

2019

# Department of Children, Youth, and Families Oversight Board Legislative Report

*RCW 43.216.015 (20)*

*This report has not been approved by the Governor's Policy Office or the Office of Financial Management, and is being submitted directly from the DCYF Oversight Board*

**Prepared by:**

Crista Johnson, *Executive Director, Department of Children, Youth, and Families Oversight Board*

## Contents

Letter from Co-chairs .....	3
Executive Summary.....	5
Background .....	8
Guidance .....	11
#1 Stated Outcome: Reducing racial and ethnic disproportionality and disparities in system involvement and across child and youth outcomes .....	12
#2 Stated Outcome: Improving child development and school readiness through voluntary, high quality early learning opportunities .....	13
#3 Stated Outcome: Preventing child abuse and neglect.....	13
#4 Stated Outcome: Improving child and youth safety, permanency, and well-being .....	14
#5 Stated Outcome: Improving reconciliation of children and youth with their families by increasing family reunification and increasing the number of youth who are reunified with their family of origin .....	15
#6 Stated Outcome: Improving adolescent outcomes .....	16
#7 Stated Outcome: Reducing future demand for mental health and substance use disorder treatment for youth involved in child welfare and juvenile justice systems .....	17
#8 Stated Outcome: Reducing criminal justice involvement and recidivism .....	18
DCYF Oversight Board Future Work.....	20
Conclusion.....	22
Glossary.....	23
Appendices.....	25
Appendix A: Board Membership.....	25
Appendix B: Statute Overview .....	27
Appendix C: DCYF Oversight Board Shared Values.....	32
Appendix D: Department of Children, Youth and Families (DCYF) Oversight Board Updates on Follow-up Items .....	34
Appendix E: Subcommittee Rosters.....	42
Appendix F: Oversight Board Bylaws .....	43



## Letter from Co-chairs

Dear Governor Jay Inslee and the Washington State Legislature,

On behalf of the Department of Children, Youth, and Families (DCYF) Oversight Board we are honored to present you with this report on the progress in implementation of House Bill (HB) 1661 of 2017. While the Department was only fully constituted on July 1 of this year, the Oversight Board has noted tremendous progress on implementation of a new organizational structure and a policy framework designed to accomplish the vision embodied in HB 1661. While it is much too early to judge the outcome, there is great promise in the work to date, and some areas of concern that need additional work and attention. We offer a number of expectations for the Department as it embarks on its first full year of implementation.

The DCYF Oversight Board is a diverse and inclusive entity created to oversee the transition, development and implementation of DCYF. In 2019, the DCYF Oversight Board began the initial work of establishing a shared understanding and purpose across a diverse membership of twenty-one individuals, all with first-hand experience and knowledge in at least one of the fields representing DCYF's continuum of care: early learning, child welfare, and juvenile justice and rehabilitation.

This year has been one of learning - from the Department of Children, Youth and Families, from one another as Board members, and from our partners and stakeholders who are dedicated to seeing better outcomes for our children, youth and families in Washington State. The promise of DCYF lies in the focus on integrated services, transparency and alignment across the continuum of care as detailed in the Blue Ribbon Commission Report of 2016. Every child, parent, caregiver, teacher, and social worker deserves to be respected and supported, to have access to healing-centered engagement and to play a role in securing the well-being of children and their families.

In this report, we acknowledge the time and capacity building needed to develop DCYF in a manner that is fully equipped to achieve its mandate. We also describe the Board's work activities thus far, and provide guidance to DCYF on the priorities to pursue in order to stay on track towards achieving the vision that holds the well-being of our children and families at the heart, and central purpose, of this work.

Quality early learning opportunities, robust home visiting services to benefit children and their parents, full support of all parents, proper access and availability of training opportunities for service providers, accountability and capacity building for contractors, cultural responsiveness in all federally and state funded programs, strategic alignment of integrated adolescent programs, positive work culture development for a highly effective and supported workforce, seamless transitions between and out of various systems for youth and their families and expansion of private/public partnerships are just some of the components we deem essential for DCYF's success.



We continue to expect that the department will develop and maintain a results-driven strategy on reducing and eliminating disparities and disproportionality across race, ethnicity, income, sexual orientation and expression, geography and ability status across all child and family services fields, as this is how we will all achieve better outcomes for all children, youth and families in Washington.

Now that the Department and the Oversight Board are both fully up and running, we look forward to a continued positive working relationship that focuses on celebrating successes, pushing where needed to make adjustments and realignments, and being patient with the course of change while challenging ourselves to do more, faster.

We are looking forward to the challenge and the opportunity to work together on this important mission.

Sincerely,

A handwritten signature in cursive script that reads 'Ruth Kagi'.

Representative Ruth Kagi (Ret.), DCYF Oversight Board Co-Chair

A handwritten signature in cursive script that reads 'Tana Senn'.

Representative Tana Senn, DCYF Oversight Board Co-Chair

## Executive Summary

What does it take to meld three distinct organizations into one that meets the needs of Washington’s children and families? What types of cultural changes must happen in order to ensure all children and youth achieve outcomes that leads to their becoming productive adults? These are a few of the questions the Department of Children, Youth, and Families (DCYF) Oversight Board grappled with since its inception.

The first annual Department of Children, Youth, and Families (DCYF) Oversight Board legislative report is the culmination of work undertaken by the Board from 2018 to 2019. With a total of 21 Board member positions, Board membership includes bicameral and bipartisan legislators, tribal representatives, judicial officers, youth and parent representatives, law enforcement, a physician, and subject matter experts in the juvenile justice and rehabilitation, child welfare and early learning fields.

As the DCYF Oversight Board’s work got underway in 2019 with the hiring of an executive director and a support staff, the Board turned its focus to ensure that the intended vision of DCYF, as designed by the Blue Ribbon Commission of 2016 and codified in House Bill 1661 of 2017, is realized. The DCYF Oversight Board has vested interest in the success of the department and its ability and commitment to improve outcomes for children, youth, families, and providers across Washington State.

This report includes guidance provided by the Oversight Board to DCYF on areas the Board deems a priority to keep the department on track to achieve its mandate. Guidance is provided both as overarching agency-wide themes, as well as specifically aligned to the stated outcomes that drive the purpose and define the expectations of the new department.

