSTAA Implementation Plan [\[LINK\]](#), approved by Motion 15673 in 2020. King County’s PSTAA’s investments focus on three main strategies: increasing child care facilities, particularly in areas experiencing child care deserts; developing and implementing King County Promise, a program focused on high-school completion and post-secondary education opportunities; and supporting Love and Liberation, an innovative racial justice partnership focused on youth self-liberation and system change to help close educational achievement gaps.

<sup>38</sup> Motion 15673. [\[LINK\]](#)

<sup>39</sup> Ordinance 18088. [\[LINK\]](#)

Group.<sup>40</sup> The two boards serve complementary purposes in *Best Starts* levy oversight. The CYAB provides oversight for all *Best Starts* levy work, apart from the COO portion of the levy. The COO Governance Group provides oversight exclusively for the COO portion of the *Best Starts* levy. The King County Department of Community and Human Services (DCHS) provides staff support for the CYAB and Public Health – Seattle and King County (PHSKC) provides staff support for the COO Governance Group.

### *Children and Youth Advisory Board*

King County Ordinance 18217 established the CYAB in January 2016 to oversee *Best Starts* and the Youth Action Plan (YAP) and to serve in an advisory role to the Executive, Council and department staff regarding issues related to children, youth, young adults, and families.<sup>41</sup> The CYAB represents an array of King County residents with geographically and culturally diverse perspectives. Executive Constantine appointed, and the King County Council confirmed, the experts, stakeholders, researchers, and community leaders who constitute this board. The CYAB works with department staff to ensure that all communities in King County have a voice. Further details on the current composition and duties of the CYAB are provided in [Section V.A](#) of this report.

In April 2016, the CYAB developed an equity statement which informed the 2016-2022 King County Equity and Social Justice Strategic Plan.<sup>42</sup> The CYAB members use the principles in the statement to shape their oversight of *Best Starts* and PSTAA, and to advise the Executive and County Council. In 2019, the CYAB developed a set of questions to use as an assessment tool alongside the statement. The CYAB's equity statement continues to be a pillar for *Best Starts* and the CYAB. The equity statement and questions are included with this report as [Appendix H](#).

Since its establishment in 2016, the CYAB has helped improve the lives of children, families, and communities of King County by:

1. Guiding the creation of the *Best Starts for Kids* Implementation Plans.<sup>43,44</sup>
2. Providing strategic guidance for the *Best Starts* Evaluation and Performance Measurement Plan.<sup>45</sup>
3. Shaping the language adopted in the 2016 King County Equity and Social Justice Strategic Plan.
4. Adopting the Equity Statement and accompanying questions for its own governance and for guiding *Best Starts* implementation.
5. Informing *Best Starts*' RFPs and funding decisions with expertise in and representation from geographically and culturally diverse perspectives.
6. Forming a youth justice committee, which has advised the County Executive and County Council on developing budgets that are restorative and redistribute power.

---

<sup>40</sup> Prior to voter approval of the levy, the COO Best Starts Advisory Group was called the COO Interim Governance Group, as established by Ordinance 18220. [\[LINK\]](#) To align with the Best Starts for Kids Implementation Plan 2022-2027, this report will refer to the COO Best Starts for Kids Advisory Board as the COO Governance Group.

<sup>41</sup> King County Ordinance 18217. [\[LINK\]](#)

<sup>42</sup> King County Equity and Social Justice Strategic Plan. [\[LINK\]](#)

<sup>43</sup> *Best Starts for Kids* Implementation Plan 2016-2021, approved by Ordinance 18373. [\[LINK\]](#)

<sup>44</sup> *Best Starts for Kids* Implementation Plan 2022-2027. [\[LINK\]](#)

<sup>45</sup> *Best Starts* Evaluation and Performance Measurement Plan, accepted by Motion 14979. [\[LINK\]](#)

7. Providing guidance and ongoing oversight to the Implementation Plan for Puget Sound Taxpayer Accountability Account (PSTAA) Proceeds.<sup>46</sup>

#### *Communities of Opportunity Governance Group*

In 2016, King County Ordinance 18442 established the structure and duties of the COO Governance Group, through the end of the first levy in 2021.<sup>47,48</sup> The COO Best Starts for Kids Advisory Board Governance Group provides strategic leadership, direction, and oversight for the Communities of Opportunity initiative in King County. Board members represent communities most impacted by systemic inequities, as well as the Seattle Foundation and the County. For more information on the current composition and duties of the COO Governance Group, see [Section V.B.](#) and [Appendix C](#) of this report.

The COO Governance Group established a set of Guiding Principles that have shaped COO's approach and relationships with stakeholders to elevate the power and assets within communities. These may be found in [Appendix J](#). Racial equity has remained a core guiding principle and value for the COO Governance Group. Since its inception, the COO Governance Group has helped put equity into action by:

1. Co-designing strategies and investments in place-based and cultural community partnerships, systems and policy change, and shared learning.
2. Serving as an exemplary initiative driving systems change through a cross-sector, multisite approach to advance racial equity and shift power.<sup>49</sup>
3. Supporting the learning among funded partners and those looking to design and scale community solutions for greater social, economic, and racial equity.
4. Leveraging public and private resources and financial commitments to support COO-funded strategies and projects.

#### *Governing Board Updates to Accompany Best Starts Renewal*

Voters passed the *Best Starts* 2022-2027 levy in August 2021. It builds upon the first *Best Starts* levy's investments, and adds new areas to address critical child care needs and to create opportunities for capital projects that expand access to programs for children, youth, and families.<sup>50,51</sup> Updates to the governing boards' composition and duties will enhance youth and community member representation in the new cycle of *Best Starts* levy investments.

Youth and other community members with lived experience bring important contributions to the work of the boards. National research backs this experience, indicating clear quality and community

---

<sup>46</sup> King County PSTAA Implementation Plan, approved by Motion 15673. [\[LINK\]](#)

<sup>47</sup> Ordinance 18442. [\[LINK\]](#)

<sup>48</sup> The governance of COO was previously addressed in Ordinance 18088, which placed the first Best Starts levy on the ballot, and Ordinance 18220 in January 2016, which set up an interim governance group for COO investments of Best Starts levy proceeds. Ordinance 18220 [\[LINK\]](#)

<sup>49</sup> See more on multi-site, cross sector initiatives at Urban Institute (2020). *Driving Systems Change Forward: Leveraging Multisite, Cross-Sector Initiatives to Change Systems, Advance Racial Equity, and Shift Power.* [\[LINK\]](#)

<sup>50</sup> Ordinance 19267. [\[LINK\]](#)

<sup>51</sup> A summary of investment areas is provided in [Appendix E](#).

engagement benefits when community members with lived experience are included at high levels of planning and decision-making.<sup>52</sup>

Renewal of the levy also requires an extension of the existence of the COO Governance Group to coincide with the levy.<sup>53</sup> This report provides information on the current composition and duties of the Best Starts governing boards, along with recommended updates and accompanying rationale, in [Section V.](#) of this report.

#### **D. Report Methodology**

DCHS and PHSKC assembled this report based on recommendations made by the CYAB and COO Governance Group in 2021. The CYAB and COO Governance Group include an array of community members who bring diverse content and context knowledge to inform the activities of the boards, and the updates recommended in this report. Consultation with CYAB and COO Governance Group in preparing the report is detailed further in [Section V.C.](#) of this report.

---

<sup>52</sup> Suicide Prevention Resource Center: Benefits for Organizations When They Incorporate Lived Experience. [\[LINK\]](#)

<sup>53</sup> Ordinance 19267. [\[LINK\]](#)

## V. Report Requirements

The section is organized to respond to requirements set forth in Section 6 of Ordinance 19267.<sup>54</sup> The report provides a description and explanation of necessary and recommended changes to code and ordinances that describe CYAB and COO Governance Group, including:

1. updated duties and composition as needed to enable the CYAB to oversee and advise on the levy;
2. extending the existence of the COO Governance Group to coincide with the 2022-2027 levy.
3. proposed ordinances that would accomplish the changes to CYAB and COO Governance Group recommended by the report; and
4. consultation with CYAB and COO Governance Group in preparing the report.

### A. Composition, Duties and Recommended Updates of the CYAB

#### *Current CYAB Composition*

Ordinance 18217 and KCC 2A.300.510 stipulate that the CYAB shall be composed of no more than 40 members, at least three of whom shall be youth age 24 or younger.<sup>55</sup> Ordinance 18088 requires the CYAB to be comprised of a wide array of King County residents and stakeholders with geographically and culturally diverse perspectives.<sup>56</sup> Members of the board are appointed by the Executive and confirmed by the Council.

At the time of writing this report, the CYAB has 30 members who are emerging or current leaders with content and context expertise related to children and youth. This includes community advocates, youth, researchers, medical and behavioral health professionals, local government officials, and leaders of youth- and family-serving organizations, and schools.<sup>57</sup> The CYAB currently has seven designated seats, including one representative of the City of Seattle; one representative of the City of Bellevue; two representatives of the Sound Cities Association; and three youth representatives.<sup>58</sup> See the list of current CYAB members, and details of eligibility during recruitment, in [Appendix B](#) and [Appendix I](#) respectively.