### **Agency-Wide Guidance:**

- Prioritize culture change within the department and with a specific investment in partnerships external to state government.
- Ensure a sustainable strategy for performance-based contracting for all direct client services.
- Maximize opportunities provided by a secured integrated data warehouse to track outcomes of children and families across the continuum of care.
- Improve communication strategies to families and providers on the implementation of RCW, WAC and policy changes.
- Continue to streamline and create efficiencies in processes, data collection and sharing, and other administrative functions to ensure it does not hinder service delivery.
- Adhere to full implementation of the Indian Child Welfare Act and Washington State Indian Child Welfare Act.
- Fully implement all federal and state laws within specified time-frames.

**Stated Outcomes Guidance:**

**1. Reducing racial and ethnic disproportionality and disparities in system involvement and across child and youth outcomes**

- Prioritize and maintain focus on racial and ethnic disproportionality and disparities
- Expand lens to include geography, LGBTQ+ and ability status
- Disaggregate performance measures by race, ethnicity, income and geography
- Report on DCYF workforce retention rates, including disaggregation by race and ethnicity
- Develop mechanism to measure race and ethnicity similarly across continuum of care



**2. Improving child development and school readiness through voluntary, high quality early learning opportunities**

- Fully implement the Internal Review Process for Child Care Facility Licensing Compliance Agreements
- Design communication strategies to be inclusive and meet the needs of early learning providers across the state

**3. Preventing child abuse and neglect**

- Fully implement the Families First Prevention Services Act (FFPSA), including emphasis on parent education and services for pregnant mothers, while equally supporting culturally responsive programs that best serve tribes and communities of color
- Develop a DCYF culture that is supportive and responsive to the trauma experienced by the workforce

**4. Improving child and youth safety, permanency, and well-being**

- Address workforce retention rates for Social Services Specialists
- Bolster and formalize partnerships with other state agencies, tribes and providers
- Prioritize developing relationships between biological, foster and kinship caregivers

**5. Improving reconciliation of children and youth with their families by increasing family reunification and increasing the number of youth who are reunified with their family of origin**

- Increase service array in all geographic regions of the state, with a particular rural focus
- Provide wrap-around services and a collaborative approach for families involved in court systems
- Ensure tribal law is understood and supported in practice
- Add family reunifications measure to agency performance dashboard

**6. Improving adolescent outcomes**

- Ensure youth are not being released from state care into homelessness

- Partner to prioritize diversion opportunities and service provision for adolescent services
- Align programs and communications between child welfare, juvenile justice and juvenile rehabilitation for dual-system youth, and those at-risk of being dual-system youth
- Develop adolescent outcomes to be measured and tracked
- Develop youth feedback mechanism at each field office or facility
- Continue stakeholder engagement to understand county needs for implementing SB 5290, prohibiting detention for status offenses

**7. Reducing future demand for mental health and substance use disorder treatment for system involved youth**

- Approach social-emotional learning and child well-being needs on same footing as child safety
- Prevent youth exiting treatment from entering into homelessness
- Increase flexibility of services available to parents in treatment to reduce amount of time children are in out-of-home care

**8. Reducing criminal justice involvement and recidivism**

- Continue to strengthen relationships with local juvenile court leadership
- Investigate the link between early interventions and juvenile rehabilitation outcomes
- Partner with courts to optimize implementation of SB 6550, increasing number and types of cases that are diversion-eligible
- Fully implement “JR to 25” and track outcomes of this implementation

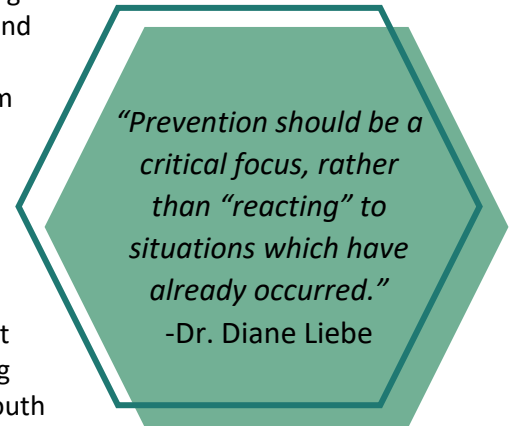
With the full formation of DCYF as of July 2019, with the Department of Early Learning, Children’s Administration and Juvenile Justice and Rehabilitation are under one agency, now is the time to address and heal wounds that developed from previous structures and systems. The Department has the opportunity to create a new culture focused on the safety, healthy development, and well-being of the children and families who come to its door. Together, we seek to support children, youth, families and providers as partners in achieving better outcomes for communities across our State, and the realization of the vision formed by the 2016 Blue Ribbon Commission on the Delivery of Services to Children and Families.



## Background

On February 18, 2016, Governor Jay Inslee issued Executive Order 16-03 establishing the Washington State Blue Ribbon Commission (BRC) on the Delivery of Services to Children and Families. As a result of that work, the BRC produced a report in November of 2016 recommending that a new state agency be created to focus squarely on children, youth and families by emphasizing a need to embrace a continuum-of-care model integrating early learning and early child services, the child welfare system and juvenile justice and juvenile rehabilitation services administered by the state.

In 2017, the Department of Children, Youth and Families (DCYF) was created with the passage of [HB 1661](#). DCYF administers early learning, child welfare, juvenile justice and juvenile rehabilitation services previously administered by two separate state agencies – the Department of Social and Health Services (DSHS) and the Department of Early Learning (DEL). The creation of DCYF restructures how the state serves children, youth and families through a continuum of care, with the goal of producing better outcomes in all Washington communities. [HB 1661](#) (2017) also created the DCYF Oversight Board as an independent entity for the purpose of monitoring and ensuring that DCYF achieves the stated outcomes as intended by the legislation, and to ensure that the department complies with administrative acts, relevant statutes, rules, and policies pertaining to early learning, juvenile rehabilitation, juvenile justice, and children and family services.