Since young people are affected by Best Starts policies and programs, the experiences and perspectives of youth are a valuable contribution to the work of the CYAB. Youth participation on the CYAB aligns with the YAP recommendation that policy development, services, and programming intentionally include diverse youth voices, and voices of those people impacted by policies and services, in authentic and meaningful ways.<sup>59</sup> A total of 10 different youth representatives have served in the three youth designated seats of the CYAB since 2016.

The CYAB has steadily elevated youth voices and leadership over the past few years. The Young Leaders Subcommittee (YLS), formed of board members aged 29 years and younger, was established as a

---

<sup>54</sup> Ordinance 19267. [\[LINK\]](#)

<sup>55</sup> Ordinance 18217. [\[LINK\]](#) KCC 2A.300.510. [\[LINK\]](#)

<sup>56</sup> Ordinance 18088 [\[LINK\]](#)

<sup>57</sup> Please see a complete list of CYAB Board Members in [Appendix B](#).

<sup>58</sup> Sound Cities Association. [\[LINK\]](#)

<sup>59</sup> King County Youth Action Plan [\[LINK\]](#)

standing committee in October 2018.<sup>60</sup> The CYAB elected its first youth representative as co-chair of the board in 2019. In 2021, the YLS has undertaken the creation of a Youth Bill of Rights, as recommended in the Youth Action Plan, and the creation of a Youth Health Board to inform policies and programs concerning health and well-being of young people in King County.<sup>61</sup>

### *Summary of CYAB Recommended Updates*

The recommendations made by the CYAB have six themes:

1. Maintain its current size.
2. Continue and expand its role as policy advisors in partnership with department staff, Executive and Council.
3. Promote racial, ethnic, age, gender, orientation, identity, geographic, economic, and experiential diversity in the composition of the board.
4. Elevate youth voice in all aspects of CYAB by increasing the minimum number of designated youth positions from three to five.
5. Provide monthly stipends in the amount of \$125 per month to CYAB youth members.
6. Provide community service and service-learning hours to youth board members.

The first three recommendations affirm existing commitments, while the latter three are new recommendations. New recommendations are elaborated in this section, and are included in the accompanying proposed ordinance to update the composition and duties of the CYAB, as required by Ordinance 19267.<sup>62</sup> See [Appendix F](#) for further details on CYAB recommendations.

### *Recommended Update to Increase the Minimum Number of Youth Positions from Three to Five*

The CYAB recommends that the number of youth designated positions on the board be increased from at least three members to at least five members. Increasing the minimum number of youth designated positions to at least five will ensure that more than 10 percent of board member positions are for youth aged 24 or younger. The increase in designated youth positions recognizes the importance of giving young people meaningful participation and decision-making influence in policies and programs that concern them. Youth voice in policy making reinforces the underlying principle that young people have the expertise relevant to decision-making within youth-serving systems and agencies, and that their participation improves the qualities of decisions being made.<sup>63</sup> Furthermore, it aligns with the CYAB Equity Statement that “equity is an ardent journey toward well-being as defined by the affected,” since youth aged 24 years and younger are those most affected by decisions of the CYAB.<sup>64</sup>

### *Recommended Update on Stipends for Youth Board Members*

Ordinance 19267 Section 4.C.4.b calls for stipends for children and youth serving as appointed members of the CYAB under conditions to be prescribed by this update report.<sup>65</sup> Accordingly, the CYAB

---

<sup>60</sup> The YLS includes the youth representatives (24 years and younger), and other youth 25 to 29 years old. Once they turn 30 years old, the respective member would age out of the YLS.

<sup>61</sup> King County Youth Action Plan [\[LINK\]](#)

<sup>62</sup> Ordinance 19267. [\[LINK\]](#)

<sup>63</sup> Blakeslee, J. and Walker, J., 2018. Assessing the Meaningful Inclusion of Youth Voice in Policy and Practice: State of the Science. Portland, Oregon: Portland State University. [\[LINK\]](#)

<sup>64</sup> CYAB Equity Statement. See [Appendix H](#).

<sup>65</sup> Ordinance 19267. [\[LINK\]](#)

recommends that King County offer youth board members, aged 24 and younger, a nominal stipend. The initial stipend amount will be \$125 per meeting, not to exceed \$125 per month. To assure that stipend amounts keep up with inflation and rising cost of living, both the stipend amount per meeting and the maximum stipend per month are to be adjusted annually beginning in 2023 using the U.S. Department of Labor Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers for the Seattle-Tacoma-Bellevue Statistical Metropolitan Area (CPI-U).<sup>66</sup>

This stipend approach for youth CYAB members furthers *Best Starts'* overall effort to advance equity in County practices. Typical County practice is that members of boards and commissions are considered volunteers.<sup>67</sup> King County Code (KCC) 2.28.006 stipulates that the council may provide for per diem compensation for members of specific boards and commissions.<sup>68</sup> A 2020 Report on Providing Compensation to Individuals who serve on King County Boards, Commissions and Committees elaborates on criteria for being a volunteer, based on the Federal Fair Labor and Standards Act (FLSA).<sup>69</sup> <sup>70</sup> Accordingly, hours of service for a public agency should be performed without promise, expectation or receipt of compensation for services rendered. However, a volunteer can be paid for expenses, such as parking reimbursement; reasonable benefits, such as a length of service award; or a nominal fee to perform such services. The report found that "the FLSA does not define nominal fee; however 29 C.F.R. §553.106 provides guidance: 'A nominal fee is not a substitute for compensation and must not be tied to productivity.' The Department of Labor has stated the regulations are focused on preventing the payment for performance, which is inconsistent with the spirit of volunteerism contemplated by the FLSA."<sup>71,72</sup> Recommended stipends for youth members of CYAB are designed to fulfill direction from Ordinance 19267 in a way that is consistent with this federal guidance.

CYAB youth board members may expect to serve anywhere from three to 10 hours per month for regular board meetings, committee, and subcommittee meetings. Stipends for CYAB youth board members will support youth to sustain participation for the full term, recognize their expertise, and help with living expenses as they engage in board activities.<sup>73</sup> Youth on the board may be attending school full-time. Their board participation takes up time that could be used for part-time work to support their education and living expenses. A nominal stipend will ensure that the CYAB can effectively recruit and sustain youth engagement from communities confronted with systemic inequities, and those farthest from opportunity.

---

<sup>66</sup> U.S. Bureau of Labor Statistics, Western Information Office. [\[LINK\]](#) The 12-month change in the CPI-U will determine the annual adjustment to the CYAB youth member stipend amount, except that if the 12-month change in the CPI-U is negative, there will not be an adjustment.

<sup>67</sup> See King County Boards and Commissions Website, [\[LINK\]](#)

<sup>68</sup> King County Code 2.28.006. [\[LINK\]](#)

<sup>69</sup> Report on Providing Compensation for Members of Boards, Commissions, Committees, and Task Forces. (2020) Report required by Ordinance 19021, Section 3, Proviso P8. [\[LINK\]](#)

<sup>70</sup> Section 3(e)(4)(A) of the FLSA. 29.C.F.R. §553.101 and §553.103. [\[LINK\]](#) [\[LINK\]](#)

<sup>71</sup> 29 C.F.R. §553.106. [\[LINK\]](#)

<sup>72</sup> Report on Providing Compensation for Members of Boards, Commissions, Committees, and Task Forces. (2020) Report required by Ordinance 19021, Section 3, Proviso P8, Page 7. [\[LINK\]](#)

<sup>73</sup> For example, Section 129(b)(2) of the Workforce Innovation and Opportunity Act enables WIOA youth funds to be used to provide incentives for recognition and achievement, and for seat/participation time.



### *Recommended Update on Community Service and Service-Learning Hours for Youth Board Members*

The CYAB recommends that King County provide support to enable youth board members aged twenty-four years and younger to earn service-learning and community service hours for their participation on the board, where participation so qualifies. High schools often require students to fulfill a certain number of community service or service-learning hours to graduate.<sup>74</sup> High school students can earn community service and service-learning hours by volunteering their time in an organization. Some schools require students to complete forms signed by the host organization or agency to report hours.<sup>75</sup> The CYAB recommends that youth serving on the board be able to fulfill community service or service-learning hours required by their high schools for the time they dedicate to CYAB meetings.<sup>76</sup>

### *Current CYAB Duties and Non-Substantive Updates*

As recommended in the Youth Action Plan, and as required by Ordinance 18088, the CYAB is created to act in an advisory capacity to the Executive and Council for two overarching duties:

1. Assist King County policy makers as they consider outcomes, policies and investments for children and families and youth and young adults; and
2. Serve as the Best Starts oversight and advisory body, including making recommendations on and monitoring the distributions of levy proceeds.<sup>77</sup>

The CYAB did not recommend any substantive changes to the duties of the board. However, non-substantive changes to the code are necessary to remove or rephrase language linked to establishing the first 2016-2021 *Best Starts* levy that was time limited. These non-substantive updates are reflected in the CYAB update ordinance that accompanies this report.