## Current Status of the Department of Children, Youth and Families

Through work conducted by the Blue Ribbon Commission, the service structure of child and family services in Washington State was seen as being reactionary instead of preventative. Families and providers were frustrated by their inability to influence policy and practice, and disproportionality and disparities across systems and child outcomes continued to worsen rather than improve. With the creation of DCYF, an investment was made to build a preventative agency partnering with children, families and providers to actively reduce disproportionality and disparities in early learning, child welfare, juvenile justice and juvenile rehabilitation, and improve outcomes across the state.

The official creation Department of Children, Youth and Families was launched in August 2017. On July 1, 2018 the Department of Early Learning and the Children’s Administration of the Department of Social and Health Services (DSHS) came together to form DCYF. The transition of the Office of Juvenile Justice and Juvenile Rehabilitation from DSHS, along with the Working Connections Child Care eligibility work, joined the newly formed DCYF structure on July 1, 2019. Given this, the Department was only fully formed a few months prior to the writing of this report. This fact is taken into account as the Oversight Board has spent its first year forming itself and building a knowledge base of DCYF’s structure, organizational culture and strategic framework.

Guidance and activities in this report will reflect DCYF’s current status in respect to the timing related to the full formation of the agency, as well as the Department’s progress towards implementing reform initiatives central to the purpose and intent of the creation of the new Department.



## The First Year of DCYF Oversight Board

The DCYF Oversight Board first convened in August 2018. From August 2018 through January 2019, the Board’s Hiring Subcommittee led the process for selecting and hiring an Executive Director culminating in the hiring of Crista Johnson in January. Prior to the hiring of the Executive Director, Patrick Dowd, the Director of the Office of the Family and Children’s Ombuds was Acting Executive Director to the Oversight Board.

The Executive Director began in her role the First of March 2019 and subsequently recruited and hired an Administrative Coordinator, Nickolaus Colgan, by mid-April of the same year.

Starting in August 2018 through December 2019, the DCYF Oversight Board met a total of 12 times. The Board held a retreat on June 3, 2019, and held subsequent regular monthly meetings through November of 2019.



*“To be successful, the department’s work must be rooted in a culture of innovation, receptivity, and authentic engagement of a wide and diverse group of stakeholders.”*  
-Ben de Haan

In the first year of operations, the Oversight Board has primarily focused on forming as a group, developing bylaws and a shared understanding of oversight, and building a knowledge base of how DCYF has designed and implemented the reform efforts central to HB 1661 (2017).

Throughout this first year, the Oversight Board has come to recognize the work assigned to the Board takes time, effort and resources to be effective. To be a value-added and productive body, the Board prioritizes and values operating from an informed foundation. In parallel to recognizing this reality, the Oversight Board acknowledges that the implementation of the new department – from a vision with new expectations and reform initiatives – also takes time, effort and resources, particularly given that the department

was only fully formed as of July 2019.

Seeking positive sustainable change for children, youth, families and communities in our state requires a long-term strategy, one that must be balanced with the urgency to improve the experiences of the children and families currently involved in the early learning, child welfare, juvenile justice and juvenile rehabilitation systems.

## Board Membership

HB 1661 (2017) originally outlined a list of 18 Oversight Board member positions. During the 2019 Legislative Session, House Bill 1561 passed, which expanded the Board’s membership to include a physician and two youth representatives. Additionally, HB 1561 mandated that the Board’s membership be geographically representative of the State’s population, thus requiring that at least five Board members must reside east of the Cascade Mountains.

The statutory requirements defining Oversight Board membership positions, along with a current list of Oversight Board members, can be viewed in [Appendix A](#).

## Statute Overview

RCW 43.216.015 establishes the DCYF Oversight Board as an essential component of the creation of the Department of Children, Youth and Families. The DCYF Oversight Board, an independent body housed in the Office of the Governor, was created to ensure DCYF maintains progress towards stated outcomes, maintains compliance with laws, rules and policies, and realizes the vision formed by the Blue Ribbon Commission on the Delivery of Services to Children and Families of 2016.

An overview of the statute defining the powers and work activities of the DCYF Oversight Board can be viewed in [Appendix B](#).




## Guidance

Guidance provided here originates from the work activities, meetings, discussions and follow up items derived from the Oversight Board over the last year. The Oversight Board is presenting guidance in two sections. First, the Oversight Board provides agency-wide guidance that is intended to impact the entire department regardless of field or discipline. Second, the Oversight Board provides guidance that specifically aligns to the stated outcomes that are foundational in the legislation that created the Department of Children, Youth and Families.

### Agency-wide Guidance

To achieve the vision developed by the Blue Ribbon Commission on the Delivery of Services to Children and Families in 2016, and state legislation as passed as House Bill 1661 from 2017, the Oversight Board requires the Department of Children, Youth and Families to meet the following agency-wide expectations:

- Prioritize culture change within the department and with a specific investment in building partnerships external to state government.** These include with biological parents, foster parents and kinship caregivers, as well as children and providers. These partnerships should be central to decision-making and should not be referred to solely as feedback mechanisms for programs and policies already implemented or set to be implemented.



*“The ideal DCYF is an agency of many faces that reflects and responds to the various communities it serves. It is integrated with those communities and led by those whom it engages.”*  
-Charles Loeffler

- Ensure a sustainable strategy for performance-based contracting for all direct client services.** The Oversight Board supports DCYF’s strategy and implementation process for scaling performance-based contracting for all direct client services, but resources must be obtained to support the long-term strategy aimed to utilize service, quality and outcome data.
- Maximize opportunities provided by a secured integrated data warehouse to track outcomes of children and families across the continuum of care.** The Department’s success can only be determined by tracking and analyzing connected outcomes for children and families across early learning, child welfare, juvenile justice and juvenile rehabilitation. An integrated data warehouse is essential for monitoring progress made across systems and for multi-system involved youth and families.
- Improve communication strategies to families and providers on the implementation of RCW, WAC and policy changes.** Although processes exist for obtaining stakeholder feedback on future RCW, WAC or policy changes, there are identifiable gaps or delay in communications to providers and families about the actual implementation of these processes which cause unnecessary hardship.