## **B. Composition, Duties and Recommended Updates of the COO Governance Group**

### *Current COO Governance Group Composition*

K.C.C. chapter 2A.300.520 outlines the COO Governance Group composition and duties, and indicates that it shall include between 14 and 18 members.<sup>78</sup> At least 20 percent of the board must be community members who reflect demographic characteristics of communities that qualify for funding, and who are grassroots organizers or activists in such communities, or who live or have worked in those communities. Two seats are designated for members from COO geographic or cultural community-based partnerships. One seat is designated for a representative of the King County Executive. One seat is designated for a representative of the King County Council, and two seats are designated for Seattle Foundation appointees. All members are appointed by the Executive and confirmed by King County

---

<sup>74</sup> For example, Seattle Public Schools requires students to complete 60 hours of service learning before graduation. [\[LINK\]](#) High schools in the Bellevue School District require 40 hours of community service. [\[LINK\]](#)

<sup>75</sup> See example of Seattle Public Schools Service-Learning Form and Reflection [\[LINK\]](#)

<sup>76</sup> Some schools require that service learning and community service hours be acknowledged for work that is 'unpaid'. See Seattle Public Schools. [\[LINK\]](#) In the case that the nominal stipend is considered payment, then the youth will need to choose whether to receive the stipend or service hours. Other schools only refer to community service hours being voluntary, which is the case of serving on a King County board. See Newport High School [\[LINK\]](#)

<sup>77</sup> Further details on duties of the CYAB are provided in Ordinance 18217. [\[LINK\]](#)

<sup>78</sup> KCC chapter 2A.300.520. [\[LINK\]](#)

Council, except for the representative appointed by the Council and the two members appointed by Seattle Foundation.<sup>79</sup>

Additionally, K.C.C. chapter 2A.300.520 states that Governance Group members shall possess specific context or content experience related to improving health and well-being outcomes in communities with the greatest need for improvement.<sup>80</sup> They shall be committed to the principles of racial equity and social justice, and to evaluating and making decisions through an equity and social justice lens. Board members reflect the cultural diversity in King County and a range of backgrounds, including living in or working in affected communities, working in a community-based organization, nonprofit agency, intermediary organization, business, or institution, and having experience in the relevant subject matter areas of housing, health, social and community connection or economic prosperity.<sup>81</sup>

### *Summary of COO Governance Group Recommendations*

The recommendations made by the COO Governance Group have four main themes:

1. Champion anti-racist, pro-equity values.
2. Elevate community voice in all aspects of COO.
3. Increase the size of the board and modify its composition.
4. Promote racial, ethnic, age, gender, orientation, identity, geographic, economic, and experiential diversity in the composition of the board.

Each of these is addressed in this report below, and in the accompanying proposed ordinance to extend the existence of the COO Governance Group and update its duties and composition. See [Appendix G](#) for the full list of recommendations and greater detail on each theme.

### *Recommended Update on Eligibility Requirements for Board Membership*

The COO Governance Group recommends that eligibility requirements for board membership be updated to emphasize a commitment to dismantling racism, and assessing and rebuilding anti-racist processes to be racially equitable. The proactive concepts of dismantling racism and building anti-racist processes reflect the COO Governance Group's longstanding commitment to increasing and elevating racial equity throughout COO's work.<sup>82</sup> Contemporary thought about the concept of anti-racism has been influenced widely by Ibram X. Kendi in his 2019 book *How to be an Antiracist*. Kendi sees the necessity for proactive policies and concrete actions to undo systemic racism and truly advance racial equity.<sup>83,84</sup> An emphasis on the proactive concept of anti-racism is also reflected in King County declaring Racism as a Public Health Crisis and committing to being "intentionally anti-racist," and how

---

<sup>79</sup> At the time of writing this report, an Ordinance relating to the structure of the communities of opportunity- best starts for kids advisory board, amending Ordinance 18442, Section 1, and KCC 2A.300.520 was under consideration by King County Council to change the Council representative on the advisory board to the Chair of the County Council or designee. Proposed Ordinance 2021-0186. [\[LINK\]](#)

<sup>80</sup> KCC chapter 2A.300.520 [\[LINK\]](#)

<sup>81</sup> KCC chapter 2A.300.520 [\[LINK\]](#)

<sup>82</sup> Communities of Opportunity Equity in Action, elevating community voice and power toward racial, health, and economic equity. [\[LINK\]](#)

<sup>83</sup> *How to be an Anti-Racist*, Ted2020 virtual interview, May 2020. [\[LINK\]](#) See also 10 Keys to Everyday Anti-Racism. [\[LINK\]](#)

<sup>84</sup> Kendi also founded the Antiracist Research and Policy Center at American University in 2017.

funding allocations can be seen as “a significant down payment in truly making anti-racism an action term in King County.”<sup>85, 86</sup>

#### *Recommended Update on Increasing the Size of the Board*

The COO Governance Group recommends increasing the size of the board by changing the minimum number from 14 to 20 members, and the maximum number from 18 to 24 members. The increase in the size of the board will allow for the addition of new community-held seats, described further below.

#### *Recommended Update on Increasing the Number of Designated Community-Held Seats*

The COO Governance Group recommends changes in board composition by increasing the number of designated community-held seats. One of the ways that COO demonstrates its commitment to share and shift power to communities is through the designated number of community-held, decision-making seats on its governing board. COO will elevate community voice by increasing the number of seats designated for representatives of COO systems and policy change entities, the COO Learning Community, and a member of an Indigenous or Urban Native community, or Tribe, who is familiar with impact of racism on Native people, communities, tribes, and nations.

#### *Recommended Update on Community-Held Seats Not Affiliated with COO-funded Organizations*

The COO Governance Group recommends that at least 20 percent of the board be community members who reflect demographic characteristics of COO communities, and who are not part of any COO-funded groups. In addition, these members will possess lived experience and deep connection to communities with whom COO partners. Since other community-held seats on the COO board are for community and systems change partners receiving COO funding, this new requirement ensures the inclusion of community members who bring perspectives that are not linked to COO funding. It creates an inclusive approach to representation of relevant lived experience and community connection on the board, while balancing the viewpoints of those who receive funding with a significant number of independent community voices.

#### *Recommended Update on General and Non-Voting Members*

The COO Governance Group recommends that the board composition be updated to include four general members with knowledge of each COO result areas: affordable housing, health, economic opportunity, and civic engagement/community connection, and one non-voting member who is the Communities of Opportunity Director or designee. These added composition criteria will assure that the Governance Group maintains needed expertise in these key COO program categories.

For an overview of the current COO Governance Group composition, and the recommended updates, see Table 1.

---

<sup>85</sup> Racism as a Public Health Crisis in King County Policy Priorities. [\[LINK\]](#)

<sup>86</sup> Statement of Racism as a Public Health Crisis Co-Chair on \$25 million in federal funding for equitable economic recovery and racial justice. Announcement and Updates August 10, 2021 [\[LINK\]](#)

Table 1: Overview of Current and Recommended COO Governance Group Composition

Current COO Governance Group Composition	Recommended Updates
The COO Governance Group shall include a minimum of 14 members and maximum of 18 members.	The size of the COO Governance Group shall include a minimum of 18 members and maximum of 24 members.
At least 20 percent of the board must be community members who reflect demographic characteristics of communities that qualify for funding, and who are grassroots organizers or activists in such communities, or who live or have worked in those communities.	At least 20 percent of the board must be community members who reflect demographic characteristics of communities that qualify for funding, and who are grassroots organizers or activists in such communities, or who live or have worked in those communities. <i>These members shall not be part of any communities of opportunity funded groups. In addition, these members will possess lived experience and deep connection to communities with whom communities of opportunity partners</i>
Two seats are designated for members from COO geographic or cultural community-based partnerships.	Board positions and designations remain the same as the current 2016-2021 board.
Two seats are designated for Seattle Foundation appointees.	
One seat is designated for a representative of the King County Executive.	
One seat is designated for a representative of the King County Council.	One seat is designated for the chair of the King County Council or designee. <sup>87</sup>
<b>New Recommendations to Increase Community Representation and COO Result Area Expertise</b>	
<ul style="list-style-type: none"> <li>• Two members representative of COO systems and policy change entities.</li> <li>• Two members representative of COO learning community representative.</li> <li>• Four general members with system/sector knowledge of each COO result areas, with one member from each sector: affordable housing, health, economic opportunity, and civic engagement/community connection.</li> <li>• At least one member of an Indigenous or Urban Native community, or Tribe, who is familiar with the impact of racism on Native people, communities, tribes, and nations.</li> <li>• One non-voting member who is the Communities of Opportunity Director or designee.</li> </ul>	

<sup>87</sup> At the time of the writing of this report, the change to the Council-designated seat was already under consideration by the Council via Proposed Ordinance 2021-0186. [\[LINK\]](#)

### *COO Governance Group Duties and Non-Substantive Updates*

The COO Governance Group acts in an advisory capacity to the Executive and Council for two overarching duties:

- Serving as the COO oversight and advisory body, reviewing and making recommendations to the Executive and County Council concerning the use of levy proceeds for the COO element of the *Best Starts* levy; and
- Making appointment recommendations to the executive and evaluating letters of interest of individuals wishing to serve on the board to determine whether they meet the membership criteria.<sup>88</sup>

The COO Governance Group has no substantive updates to these overarching duties of the board. However, there are non-substantive changes related to extending the existence of the COO Governance Group to coincide with the second *Best Starts* levy through December 2027.

### *Recommendation to Extend the Existence of the COO Governance Group*

DCHS and PHSKC recommend updating the existence of the COO Governance Group until December 31, 2027 as called for by Ordinance 19267.<sup>89</sup> The current mandate of the COO Governance Group will expire on December 31, 2021 along with the end of the first *Best Starts* levy (2016-2021).<sup>90</sup> The extension of the existence of the COO Governance Group until December 31, 2027 will coincide with the timeframe of the new *Best Starts* levy for 2022-2027, approved by voters in August 2021.

## **C. Accompanying Ordinances**

As required by Ordinance 19267, concurrent with this report the Executive is transmitting three proposed ordinances:<sup>91</sup>

1. A proposed ordinance to adopt this report.
2. A proposed ordinance to update the composition of the CYAB, including expanding the number of youth seats, providing for youth stipends, allowing members to receive service learning and community service hours, and making non-substantive updates to duties to reflect the renewed *Best Starts* levy.
3. A proposed ordinance to update the composition of the COO and to extend its existence through 2027. This proposed ordinance also includes changing eligibility requirements, increasing board size, and revising board seats to increase community voice and representation. Board duties remain unchanged.

## **D. Consultation with CYAB and COO Governance Group in Preparing This Report**

DCHS staff coordinated with the co-chairs of CYAB and members of the CYAB's Young Leaders Committee to plan conversations for the board to formulate recommendations on changes to the CYAB composition and duties. The CYAB Young Leaders Subcommittee met monthly in the first half of 2020 to discuss strategies to center youth voice in the CYAB. The full board met in August 2020 to discuss and vote on the recommendations from the Young Leaders Subcommittee to be included in this report. The CYAB also met as a full board to discuss and approve recommendations for overarching governance

---

<sup>88</sup> KCC 2A.300.520. [\[LINK\]](#)

<sup>89</sup> Ordinance 19267. [\[LINK\]](#)

<sup>90</sup> KCC 2A.300.520. [\[LINK\]](#)

<sup>91</sup> Ordinance 19267. [\[LINK\]](#)

in July 2021, and in August of 2021 to agree on the recommended stipend amount for youth board members, and on the recommendation to provide support to enable youth board members to earn service-learning and community service hours. The board approved six main recommended themes for staff to include in this report and the accompanying proposed legislation to update the duties and composition of the board. See [Appendix F](#) for the CYAB's full list of recommendations.

PHSKC staff partnered with the COO Governance Group to facilitate conversations and recommendations on changes to board composition and duties. The COO Governance Group members held three meetings in May 2021, including a special work group session dedicated to the discussion of future governance, board composition, and duties. The COO Governance Group met in June 2021 to discuss changes and strategies to increase community voice, create more parity with the types of COO-funded groups on the board, and ensure that system/sector knowledge of COO result areas are represented. The board approved the recommendations and directed staff to incorporate the recommendations into this updated *Best Starts* governance report and proposed legislation. See [Appendix G](#) for the COO Governance Group's full list of recommendations.

## VI. Conclusion

By renewing the *Best Starts* levy through 2027, King County has renewed its commitment to support every baby born and child raised in the county to be happy, healthy, safe, and thriving. As King County prepares to launch the new round of *Best Starts* investments, the CYAB and COO Governance Group have recommended that youth and community voices play an even stronger role in the governance and oversight of these funds. As the people most affected by *Best Starts* policies and programs, it is important that youth and community members are central to the oversight roles of the *Best Starts* governing boards. Their knowledge, perspectives, and lived experience will enhance the work of the *Best Starts* boards to make King County a place where all residents thrive.

## VII. Appendices

### A. Full Text of Ordinance 19267

AN ORDINANCE providing for the submission to the qualified electors of King County at a special election to be held in King County on August 3, 2021, of a proposition providing for resident oversight and authorizing a property tax levy in excess of the levy limitation contained in chapter 84.55 RCW for a six-year consecutive period at a rate of not more than \$0.19 per one thousand dollars of assessed valuation in the first year, and limiting annual levy increases to three percent in the five succeeding years, all for the purpose of funding prevention and early intervention strategies and a capital grants program to improve the health and well-being of children, youth and their communities.

#### STATEMENT OF FACTS:

- A. In 2015, King County enacted Ordinance 18088, placing a six-year Best Starts for Kids levy on the ballot. King County residents voted and approved the Best Starts for Kids levy to fund programs and services that support promotion, prevention and early intervention for King County's 19 children, youth and families.
- B. The goals of the Best Starts for Kids levy that voters approved in 2015 are to ensure babies are born healthy, King County is a place where everyone has equitable opportunities for health and safety as they progress through childhood and communities offer safe, welcoming and healthy environments that help improve outcomes for all of King County's children and families.
- C. Since its inception, the Best Starts for Kids levy has funded five hundred and seventy programs and has reached over five hundred seven thousand babies, children, youth and families throughout the county with community-driven programming. Levy programs trained sixty-eight thousand child care providers, pediatricians, community health workers and other staff who work with children and youth on healthy child development and racially and culturally appropriate care. The Best Starts for Kids levy distributes resources across the region, focusing investments on those most in need.
- D. In June 2020, the council directed the executive in Motion 15651 to produce an assessment report to inform deliberations regarding renewal of the current Best Starts for Kids levy. The report includes assessment of early measurements and successes, challenges in launching this first levy, an analysis of the levy's advancement of equity and early recommendations for renewal. Executive staff combined findings of staff research, a community survey conducted in June 2020, community input from ten geographically based virtual community listening sessions as well as five virtual stakeholder listening sessions, and input from ongoing Best Starts for Kids community partner learning circles. In total, almost seven hundred and twenty community responses informed completion of the report. The council accepted the assessment report in Motion 15769.
- E. The existing Best Starts for Kids levy will expire at the end of 2021. Renewal of the Best Starts for Kids levy requires voter approval. Acknowledging the importance of the Best Starts for Kids levy in serving the county's children, youth and families with upstream promotion, prevention and early intervention programs, and, in light of the current impact the COVID-19 pandemic, has had on the health and well-being of the children, youth and families of King County as well as the regional economic and human services systems including child care, the Best Starts for Kids levy warrants renewal.



- F. Over twenty-five thousand babies are born in King County each year. County residents under twenty-five years old comprise thirty percent of the population. Fifty-three percent of the people under eighteen years old in King County are Black, Indigenous and People of Color.
- G. Research shows that there are significant disparities in the health and well-being of King County residents. The percentage of children five and under living in poverty is as low as five percent in some regions of the county and as high as fifteen percent in other regions. Infant mortality is four times higher for American Indian/Alaskan Natives compared to whites and more than two times higher for African Americans. Thirty eight percent of toddler and preschoolers are not flourishing and resilient in King County, and that number rises to seventy-one percent for elementary-aged children. Among youth, thirty-three percent report depressive feelings and twenty-four percent report using alcohol or other illicit drugs. Twenty-six percent of youth say they do not have an adult they can talk to and thirty-three percent do not feel strong connection to their family. Two thousand students, disproportionately low income and Black, Indigenous and People of Color, drop out of school each year in King County while research shows that by 2024, almost ninety percent of living wage jobs in the county will require some sort of post-secondary education.
- H. Child care is unaffordable for many families in King County, and child care for our youngest residents now costs more than in-state, public college tuition. King County's child care workforce is disproportionately made up of women and Black, Indigenous and People of Color, as well as immigrants and refugees. Wages remain low, with providers earning near poverty-level salaries.
- I. In 2010, Ordinance 16897 was enacted, establishing the King County Strategic Plan, 2010-2014. In 2015, the council passed Motion 14317, updating and revising King County's vision, mission, guiding principles and goals. Included within the county's goals are improving the health and well-being of all people in King County, implementing alternatives to divert people from the criminal justice system and ensuring that county government operates efficiently and effectively and is accountable to the public.
- J. The county's guiding principles in the King County Strategic Plan, 2010-2014 command that pursuit of the county's goals should address the root causes of inequities to provide equal access for all. In 2015, the county established the office of equity and social justice and, the following year, the office of equity and social justice produced the 2016-2022 Equity and Social Justice Strategic Plan. King County actively engages in equity and social justice efforts to eliminate racially and ethnically disparate health and human services outcomes in King County, and this is a priority that shall guide the council and the executive in the process of designing, administering and evaluating the policies and programs related to the renewed Best Starts for Kids levy, if approved by voters.
- K. In 2014, Ordinance 17738 was enacted, establishing the youth action plan task force and providing policy direction regarding the development of a youth action plan. In addition to their work with the youth action plan, the youth action plan task force members helped shape the current Best Starts for Kids levy. In 2015, the council passed Motion 14378, adopting the completed youth action plan. The youth action plan continues to provide guidance and policy direction for the Best Starts for Kids levy.
- L. The strategies supported by the Best Starts for Kids levy achieve a variety of outcomes. Headline indicators used to measure these outcomes for children under six include the following: babies born with healthy birth outcomes; children who are flourishing and resilient; children who are ready for kindergarten; and children who are free from abuse or neglect.