- **Continue to streamline and create efficiencies in processes, data collection and sharing, and other administrative functions to ensure it does not hinder service delivery.** For instance, fixing the background check process delays will allow providers to hire staff quicker in Behavioral Rehabilitative Services (BRS), childcare, and every other service areas.
- **Adhere to full implementation of the Indian Child Welfare Act and Washington State Indian Child Welfare Act across the state.** DCYF shall continue to work with tribes to develop shared Memorandum of Agreements (MOAs) that honor and support tribal law, policy and practice.
- **Fully implement all federal and state laws within specified time-frames.**

## Guidance Specific to Stated Outcomes Identified in HB 1661 (2017) and codified in RCW 43.216.015

To provide effective oversight, the Oversight Board is providing the following guidance to the Department of Children, Youth and Families, the Governor and the Legislature in alignment with the stated outcomes listed in the legislation that created the new Department. The following states the Oversight Board’s expectations:

### #1 Stated Outcome: Reducing racial and ethnic disproportionality and disparities in system involvement and across child and youth outcomes

- In RCW 43.216.015, the stated outcomes identified as foundational to the success of DCYF list *reducing racial and ethnic disproportionality and disparities* last on a list of eight priority outcomes areas. As exemplified here, **DCYF should shift this outcome to be listed first when reporting on stated outcomes.**
- **Maintain focus on reducing racial and ethnic disproportionality and disparities across the continuum of care and across all child and youth outcomes.**

*“Intentional hiring practices must be in place to ensure those interacting with the public reflect the diverse ethnic and cultural make up of Washington state.”*

-Lois Martin

- **Expand the disproportionality and disparities lens to include geography, LGBTQ+ and ability status.** Supporting children, youth and families across our state includes understanding how system involvement can have adverse and disproportionate impacts on different identity populations. The Board has identified geography, LGBTQ+ and ability status as priorities for understanding how experience and outcomes may vary across the state.

- **Disaggregate and publically report all performance measures by race, ethnicity, income and geography.**
- RCW 43.216.015 (§3.a) requires DCYF to track some metrics for race, ethnicity and income. This requirement must apply to all reported measures on the public Agency Performance Dashboard and include outcomes based on geographic regions in the state.

- **Publically report DCYF workforce retention rates and trends, including workforce data disaggregated by race and ethnicity.**
- **Develop and share mechanism to measure race and ethnicity similarly across early learning, child welfare and juvenile justice/rehabilitation to support the reduction of disproportionality and disparities through integrated services provided by the Department.**

## #2 Stated Outcome: Improving child development and school readiness through voluntary, high quality early learning opportunities

- **Fully implement the Internal Review Process for Child Care Facility Licensing Compliance Agreements**
  - RCW 43.216.395 directs the DCYF to develop an internal review process for licensed childcare providers to utilize when they have a dispute regarding a reported violation – that is not a violation for a health and safety standard - to the childcare facility licensing compliance agreement with DCYF.

DCYF conducted a pilot for the Internal Review Process in 2018. The process has still not been implemented by the Department even though it was passed by law in HB 1661 (2017). DCYF states a need for additional resources, equivalent to 2 FTEs, to implement the process piloted in 2018.

- **Design communication strategies to be inclusive and meet the needs of early learning providers across the state.**
  - Develop pathways to share crucial information, funding opportunities, and legislative, WAC and Rule changes with the early childhood education field in a manner that meets the needs of a majority of the workforce and providers. Effort should also be made to track and communicate with providers who have recently left the field, are considering opening childcare or entering the profession in order to help address capacity needs across the state.

## #3 Stated Outcome: Preventing child abuse and neglect

- **Fully implement Family First Prevention Services Act (FFPSA) to shift to a prevention model for child welfare, while ensuring a service array of culturally responsive services and programs to meet the needs of tribes and communities of color.**
  - The Oversight Board supports the implementation of FFPSA, but acknowledges the potential of creating a spotty service array if DCYF only adheres to services meeting the “supported”, “well-supported” or “promising practice” criteria for purposes of obtaining federal funding.
  - To ensure that this change in federal law does not impact families in Washington State negatively, DCYF must ensure provision for culturally responsive services and programs to meet the needs of the state’s diverse population, including tribes and communities

of color.

- With implementation of FFPSA, the Oversight Board expects DCYF to expand services for in-home parent skill-based programs, increase flexibility of programs for mental health services and substance abuse prevention and treatment services, and to increase supports available to pregnant mothers, particularly teens.
- State level prevention efforts must be closely coordinated with community initiatives; done in concert with other state agencies, and by working closely with private philanthropy.
- **Develop a culture for the DCYF workforce that is supportive and responsive to the emotional and secondary trauma experienced by working in child and family services in order to reduce turnover and to better meet the needs of children and families interacting with DCYF.**



#### #4 Stated Outcome: Improving child and youth safety, permanency, and well-being


- **Address workforce retention rates across the Social Services Specialists positions.**
  - The Oversight Board acknowledges that turnover rates of Social Service Specialists (SSSs) have declined since the creation of DCYF in comparison to the previous organizational structure, and rates of hiring SSS positions now exceeds the rate of resignations from these positions per year. However, the Board still finds it is imperative for DCYF to continue to address the turnover rate at the training level to ensure a diverse and sustainable workforce that utilizes resources most effectively and is best equipped to serve children and families.
  - Maintain a laser focus on supporting the workforce by maintaining manageable “workloads” – recognizing the variance of work required for different cases and additional work that may be assigned – and provide excellent training, quality supervision, access to the latest technology, and adequate resources to meet the needs of the families served.
  - Conduct workforce exit surveys on for all DCYF staff resigning from positions that serve children, youth and families across the agency to understand why staff are leaving. Conduct periodic workforce engagement surveys seeking to understand why staff choose to stay in their positions.
- **Bolster and formalize partnerships around the stated outcomes with other state agencies, tribes and providers serving youth and families.**
  - Partnerships should include, but are not limited to tribes, courts, private philanthropy,

providers, biological parents, foster parents and kinship caregivers, the Office of the Superintendent of Public Instruction (OSPI), Department of Health (DOH), Department of Social and Health Services (DSHS), Health Care Authority, and the Office of Homeless Youth (OHY) housed in the Department of Commerce (COM) and higher education institutions that educate and train the workforce and prepare future agency leaders.