Headline indicators for children and youth five to twenty-four years old include the following: third graders who meet reading standards; fourth graders who meet math standards; youth who are flourishing and resilient; youth and young adults who are in excellent or very good health; youth who graduated from high school on time; youth and young adults in school or working; high school graduates who earn a college degree or career credential; and youth who are not using illegal substances. Headline indicators for Communities of Opportunity include: adults reporting good or excellent health; youth who have an adult to turn to for help; individuals engaged in civic activities; households paying less than thirty percent or less than fifty percent of their income for housing; local residents who are displaced; youth who eat fruit and vegetables at least four times a day; households with income above two hundred percent of poverty; and youth and young adults in school or working.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

**SECTION 1. Definitions.** The definitions in this section apply throughout this ordinance unless the context clearly requires otherwise.

- A. "Child care workforce demonstration project" means a strategy to improve the provision of child care in King County supplementing wages of a test group of persons who provide child care in exchange for wages and then reporting out on the effects of the strategy upon the quality of child care, including, but not limited to, the strategy's effects upon workforce turnover, workforce experience of poverty and workforce experience levels.
- B. "Children and youth" means persons through twenty-four years old.
- C. "Communities of opportunity" means the strategy described in Section VII of the Best Starts for Kids Implementation Plan, that is Attachment A to Ordinance 18373. Communities of Opportunity is designed to improve equity by addressing the race- and place-based inequitable health and well-being outcomes in King County. Communities of Opportunity supports communities in improving the health, social and economic outcomes of those specific communities, and does so by partnering with communities to shape and own solutions.
- D. "King County child care subsidy program" means a strategy to reduce or fully subsidize the cost of child care to low-income families in King County.
- E. "Levy" means the levy of regular property taxes for the specific purposes and term provided in this ordinance and authorized by the electorate in accordance with Washington law.
- F. "Levy proceeds" means the principal amount of moneys raised by the levy and any interest earnings on the moneys.
- G. "Limit factor" for the purposes of calculating the levy limitations in RCW 84.55.010, means one hundred three percent.
- H. "Strategy" means a program, service, activity, initiative or capital investment intended to achieve the purposes described in subsection 4.B. of this ordinance.
- I. "Technical assistance and capacity building" means assisting organizations seeking or receiving levy proceeds to enable the organizations to apply for, implement and improve delivery of a strategy or strategies for which expenditures of this levy are eligible.
- J. "Youth and family homelessness prevention initiative" means an initiative intended to prevent and divert children and youth and their families from becoming homeless.

**SECTION 2. Levy submittal.** To provide necessary moneys for the purposes identified in section 4 of this ordinance, the King County council shall submit to the qualified electors of the county a proposition authorizing a regular property tax levy in excess of the levy limitation contained in chapter 84.55 RCW for six consecutive years, with collection commencing in 2022, at a rate not to exceed \$0.19 per one thousand dollars of assessed value in the first year of the levy period. The dollar amount of the levy in the first year shall be the base upon which the levy amounts in year two through six shall be calculated. In accordance with RCW 84.55.050, the levy shall be a regular property tax levy subject to the limit factor as defined in section 1 of this ordinance.

**SECTION 3. Deposit of levy proceeds.** The levy proceeds shall be deposited into a dedicated subfund of the best starts for kids fund, or its successor.

**SECTION 4. Eligible expenditures.**

1. If approved by the qualified electors of the county, such sums from the first year's levy proceeds as are necessary may be used to provide for the costs and charges incurred by the county that are attributable to the election.
2. After the amount authorized in subsection A. of this section, the remaining levy proceeds shall be used to:
  1. Promote improved health and well-being outcomes of children and youth, as well as the families and the communities in which they live, including, but not limited to: capital investments for buildings and facilities, including, but not limited to, housing, that serve children and youth; ensuring adequate services and supports for pregnant persons and newborns; access to safe and healthy food; developmental screening for children and youth; programs that care for children and youth when they are not at home including child care and out-of-school-time programs; programs and services that promote social and emotional well-being, mental health and a sense of belonging, connection and positive identity in children and youth; and programs and services that provide academic support and promote academic achievement;
  2. Prevent and intervene early on negative outcomes, including, but not limited to, poor birth outcomes, developmental delays, chronic disease, social emotional isolation, mental health challenges, substance abuse, dropping out of school, homelessness, domestic violence and effects of systemic racism and incarceration;
  3. Reduce inequities in outcomes for children and youth in the county; and
  4. Strengthen, improve, better coordinate, integrate and encourage innovation in health and human services systems and the agencies, organizations and groups addressing the needs of children and youth, their families and their communities.
3. Of the eligible expenditures described in subsection B. of this section, an amount of each year's levy proceeds shall be allocated first for the purposes in subsections D. and E. of this section. In the levy's first year, which is 2022, the total amount allocated for the purposes in subsection D. of this section shall be twenty-two and one-half percent of the first year's levy proceeds remaining after the amount authorized in subsection A. of this section. In the levy's subsequent years, the amount to be allocated for the purposes in subsections D. and E. of this section shall be allocated so that the six year total sum of levy proceeds allocated for the purposes in subsection D. of this section shall be no less than two-hundred forty million dollars. The implementation plan required by section 7 of this ordinance shall describe the annual allocations of levy proceeds that accomplish allocation requirements of

this subsection C. of this section. After the annual allocation of levy proceeds required by this subsection C. of this section, each year's remaining levy proceeds shall be divided in the following proportions and used for the following purposes:

- Fifty percent shall be used to plan, provide, fund and administer strategies focused on children and youth under six years old and their caregivers, pregnant persons and individuals or families concerning pregnancy.
  - Thirty-seven percent shall be used to plan, provide, fund and administer strategies focused on children and youth age five or older;
  - Eight percent shall be used to plan, provide, fund and administer Communities of Opportunity; and
  - Five percent shall be used to plan, provide, fund and administer the following:
    - performance measurement of levy-funded strategies, evaluation and data collection activities;
    - stipends for children and youth serving as appointed members of the King County children and youth advisory board under conditions prescribed by the final children and youth advisory board update report required by section 6 of this ordinance in the final form of the children and youth advisory board update report that the council adopts by ordinance.
    - services identified in subsection B. of this section provided by metropolitan park districts in King County. Of the moneys identified in this subsection C.4.c., an amount equal to the lost revenues to the metropolitan park districts resulting from prorationing as mandated by RCW 84.52.010, up to one million dollars, shall be provided to those metropolitan park districts if authorized by the county council by ordinance;
    - services identified in subsection B. of this section provided by fire districts, in an amount equal to the lost revenues to the fire districts in King County resulting from prorationing, as mandated by RCW 84.52.010, for those services, to the extent the prorationing was caused solely by this levy and if authorized by the county council by ordinance; and
    - services identified in subsection B. of this section provided by public hospital districts, in an amount equal to the lost revenues to the public hospital districts in King County resulting from prorationing, as mandated by RCW 84.52.010, for those services, to the extent the prorationing was caused solely by this levy and if authorized by the county council by ordinance.
4. Except for levy proceeds reserved for the purposes in subsection E. of this section, the levy proceeds annually reserved in subsection C. of this section shall be used to plan, provide, fund, administer, measure performance and evaluate a youth and family homelessness prevention initiative, a King County child care subsidy program, a child care workforce demonstration project and technical assistance and capacity building activities, including one million dollars annually for a capacity building grant program that includes providing support to grantees to assist with the development of infrastructure in geographic locations lacking services or service infrastructure. The grant program to support capacity building that includes providing support to grantees to assist with the development of infrastructure in geographic locations lacking services or service infrastructure shall be described in the implementation plan required in section 7 of this ordinance and must include the

development of new organizations and expansion of existing organizations. The youth and family homelessness prevention initiative, King County child care subsidy program, child care workforce demonstration project and technical assistance and capacity building activities required in this subsection shall be described in the implementation plan required in section 7 of this ordinance.