- **Build relationships between biological parents, foster parents and kinship caregivers to create more seamless transitions as children return home.**
  - Building relationships among all caregivers involved in a child’s life can strengthen support provided to the child, as well as to the parents and caregivers involved. DCYF should prioritize working with parents and caregivers to make these connections and support the building of these relationships.
  - Ensure that biological parents, foster parents and kinship caregivers receive common trainings, such as trauma-based relationship interventions and conscience discipline, so children benefit from consistent approaches and therapies during transitions and visits.

### #5 Stated Outcome: Improving reconciliation of children and youth with their families by increasing family reunification and increasing the number of youth who are reunified with their family of origin

- **Develop and implement strategies to increase service array in all geographic regions of the state, with a particular focus on rural areas to provide parents and caregivers with the services they need to increase reunification potential and timelines.**



*“We must strengthen institutional capacity and opportunities for staff and providers to conduct a shared analysis and interpretation of data and child/family experiences to improve policies, programs and outcomes.”*

-Ruth Kagi

- This includes increasing access, availability and frequency of trainings administered by DCYF across the state for providers.

- Workforce scarcity issues and alternative approaches to service delivery must be explored in hard to serve areas, in particular.

- **Provide wrap-around services and a collaborative approach for families involved in the court system.**

- Build mutual understanding and respect of roles and responsibilities among parties to the court system with the shared

goal to keep the child and family as the central focus and priority. This includes supporting the strengthening of relationships between social workers, probation officers, judges, biological and foster families, children and youth and relevant kin to ensure the child and family receive the support they need to be successful. Building and nurturing these relationships will achieve more balanced outcomes - for both safety and well-being - of those involved.

- Consider and expand where possible alternative judicial approaches, such as “Baby

Court”, Family Treatment Court, Tables of Ten and One Family, One Team to help families and youth be successful.

- **Prioritize DCYF workforce’s understanding of tribal law and ensure this understanding is supported through practice and well-established partnerships with tribes.**
- **Add a measure for reunifications to Agency Performance Dashboard.**

## #6 Stated Outcome: Improving adolescent outcomes

- **Ensure youth are not being released into homelessness when exiting state care.**
  - Partner with the Office of Homeless Youth (OHY) of the Department of Commerce to improve independent living skills and services provided to youth involved in child welfare, and reentry programs provided to youth in juvenile rehabilitation and substance abuse and mental health treatment to ensure youth are not exiting care into homelessness.
  - Prepare well in advance for system exit of youth with developmental abilities to receive needed services and placements.
- **Partner to prioritize diversion and service provision for adolescent services.**
  - Fully apply the principles of adolescent brain development by prioritizing diversion opportunities for adolescents over juvenile justice and juvenile rehabilitation involvement.
  - The Department must make efforts to prevent child welfare involved youth from becoming involved in the juvenile rehabilitation and juvenile justice systems. The new DCYF organizational structure has produced ongoing expectations and an emphasis on creating prevention-first culture and services, such as diversion and increasing collaboration between child welfare and juvenile justice to improve outcomes for youth.
  - Support and recognize that evidence-based intervention programs often need to be coupled with enrichment activities for youth. Finding one’s passion, mentors, positive outlets, friendships and successes are critical deterrents and positive assets for youth.





*“The stakes are high. Children’s lives are at risk in our state and families are facing hurdles and challenges that impact their parenting. The purpose of our oversight work is to build a new agency that helps children and families succeed.”*  
-Sen. Jeannie Darneille

- **Align programs and communications between child welfare, juvenile justice and juvenile rehabilitation for dual-system youth, and those at risk-of being dual-system youth.**
  - DCYF must create a balance that prioritizes preventative services to reduce the likelihood of a youth becoming dual-system involved, while also ensuring that communications and common case planning between the two systems are coordinated and aligned to better serve dual-system youth.
  - Encourage Washington State Partnership Council on Juvenile Justice (WA-PCJJ)’s to enhance its focus and efforts on dual system youth.
  - Recognize the increased potential for failed adoptions as kids become adolescents. Provide families with additional services, training and supports to ensure strong families.

- **Develop integrated adolescent outcomes, particularly tailored to dual-system youth, to be measured and tracked.**
  - With the new creation of the Adolescent Programs Unit within DCYF, the Department should develop performance measures and data to track dual system youth outcomes. Once developed, this data should be accessible to the public.
- **Develop youth feedback mechanism at each child welfare field office, juvenile rehabilitation facility and juvenile community facility for youth to provide input on policies and programs they experienced while involved with DCYF.**
- **Conduct continued community and stakeholder engagement to help understand the needs of each county in fulfilling the implementation of SB 5290 which prohibits detention for status offenses.**
  - Utilize the phased in approach and timeline of SB 5290 to develop plans and request needed funding to implement area specific investments to benefit youth.

## #7 Stated Outcome: Reducing future demand for mental health and substance use disorder treatment for youth involved in child welfare and juvenile justice systems

- **In policy and in practice, approach social emotional learning and child well-being needs on the same footing as child safety.**
  - An essential component of the Blue Ribbon Commission of 2016 and HB 1661 of 2017, was to make sure the Department balances the emphasis on child safety with the

prioritization of child well-being.

- Emphasis on child well-being reduces trauma and embraces a healing-centered engagement approach. Thus reducing the likelihood of system-involved youth requiring future mental health and substance use disorder treatment.
- **Prevent youth exiting treatment from entering into homelessness.**
  - Partner with the Office of Youth Homelessness (OHY) of the Department of Commerce to ensure system-involved youth in treatment have placement stability and do not enter into homelessness at the end of treatment or while transitioning out of system care.
  - Track youth outcomes after treatment, particularly regarding housing and independent living outcomes.
- **Increase flexibility of available and supported services for parents addressing substance use disorder.**
  - An increase in available treatment services for parents will reduce the amount of time children are in out-of-home care and reduce the likelihood of those children seeking treatment into the future.
  - FFPSA emphasizes the importance of keeping children with parents during treatment in order to keep the family intact and reduce trauma. More flexible treatment options are needed across the state.

## #8 Stated Outcome: Reducing criminal justice involvement and recidivism

- **Continue to strengthen relationships with local juvenile court leadership**
  - Continue to build and nurture effective, inclusive and respectful working relationships with Juvenile Court Administrators (JCAs) to support juvenile justice reforms across the state.
- **Track and investigate the connection between early interventions and juvenile justice and rehabilitation outcomes.**
  - DCYF was designed to provide a continuum of care with a focus on prevention services to reduce the likelihood of youth becoming more system involved as they become adolescents. More data and analysis is needed to understand the connection and outcomes linking early intervention involvement and juvenile justice outcomes.
  - Data and analysis of adolescent outcomes should be disaggregated by race and ethnicity to investigate and address disproportionality and disparities.


- **Support local courts to fully implement Senate Bill 6550, or RCW 13.40.070, to expand the number and types of cases that can be diverted away from formal court involvement.**
  - DCYF’s Office of Juvenile Justice (OJJ) and the Washington State Partnership Council on Juvenile Justice (WA-PCJJ) has the opportunity to optimize partnerships with local courts to increase the number and type diversion-eligible cases, while also broadening community-based options and facilitating sealing cases for successful diversions.
  
- **Fully implement RCW 13.40.300 (2), also known as “Juvenile Rehabilitation (JR) to 25”.**
  - During the 2019 legislative session, this law passed to allow a juvenile convicted of certain crimes to be placed with a DCYF juvenile rehabilitation facility up to his/her/their twenty-fifth birthday.
  
  - Track and report on outcomes for youth who are now currently eligible for placement in a juvenile rehabilitation facility based on this expanded age range.
  
  - Track and report on outcomes for other youth in juvenile rehabilitation who are impacted by this change, including a shift in residence to another juvenile rehabilitation facility to accommodate the growing population.
  
  - Maximize the drawn down of Title IV-E funds to support the JR operations and youth services.

## DCYF Oversight Board Future Work

At the close of 2019, the DCYF Oversight Board has built a strong foundation in understanding how the Department has developed and implemented many of the large reform efforts required in HB 1661 (2017). In 2020, the Oversight Board will continue to expand this knowledge base as it seeks to provide effective oversight to the Department. Potential Oversight Board topics to be reviewed, discussed and DCYF held to account in 2020 are the following:

### Prevention & Early Learning

- The implementation of the Families First Prevention Services Act (FFPSA) in alignment with a cultural responsiveness to the diversity of children and families that are the fabric of Washington State.
- Strategies for improving access to, and affordability, of childcare and pre-school.
- Evaluate plans for implementing integrated early learning services including child care, pre-school and early parenting supports to support full day programming as identified in the Early Start Act.
- Efforts to improve early identification and screening for social determinants of health, including working with a child’s medical home.
- Service referrals and service array for families identified with social, behavioral, or developmental concerns.
- Evaluating strategies for assuring services are provided to the highest need families.



*“Ideally DCYF would not be a punitive or regulatory agency, but rather a cooperative agency with the goal of achieving better futures for our children who have had a less than opportune start in life.”*

-Rep. Tom Dent

### Child Welfare

- Ethics and implementation strategies related to the use of predictive risk modeling in the child welfare domain to decrease inherent bias.
- Assess efforts to support continued communications with siblings, birth parents, or both, when appropriate and when desired, for children and youth who are in foster care, have been adopted or had parental rights terminated.

### Adolescent Services

- Strategies for reducing the population of youth in the juvenile justice, juvenile rehabilitation and foster care systems.
- The implementation of RCW 13.40.300, “JR to 25”.

### Caregiver & Provider Supports

- Support for foster and biological families, particularly when children transition back to relative care.
- Examining DCYF’s concept of a healthy and stable living situations, and how supports are provided to providers and other communities of care to support non-traditional concepts of family or community.

- Strategies for expanding rural access to services and trainings for providers, caregivers and youth.


**Administrative**

- Examining the relationship between DCYF headquarters staff and field staff, including a review of strategies for transmitting information regarding changes and new reform efforts.
- The effectiveness of braided funding across several DCYF program areas.
- Efforts made towards increasing and expanding private/public partnerships to better serve children, youth, parents and communities.
- A continued review of the strategy, implementation and tracking of culture change in the Department.



## Conclusion

With the creation of DCYF, this is our one opportunity as a state to address and heal traumas of the past born from child and family involvement in the child welfare and juvenile justice systems, while simultaneously implementing a preventative approach to improve child and family services into the future. As we embrace a culture of healing-centered engagement, one that values true partnerships with tribes, communities, providers and families, one that prioritizes achieving equitable outcomes across race and ethnicity, and one that seeks to bolster child well-being as much as child safety - we have the opportunity to write a new narrative about Washington state's care of its children, youth and families. Although this work is just beginning, and it will take time to fully implement the vision developed in the Blue Ribbon Commission of 2016, we have the commitment and the opportunity to see the vision become a reality.

A quote is presented within a green, hexagonal graphic that has a white border and a slight 3D effect. The text is in a dark green, italicized font.

*“DCYF must create a seamless communication system with stakeholders including the courts, childcare, foster parents, social workers, and other service providers to ensure two-way communication is ongoing, frequent, and clear.”*  
-Rep. Tana Senn

## Glossary

**Baby Court** – A collaborative judicial approach – including a judge, social workers, attorneys, child-development experts and other related parties – who work together to achieve stability for children – birth to three - in the foster care system by fast-tracking their reunion with their parents.

**Board** – Department of Children, Youth and Families Oversight Board

**Blue Ribbon Commission on the Delivery of Services to Children and Families (BRC)** – Governor Jay Inslee issues Executive Order 16-03 in 2016 to establish the BRC in order to improve the well-being of children, youth and families in Washington State. The Commission, including a membership of cross-agency leadership, legislators, tribal representatives and subject matter experts, met for a year and produced a report that recommended the creation of the Department of Children, Youth and Families.

**Behavioral Rehabilitation Services (BRS)** - A temporary intensive wraparound support and treatment program for children and youth with high-level complex service needs.

**Children’s Administration (CA)** – Prior to the creation of DCYF, Children’s Administration administered the state’s child welfare programs as part of the Department of Social and Health Services (DSHS).

**Combined In-Home Services (CIHS)** – Services to improve family functioning in order to promote the child’s or adolescent’s health, safety, well-being and welfare, while supporting the family to remain intact and allow children to remain or return home.