5. Except as otherwise provided in this subsection, if the total projected levy proceeds exceeds eight hundred twenty-two million dollars, the levy proceeds greater than eight hundred twenty-two million dollars shall be used to provide grants designed to support repairs and expansion of buildings and facilities, that serve children and youth, and to support the construction of new buildings and facilities that will serve children and youth. Such buildings and facilities that serve children and youth shall include, but not be limited to, housing and child care, early learning and recreational facilities. However, the total levy proceeds used to provide grants shall not exceed fifty million dollars. Additionally, if the total projected levy proceeds falls below eight hundred seventy-two million dollars, the amount of levy proceeds allocated for the purposes of this subsection shall be first reduced before any other reduction in the total amounts allocated for the purposes in subsections C. and D. of this section. This capital grants program shall be described in the implementation plan required in section 7 of this ordinance.

Additionally, the executive shall propose in the implementation plan required in section 7 of this ordinance the amount of levy proceeds to be allocated for the capital grants program and a process for determining annually if a reduction to the amount of levy proceeds allocated for the purposes of this subsection is necessary and the amount of any such reduction. The executive shall also propose in the implementation plan required in section 7 of this ordinance a policy for prioritizing capital investments in new buildings or facilities as compared to capital investments in existing buildings or facilities.

**SECTION 5. Call for special election.** In accordance with RCW 29A.04.321, the King County council hereby calls for a special election to be held in conjunction with the primary election on August 03, 2021, to consider a proposition authorizing a regular property tax levy for the purposes described in this ordinance. The King County director of elections shall cause notice to be given of this ordinance in accordance with the state constitution and general law and to submit to the qualified electors of the county, at the said special county election, the proposition hereinafter set forth. The clerk of the council shall certify that proposition to the director of elections in substantially the following form:

PROPOSITION \_\_\_\_: The King County Council passed Ordinance \_\_\_\_ concerning funding to improve the well-being of children, youth, families and communities. If approved, this proposition would fund promotion of positive outcomes, prevention and early intervention related to: child care; healthy pregnancy; newborn family supports; youth development; community well-being; and crisis prevention and intervention for children and youth, including homelessness prevention. It would authorize an additional six-year property tax levy for collection beginning in 2022 at \$0.19 per \$1,000 of assessed valuation with the 2022 levy amount being the base for calculating annual increases of up to 3% in 2022 - 2026.

Should this proposition be:

Approved? \_\_\_\_\_

Rejected? \_\_\_\_\_

**SECTION 6. Governance.** The King County children and youth advisory board described in K.C.C. 2A.300.510 shall serve as the oversight and advisory board for the levy and its strategies, except for Communities of Opportunity, if the levy is approved by the qualified electors of the county. The communities of opportunity-best starts for kids levy advisory board described in K.C.C. 2A.300.520 shall serve as the advisory body for Communities of Opportunity if the levy is approved by the qualified electors of the county. If the levy is approved by the qualified electors of the county, the executive shall by October 01, 2021, transmit to the council for consideration and adoption by ordinance a best starts for kids governance update report that describes and explains necessary and recommended changes to sections of the King County Code and applicable ordinances that describe the composition and duties of the King County children and youth advisory board and the communities of opportunity-best starts for kids levy advisory board. A proposed ordinance or ordinances shall accompany the best starts for kids governance update report, which ordinance or ordinances, upon enactment, would accomplish the changes recommended by the best starts for kids governance update report. Among the purposes of recommended changes listed and described within the best starts for kids governance update report shall be to update the King County children and youth advisory board's duties and composition as needed to enable the King County children and youth advisory board to oversee and advise on the levy and to extend the existence of the communities of opportunity-best starts for kids levy advisory board to coincide with the levy. The executive shall consult with the King County children and youth advisory board and the communities of opportunity-best starts for kids levy advisory board in preparing the children and youth advisory board update report.

**SECTION 7. Implementation plan.**

A.1. Not later than July 31, 2021, the executive shall transmit to the council for review and adoption by ordinance a proposed Best Starts for Kids implementation plan that identifies the strategies to be funded and outcomes to be achieved with the use of levy proceeds described in section 4 of this ordinance. The Best Starts for Kids implementation plan shall also include a framework to measure the performance of levy strategies in achieving their outcomes and require an annual report on levy expenditures, services and outcomes, including:

- a. total expenditures of levy proceeds by program area by ZIP Code in King County; and
- b. the number of individuals receiving levy-funded services by program area by ZIP Code in King County of where the individuals reside at the time of service.

2. The executive shall develop the proposed Best Starts for Kids implementation plan in consultation with the King County children and youth advisory board and the communities of opportunity-best starts for kids levy advisory board. In developing the Best Starts for Kids implementation plan required in this section 7, the executive shall consider and promote harmony with the previous Best Starts for Kids Implementation Plan that is Attachment A to Ordinance 18373, specifically describing which strategies from the previous Best Starts for Kids Implementation Plan shall continue in the proposed Best Starts for Kids implementation plan. Additionally, in developing the Best Starts for Kids implementation plan, the executive shall ensure that residents throughout King County and in any city in King County can access levy-funded strategies regardless of the availability of similar services and programs provided by their city or in their community. In developing the proposed Best Starts for Kids implementation plan, the executive shall also to the maximum extent possible take into consideration the King County Youth Action Plan, adopted by Motion 14378.

B. Levy proceeds may not be expended for the purposes described in section 4 of this ordinance until the effective date of the ordinance with which the Best Starts for Kids implementation plan is adopted.

**SECTION 8. Exemption.** The additional regular property taxes authorized by this ordinance shall be included in any real property tax exemption authorized by RCW 84.36.381.

**SECTION 9. Ratification and confirmation.** Certification of the proposition by the clerk of the county council to the director of elections in accordance with law before the general election on August 3, 2021, and any other act consistent with the authority and before the effective date of this ordinance are hereby ratified and confirmed.

**SECTION 10. Severability.** If any provision of this ordinance or its application to any person or circumstance is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances is not affected.

**B. CYAB Governance Board Roster**

**NAME OF BOARD:** King County Children & Youth Advisory Board (CYAB)

**DATE:** July 12, 2021

**TOTAL NUMBER OF MEMBERS:** 30 Members

**BOARD MEMBERS APPOINTED**

**Total Number of Members** – 30 out of 40 available seats

<b>Name</b>	<b>Title/Background</b>	<b>Representing</b>
Rita Alcantara	Kindering, Equity and Inclusion Director	Community Representative
Mohamed Abdi		Youth Position*
Ariana Sherlock	Newcastle City Council	Sound Cities Association Representative
Rochelle Clayton Strunk	Director of Education, Encompass Early Learning Center	Community Representative
Ben Danielson	Pediatrician, University of Washington	Community Representative
Thien-Di Do	Board of Director with the Rwanda Girls Initiative	Community Representative
Abigail Echo-Hawk	Chief Research Officer, Seattle Indian Health Board, Director, Urban Indian Health Institute Seattle, WA	Community Representative
Brianna Holden-Granado	Grants and Contracts Specialist at University of Washington	Community Representative*
Karen Hart	President/SEIU Local 925; Chair of National SEIU Early Learning	Community Representative
Deborah Peterson	Early learning and community advocate; Because It Takes A Village, Federal Way Community Connections	Community Representative
Hye-Kyung Kang	Assoc. Professor, Director of Master of Social Work Program, Seattle University	Community Representative
Justice Bobbe Bridge	Founding President of Center for Children & Youth Justice (CCYJ); retired Washington State Supreme Court Justice	Community Representative
Tanya Kim	Deputy Director of Seattle Humans Services Department	City of Seattle Representative
Jaimée Marsh	Executive Director, FEEST	Community Representative



<b>Name</b>	<b>Title/Background</b>	<b>Representing</b>
Bethany Larsen	Puget Sound ESD, Program Manager	Community Representative
Jessica Werner	YDEKC, Executive Director	Community Representative
Mutende Katambo	Coalition for Refugees from Burma (CRB), Youth Program Manager	Community Representative
Harlan Gallinger	Mary Bridge Children’s Hospital, Physician; Issaquah School Board President	Community Representative
Karen Howe	Community Leader and Court Appointed Advocate	Community Representative
Corbin Muck	Special Projects Manager, Tiny Trees Preschool	Community Representative
Hikma Sherka	SOAR, Policy Coordinator	Youth Position*
Angela Griffin	Launch, Executive Director	Community Representative
Robin Mulenga	City of Auburn, Councilmember; Former Auburn School Board	Sound Cities Association Representative
Thomas Bales	Manager, National School Organizing Strategy Manager	Community Representative
Nathan Buck	Neighborhood House, Director of Education & Community Services	Community Representative
Brian Saelens	Professor/Researcher at Children’s Research Institute	Community Representative
Helena Stephens	City of Bellevue, Manager	City of Bellevue Representative
Suzette Espinoza-Cruz	Department of Education and Early Learning, Senior Program Specialist, City of Seattle	Community Representative
Nancy Woodland	Co-Founder & Partner, Ampersand Community, LLC.	Community Representative
Nebiyu Yassin	Seattle Pacific University, Masters Candidate	Youth Position*

*\*Member of the CYAB Young Leaders Subcommittee*

*\*Affiliation is listed for information purpose only. Unless noted, individual CYAB members are not representing an organization or group*