**Child Welfare (CW)** - Child Welfare

**Department of Children, Youth, and Families (DCYF)** -

**Department** – Department of Children, Youth and Families (DCYF)

**Department of Early Learning (DEL)** – A former state agency that joined Children’s Administration of DSHS on July 1, 2018 to begin the formation of DCYF.

**Department of Social and Health Services (DSHS)** – A human services state agency that currently includes the Economic Services Administration, Aging and Long-Term Support Administration, Developmental Disabilities Administration, Behavioral Health Administration, Division of Vocational Rehabilitation. Prior to the full implementation of DCYF, DSHS also included the Children’s Administration, Juvenile Rehabilitation Administration and Office of Juvenile Justice.

**Dual-system youth** – Youth involved in both child welfare and juvenile justice. Dual-system youth is interchangeable with the term “crossover youth.”

**Early Learning (EL)** - Quality care and education for young children, especially during the critical early stages of their growth and development.

**Family Treatment Court** – An alternative to regular Dependency Court for parents who need access to

drug and alcohol treatment.

**HB 1661** – House Bill 1661 of 2017 that established the Department of Children, Youth and Families

**Home Visiting (HV)** - Voluntary, family-focused services offered to expectant parents and families with new babies and young children to support the physical, social, and emotional health of your child.

**Internal Review Process for Childcare Facilities Compliance Licensing Agreement (IRP)** - An internal review process for licensed childcare providers to utilize when they have a dispute regarding a reported violation – that does not involve a violation of health and safety standard - to the childcare facility licensing compliance agreement with DCYF.

**Juvenile Justice (JJ)** – Juvenile Justice

**Juvenile Rehabilitation (JR)** – JR joined DCYF, from DSHS, on July 1, 2019 and serves Washington state's highest-risk youth. Youth may be committed to JR custody by any county juvenile court.

**Office of Homeless Youth (OHY)** – The office, within the Department of Commerce, leads statewide efforts to reduce and prevent homelessness for youth and young adults.

**Office of Juvenile Justice (OJJ)** – The office, within DCYF, responsible for monitoring Washington state's compliance with the federal Juvenile Justice and Delinquency Prevention Act.

**Office of Family and Children's Ombuds (OFCO)** - The Family and Children's Ombuds investigates complaints in Washington state about DCYF actions or inactions that involve any child at risk of abuse, neglect, or other harm, or a child or parent involved with child protection or child welfare services.

**One Family, One Team (OFOT)** – A court improvement program that seeks to advance court operations to be consistent with Unified Family Court principles.

**Oversight Board** - Department of Children, Youth and Families Oversight Board

**Performance-Based Contract (PBC)** - A results-oriented contracting method that focuses on the quality or outcomes that tie at least a portion of the contractor's payment, contract extensions, or contract renewals to the achievement of specific, measurable performance standards and requirements.

**Tables of Ten** - A court quality improvement program that reviews dependency programs holistically and through collaboration of child welfare parties, designs a process to improve operations and outcomes.

**Washington State Partnership Council on Juvenile Justice (WA-PCJJ)** –The State Advisory Group for Washington, and is the primary planning agency for juvenile-justice related matters. WA-PCJJ is staffed by the Office of Juvenile Justice in DCYF.

**Wraparound Intensive Services (WISe)** - A voluntary intensive mental health care approach for Medicaid-eligible children, youth and their families administered by the Health Care Authority (HCA).



# Appendices

## Appendix A: Board Membership

As codified in Section 10(a) of [RCW 43.216.015](#) states the DCYF Oversight Board shall be composed of the following members:

- Two senators and two representatives from the legislature with one member from each major caucus
- One nonvoting representative from the governor's office
- One subject matter expert in early learning
- One subject matter expert in child welfare
- One subject matter expert in juvenile rehabilitation and justice
- One subject matter expert in reducing disparities in child outcomes by family income and race and ethnicity
- One tribal representative from the west of the crest of the Cascade mountains
- One tribal representative from the east of the crest of the Cascade mountains
- One current or former foster parent representative
- One representative of an organization that advocates for the best interest of the child
- One parent stakeholder group representative
- One law enforcement representative
- One child welfare caseworker representative
- One early childhood learning program implementation practitioner
- One judicial representative presiding over child welfare court proceedings or other children's matters
- One current or former foster youth under the age twenty-five
- One individual under age twenty-five with current or previous experiences with the juvenile justice system
- One physician with experience working with children or youth

The full roster of DCYF Oversight Board membership as of November 2019 is as follows:

Figure 1. Board Membership Table

Name	Representing
<b>Annie Blackledge</b> , Mockingbird Society	Representative of an organization that represents the best interest of the child
<b>Anne Lee</b> , TeamChild	Subject matter expert in reducing disparities in child outcomes by income, race, and ethnicity
<b>Justice Bobbe Bridge</b> , Center for Children & Youth Justice	Juvenile rehabilitation and justice subject matter expert
<b>Ben de Haan</b> , UW School of Social Work	Child welfare subject matter expert
<b>Dr. Diane Liebe</b> , Yakima Children’s Village	Physician with experiencing serving children or youth
<b>Charles Loeffler</b> , Department of Children, Youth, and Families	Child welfare caseworker representative
<b>Judge Frank Cuthbertson</b> , Pierce County Superior Court	Judicial representative over child welfare proceedings or other children’s matters
<b>Lois Martin</b> , Community Day Center for Children	Early childhood program practitioner representative
<b>Loni Greninger</b> , Jamestown S’Klallam Tribe	Western Washington tribal representative
<b>Ruth Kagi</b> , State Representative (ret.)	Early learning subject matter expert
<b>Rep. Tana Senn</b> , House of Representatives	Legislator
<b>Rep. Tom Dent</b> , House of Representatives	Legislator
<b>Sen. Jeannie Darneille</b> , Senate	Legislator
<b>Sen. Steve O’Ban</b> , Senate	Legislator
<b>Shrounda Selivanoff</b> , Office of Public Defense	Parent stakeholder group representative
<b>Sydney Forrester</b> , Governor’s Policy Office	Governor’s Office representative (non-voting)
<b>Wendy Thomas</b> , Kalispel Tribe	Eastern Washington tribal representative
TBD	Foster Parent Representative
TBD	Youth currently or formerly involved in the juvenile justice system
TBD	Law enforcement representative
TBD	Youth currently or formerly involved in the child welfare system

## Appendix B: Statute Overview

### Statute Overview

RCW 43.216.015 establishes the DCYF Oversight Board as an essential component of the creation of the Department of Children, Youth and Families. The DCYF Oversight Board, an independent body housed in the Office of the Governor, was created to ensure DCYF maintains progress towards stated outcomes, maintains compliance with laws, rules and policies, and realizes the vision formed by the Blue Ribbon Commission on the Delivery of Services to Children and Families of 2016.