### C. COO Governance Group Roster



## COMMUNITIES OF OPPORTUNITY GOVERNANCE GROUP MEMBERS<sup>92</sup>

August 17, 2021

A.J. McClure	Executive Director Global to Local*	Community Representative & SeaTac/Tukwila Partnership
Deanna Dawson	Executive Director Sound Cities Association*	
Jenn Ramirez Robson	Vice President, Employment Services Northwest Center*	Community Representative
Matelita Jackson	SE Network Director Boys & Girls Club of King County	Community Representative
Lydia Assefa-Dawson	Housing Program Coordinator King County Housing Authority*	Community Representative
Marguerite Ro	Chief of Assessment Policy Development & Evaluation Public Health - Seattle & King County*	King County Executive Representative
Michael Brown	Chief Architect Civic Commons*	Seattle Foundation Appointment
Paola Maranan	Owner/Principal Consultant ArcBend Consulting*	Community Representative
Vazaskia Crockrell	Equity & Social Justice Director King County Council*	King County Council Representative
Sili Savusa	Executive Director White Center CDA*	Community Representative & White Center Partnership
Tony To		Community Representative
Ubox Gardheere	Equitable Development Manager Office of Planning & Community Development* City of Seattle	Community Representative
Yordanos Teferi	Executive Director Multicultural Community Coalition*	Community Representative & Rainier Valley Partnership

*\*Affiliation is listed for information purpose only. Unless noted, individual Governance Group members are not representing an organization or group.*

<sup>92</sup> The COO Governance Group is the Communities of Opportunity Best Starts for Kids Levy Advisory Board described in KCC 2A.300.520 and referenced in Ordinance 19267. [\[LINK\]](#)

## D. Youth Action Plan (YAP) Recommendations<sup>93</sup>

**Recommendation Area 1 – Social Justice and Equity:** This area speaks to the need for King County to prioritize and provide resources to recognize, prevent and eliminate institutional racism and other forms of bias across county government. Among many other important recommendations, it calls on King County to make certain young people and those with limited access to decision makers are engaged with policymakers.

**Recommendation Area 2 – Strengthen and Stabilize Families, and Children, Youth and Young Adults:** The recommendations in this area urge the County to use its resources and convening power to strengthen and stabilize families, children, youth and young adults, and build on its, and the region's, successes.

**Recommendation Area 3 – Stop the School to Prison Pipeline:** The recommendations in this area call on the County and its partners to support preventative practices and programs that reduce the likelihood of contact with the juvenile legal system. It also calls for the reduction in use of, and move toward eliminating, detention for non-violent crimes of youth under age 18.

**Recommendation Area 4 – Bust Siloes/We're Better Together:** These recommendations speak to how the work of serving children and families and youth and young adults should be performed, both within County government and how the County should interact with its external partners. These concepts are based on the organizing principles of collective impact. The recommendations recognize that King County government is uniquely positioned to utilize its regional role and act as a collaborator and convener.

**Recommendation Area 5 – Get Smart About Data:** These recommendations call for a comprehensive, countywide approach to data and outcome metrics for children and youth. It is crucial that King County strategically identify and invest in collecting the right data and use it to inform decisions.

**Recommendation Area 6 – Invest Early, Invest Often, Invest in Outcomes:** Recommendations in this section call on the County to revisit the allocations of its dedicated funding streams like the Mental Illness and Drug Dependency (MIDD), Veterans and Human Services Levy (VHSL) and various fees to fund more or different services for children and families and youth and young adults; invest any new revenues toward support services and programs serving children and families and youth and young adults; invest in innovation and invest early; invest in outcomes; and work in partnership with leaders across all sectors throughout the region to finance strategies and bring them to scale.

**Recommendation Area 7 – Accountability:** The Task Force recommends three strategic objectives that will position the County to achieve maximum impact from its policies and investments and improve outcomes for children and families and youth and young adults throughout King County. These findings are: 1) create shared accountability, internally and with external partners and coalitions; 2) identify outcomes and collect data; and, 3) align with external efforts and groups. To accomplish these objectives, the Task Force recommends establishing at least one FTE position to oversee this work. Additionally, the Task Force recommends that an advisory body be created that can assist the Executive and Council as they consider outcomes, policies, and investments for children and families and youth and young adults.

---

<sup>93</sup> King County Youth Action Plan, pages 53-72. [\[LINK\]](#)

**Recommendation Area 8 – Youth Bill of Rights:** The youth survey indicated that King County youth want meaningful input into programs and policies that impact them. They also want to be engaged with policymakers in a variety of ways, but genuine engagement of young people requires a fundamental shift in how decisions are made. Consequently, while developing a Youth Bill of Rights is of interest to King County youth, many youth in King County identified other priorities they would like to pursue first.

**Recommendation Area 9 – Evaluation and Reporting/Process and Implementation Timeline:** Recommendations in this area include that King County develop appropriate evaluation, reporting, and implementation structures, along with an oversight component, for its holistic, intentional approach to serving children, youth, and their families, and young adults. Specific recommendations in this area include implementing the recommendations around accountability, including establishing a position within the Executive branch to coordinate the complex work called for in this report and developing a unified and comprehensive approach to data, based on mutually agreed upon outcomes.

## E. Best Starts Investment Areas and Strategy Summary

The *Best Starts 2022-2027* levy maintains and builds upon the first *Best Starts* levy’s investments, while also adding new strategies to address the region’s critical child care needs, deepening investments in youth, and including opportunities for capital projects.

Table 2 below summarizes the investment areas as described in the proposed Best Starts for Kids Implementation Plan transmitted to the King County Council in July 2021. Each investment area has strategies and programs to address critical needs within the County.

Table 1: Summary of Investment Areas

Investment Areas	Description
<b>Child Care Subsidies and Wage Boost Demonstration Project</b>	Expand access for children and their families who are not eligible for existing federal, state, or local subsidy programs or for whom these programs are insufficient. Support investments in the child care workforce through a wage boost demonstration project.
<b>Investing Early<sup>94</sup></b>	Support pregnant individuals, babies, very young children during their critical developmental years, and their parents with a robust system of support services and resources that meet families where they are: home, community, and in child care to increase optimal child development.
<b>Sustain the Gain<sup>95</sup></b>	Continue progress made with school- and community-based opportunities for children to learn, grow, and develop through childhood, adolescence, and into adulthood.
<b>Youth and Family Homelessness Initiative<sup>96</sup></b>	Prevent young people and their families from losing housing.
<b>Communities of Opportunity Capital Projects</b>	Support communities to create equitable conditions so that children and families can thrive. Provide monies for facility/building repairs, maintenance, upgrades and new construction or expansion to improve access to high quality programs and services for low income children, youth, families and Black, Indigenous, People of Color (BIPOC).
<b>Technical Assistance and Capacity Building</b>	Offers free provision and co-creation of information, tools, resources to strengthen the infrastructure of <i>Best Starts</i> -awarded organizations, and opportunities for areas with service gaps to build capacity. Offers free writing support when applying for <i>Best Starts</i> dollars.
<b>Data and Evaluation</b>	Use data and evaluation to understand how strategies are benefiting children and communities.

<sup>94</sup> The Heckman Equation: The Economics of Human Potential [\[LINK\]](#).

<sup>95</sup> Browne, C., Notkin, S., Schneider-Muñoz, A., & Zimmerman, F. (2015). Youth Thrive: A Framework to Help Adolescents Overcome Trauma and Thrive. *Journal of Child and Youth Care Work*, 25, 33-52. [\[LINK\]](#)

<sup>96</sup> As described above, Ordinance 18088 directed investing \$19M from 2016 revenue, and \$2M were added in 2017 to support additional program needs. [\[LINK\]](#)

## F. CYAB Recommendations on Updating Board Composition and Duties

The Young Leaders Subcommittee is a standing subcommittee of the CYAB established by the CYAB by vote in October 2018. The subcommittee met monthly in 2020 to discuss strategies to center youth voice in the CYAB. CYAB met in August 2020 for discussion and vote on key recommendations from the Young Leaders Subcommittee. CYAB also met as a full board to discuss recommendations for overarching governance in July and August 2021.

The recommendations from these meetings are:

1. **Maintain its current size.** The current size allows for diverse perspectives and representation from across the county. The CYAB should remain at its current size of 40 appointed members approved by the County Council.
2. **Continue and expand its role as policy advisors in partnership with department staff, Executive and Council.** Since its inception, CYAB members provided input and advice on a range of policies, initiatives and actions including the Zero Youth Detention Roadmap, the design and programming of the new Children and Family Justice Center, Puget Sound Taxpayer Accountability Account (PSTAA), and childcare in King County.
3. **Promote racial, ethnic, age, gender, orientation, identity, geographic, economic, and experiential diversity in the composition of the board.** In 2016 the CYAB created an equity statement and later a set of equity statement questions that hold CYAB and *Best Starts* accountable and shape its work. The CYAB reaffirms its commitment to representation across the diversity of King County and to its equity work as outlined in the CYAB equity statement and equity statement questions. See [Appendix H](#) for the equity statement and equity statement questions.
4. **Elevate youth voice in all aspects of CYAB.** CYAB recommends that the number of youth designated positions on the board should be increased from three to five. This does not prohibit more youth from joining the board but allocates a minimum of five designated seats for this purpose. Further, the CYAB recommends maintaining the Young Leaders Subcommittee as a standing committee. In alignment with this recommendation, the CYAB reaffirms its statement that equity is an ardent journey toward well-being as defined by the affected. See [Appendix H](#) for the equity statement and equity statement questions.
5. **Provide stipends to CYAB youth members.** CYAB recommends offering stipends for youth board members, aged 24 years and younger. The CYAB recommends the amount of \$125 per month for attending one or more monthly meeting, and to review and update the amount periodically.
6. **Offer community service and service-learning hours to youth board members.** CYAB recommends offering youth community service or service-learning hours for their participation in CYAB meetings to help them fulfill high school graduation requirements.

## G. COO Governance Group Recommendations on Updates

Throughout May and June of 2021, the COO board members discussed specific ways to increase community voice and add specific COO strategy area perspectives and system/sector knowledge. Recommendations from the board include:

- **Champion anti-racist, pro-equity values.** Board members must possess a commitment to dismantling racism, and an eagerness to assess and rebuild processes so that they are anti-racist and racially equitable. Members should possess commitment to systems and policy change as mechanism for sustainable, long-term change.
- **Elevate community voice in all aspects of COO.** The board recommends maintaining a majority of seats for community/resident leadership. One of the ways that COO demonstrates its commitment to share and shift power is through the designated number of community-held, decision-making seats on its governance/advisory board.
- **Increase the size of the board and modify its composition.** Currently, the minimum number of board members is set at 14, with a maximum of 18 members. COO board recommends that the minimum be increased to 20, with a maximum of 24 members in order to broaden the types of community-held positions on the board. Changes to the composition of members will also provide an opportunity to seek members with system knowledge and sector expertise in economic opportunity, affordable housing, and health.

New positions should be added to include:

- + Two members representative of COO systems and policy change entities
  - + Two members representative of COO learning community representative
  - + Four general members with system/sector knowledge of each COO result areas, with one member from each sector: affordable housing, health, economic opportunity, and civic engagement/community connection
  - + At least one member of an Indigenous or Urban Native community, or Tribe, who is familiar with impact of racism on Native people, communities, tribes and nations
  - + One non-voting member who is the Communities of Opportunity Director or designee
- **Promote racial, ethnic, age, gender, orientation, identity, geographic, economic, and experiential diversity in the composition of the board.** Members should possess lived experience and deep connection to racial, ethnic, and geographic communities with whom COO partners. Furthermore, the board recommended outreach to tribes, indigenous and urban native communities that have not been represented in the governance group.

## H. CYAB Equity Statement

Table 2: CYAB Equity Statement

CYAB Equity Statement	CYAB Equity Statement-Based Questions
<ol style="list-style-type: none"> <li>1. Equity is an ardent journey toward well-being as defined by the affected.</li> <li>2. Equity demands sacrifice and redistribution of power and resources in order to dismantle systems of oppression, heal continuing wounds, and realize justice.</li> <li>3. To achieve equity and social justice, we must first root out deeply entrenched systems of racism.</li> <li>4. Equity proactively builds strong foundations of agency, is vigilant for unintended consequences, and boldly aspires to be restorative.</li> <li>5. Equity is disruptive and uncomfortable and not voluntary.</li> <li>6. Equity is fundamental to the community we want to build.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Has this proposal been defined by the affected?</li> <li>▪ In what ways will this proposal lead to a redistribution of power?</li> <li>▪ How does this proposal help to root out systems of racism?</li> <li>▪ How does this proposal proactively build strong foundations of agency?</li> <li>▪ How is this proposal vigilant for unintended consequences?</li> <li>▪ How does this proposal aspire to be restorative?</li> <li>▪ What systems does this proposal disrupt and how?</li> <li>▪ How does this proposal help build a beloved community?</li> </ul>



## I. CYAB Duties, Responsibilities and Eligibility Requirements



**Advisory Board Name:** King County Children and Youth Advisory Board (CYAB)

**Origin:** Ordinance 18217 called for the creation of the King County Children and Youth Advisory Board.

**Duties/Responsibilities:** Members of the King County Children and Youth Advisory Board (CYAB) consist of individuals from throughout the region with the experience, knowledge, and information to aid county leaders as they consider policies, investments and outcomes related to children, families, youth and young adults.

In particular, the CYAB will serve as the oversight and advisory body and carry responsibilities that are tied to Best Starts for Kids (BSK), the Youth Action Plan (YAP), and Puget Sound Taxpayer Accountability Account (PSTAA).

**Composition:** Up to forty (40) members and are at large with the exception of the designations:

- 1) Three (3) positions designated for youth under the age of 24
- 2) One (1) position for representative from the City of Bellevue
- 3) One (1) position for representative from the City of Seattle
- 4) Two (2) positions for representatives from Sound Cities Association

**Term and Time** In most cases, members serve 3-year terms.

**Commitment:** The CYAB members commits approximately 5-10 hours a month to board participation.

**Meetings:** Meetings of the CYAB take place monthly on the second Tuesday of the month from 6:00 p.m. to 8:30 p.m. unless otherwise specified. Meeting locations vary and are posted on the CYAB website prior to the monthly meeting. Committees of the CYAB meet monthly or on an as-needed basis. All members of the CYAB are asked to participate on a committee.

**Eligibility Requirements:** Residents of King County can apply to serve on a King County board or commission as long as they are willing to put in the time and commitment necessary to serve. CYAB members come from all walks of life. They are known leaders and new leaders, content experts and context experts, and reflect a diversity of stakeholders including parents, youth, researchers, medical and behavioral health professionals, nonprofits, schools, and local government officials.

Eligibility requirements for the CYAB are as follows:

- Be residents of King County
- Willingness to serve as a volunteer

- Representative of King County’s diverse communities;
- Interest and/or expertise in the board’s subject matter;
- Committed to attending scheduled board meetings;
- Committed to preparing for board meetings (read through and understand board materials before coming to the meeting)

**Compensation:** Board members are not eligible for compensation or benefits

**Reimbursement:** Members can be reimbursed for some items related to travel to meeting or provided with bus tokens

- Other Responsibilities:**
- Use assigned King County email account when conducting board business
  - Work with the board and staff to create an annual work plan;
  - Board officers and executive committee assist with agenda development
  - Promote board membership through community networking;
  - Commit to King County’s Equity & Social Justice Initiative. Click link for more info: <http://www.kingcounty.gov/exec/equity.aspx>
  - Community outreach to promote board activity and gather public input on upcoming board business
  - Prepare for and participate in the discussions and the deliberations of the board
  - Foster a positive working relationship with other board members and King County staff
  - Participate in King County board member training sessions (Public Records Act; Open Public Meetings Act; Equity & Social Justice; Ethics)
  - Be aware of potential conflicts of interest

**Other Information:** Visit the CYAB webpage: <http://www.kingcounty.gov/depts/community-humanservices/initiatives/best-starts-for-kids/advisory-board.aspx>

**Department Liaison:** Kerry A. Wade, Community Partnerships Program Manager  
 King County Department of Community and Human Services  
 810 Third Avenue, Suite 800  
 Seattle, WA 98104  
[kwade@kingcounty.gov](mailto:kwade@kingcounty.gov) 206.263.8653

---

## COMMUNITIES OF OPPORTUNITY GOVERNANCE GROUNDING

---

### Results Statement

Create greater health, social, economic, and racial equity in King County so that all people thrive and prosper, regardless of race or place.

### Guiding Principles

- I. Consistently demonstrate the values of equity, respect, and partnership.
- II. Ensure low-income communities and communities of color affected by inequities develop and own the solutions.
- III. Advocate for and change institutional policies and processes to support equity goals.
- IV. Encourage investments (both funding and in-kind resources) in long-term community capacity building and in systems, policy and practice changes that lead to greater racial and economic equity throughout King County.
- V. Catalyze alignment of funding streams and partner across issues and sectors to seek preventive strategies that address root causes of today's inequities.
- VI. Be transparent and show how data and community expertise inform initiative strategies.
- VII. Continuously learn, improve, and share work publicly.
- VIII. Focus on geographic communities with the greatest needs, while simultaneously sharing lessons learned and building relationships across King County – *We are one King County.*

### Values

*We commit to guide Communities of Opportunity using these values:*

**Equity:** work intentionally to eliminate racial, ethnic, socio-economic, and geographic disparities in health and well-being

**Process Equity:** an inclusive, fair, and open process

**Community Engagement:** authentic community engagement that involves listening to and understanding the unique histories of communities

**Driven by quantitative and qualitative data:** Data will track and report progress, as well as support given for promising and evidence-based practices

**Innovation: Recognize that** change involves risk and value an adaptive approach that views failure as an important part of the learning process