### Powers & Work Activities

RCW 43.216.015 (§ 8 -20) establishes the DCYF Oversight Board’s powers and legislatively mandated work activities. RCW 43.216.395 also defines the role of the DCYF Oversight Board in the Internal Review Process for childcare violations of Facility Licensing Compliance Agreements. These requirements and the Board’s activities in the last year are summarized as follows:

Authority & Activities (RCW 43.216.015)	DCYF OB Work Conducted 2018-2019
<p><b><u>Access to records, data &amp; information:</u></b> The Oversight Board was legislatively granted powers to obtain proper access to records, documents, materials and data from the Department of Children, Youth and Families, as well as from the Office of Children and Family Ombuds (OFCO).</p> <p>In addition to access to information from OFCO, the Board has the power request investigations by OFCO into administrative acts.</p> <p><i>RCW 43.216.015 (§ 10.a-b, 10.d-e)</i></p>	<p>In March 2019, the Oversight Board received the <a href="#">2018 Child Fatalities and Near Fatalities in Washington State: A Report on Data and Reviews</a> from OFCO</p> <p>In July, the Board requested and received the <a href="#">Chapin Hall Capacity Assessment and Integration Support for the Washington State Department of Children, Youth and Families Final Report</a>, and <a href="#">Priority Performance Measures Guide</a>. The Board also requested and received a presentation by DCYF’s Director of Office of Innovation, Alignment and Accountability and the Department’s Secretary on this report and how this information will be utilized for the Department’s strategic planning.</p> <p>The Board also requested and received DCYF presentations on <a href="#">the Agency Performance Dashboard</a> and associated measures, Performance-Based Contracting Strategy and Implementation Plan, Communications Plan, and Organizational Change Management Strategy for achieving culture change. These activities align with the Oversight Board’s first year focus on developing an understanding of how DCYF is developing and implementing reform efforts central to the intent of the Department’s creation to produce</p>

	<p>better outcomes for children, youth, parents, providers, contractors and the workforce.</p>
<p><b><u>Determine progress on agency performance:</u></b>          The Board has power to determine whether or not the Department is achieving progress on performance measures for stated outcomes identified in HB 1661 (2017), with metrics disaggregated by race, ethnicity and income. The legislation creating DCYF identifies the following as stated outcomes the department is intended to make progress on:</p> <ul style="list-style-type: none"> <li>• Improving child development and school readiness through voluntary, high quality early learning opportunities</li> <li>• Preventing child abuse and neglect</li> <li>• Improving child and youth safety, permanency, and well-being</li> <li>• Improving reconciliation of children and youth with their families</li> <li>• Improving adolescent outcomes</li> <li>• Reducing future demand for mental health and substance use disorder treatment</li> <li>• Reducing criminal justice involvement and recidivism</li> <li>• Reducing racial and ethnic disproportionality and disparities</li> </ul> <p><i>RCW 43.216.015 (§ 10.f; 11)</i></p>	<p>The Oversight Board was introduced to the Agency Performance Dashboard in June 2019. The dashboard in its current state contains performance measures inherited from the previously existing agencies – Department of Early Learning, Children’s Administration of DSHS and Juvenile Rehabilitation and the office of Juvenile Justice of DSHS.</p> <p>In July, the Board engaged Office of Innovation, Accountability and Alignment (OIAA) and made requests and inquiries into adding additional data to the existing measures, inquiring about the potential inclusion of additional measures, and how the dashboard will change moving forward to better capture the stated outcomes and influence of the Chapin Hall Capacity Assessment and Integration Support Report recommendations.</p> <p>It is not possible at this time to assess progress being made on the stated outcomes and the associated performance measures due to the Department only being fully formed as of July 2019. For this reason, the Oversight Board has focused on assessing DCYF’s strategies for addressing this priority areas to achieve progress on stated outcomes.</p> <p>As seen later in this report, the Board will be offering its guidance to DCYF in alignment with the stated outcomes to ensure that the implementation of identified strategies and reforms efforts are being implemented to specifically address these focus areas.</p>

<p><b><u>Internal Review Process Role for Violation to Child Care Facility Licensing Compliance</u></b></p> <p><b><u>Agreements:</u></b> RCW 43.216.395 directs the DCYF to develop an internal review process for licensed childcare providers to utilize when they have a dispute regarding a reported violation – that does not involve a violation of health and safety standard - to the childcare facility licensing compliance agreement with DCYF. The internal review process is to be conducted by three department employees, and three childcare providers selected by the DCYF Oversight Board.</p> <p>If requested by a childcare licensee, the Oversight Board will conduct a final review of the disputed violation and the facility licensing compliance agreement, and has the authority to overturn, change or uphold decisions made at previous stages in the review process.</p> <p><i>RCW 43.216.015 (§10.g)</i></p>	<p>In 2018, DCYF conducted an internal review process pilot to assess the implementation and evaluate the need for additional resources.</p> <p>The DCYF Oversight Board was told that the Department is unable to implement this legislation due to lack of funding for 2 FTEs needed to fully support the internal review process. This is an increase from the estimated fiscal note request for \$20,000 per year for this portion of HB 1661 (2017). The increase in needed funding is due an underestimate of cases that would go through the review process. The original estimate assumed 3-20 cases for review a year. When DCYF conducted the pilot in 2018, 98 actual cases from 2017 were used to estimate an increase in resources and time needed for full implementation.</p> <p>In the Guidance section of this report, the Oversight Board expects DCYF to full implement RCW 43.216.395 barring a change in the law.</p>
<p><b><u>Performance-Based Contracting Review:</u></b> The Oversight Board is required to conduct an annual sample review of performance-based contracts and assess the measures included in each contract.</p> <p><i>RCW 43.216.015 (§ 10.h)</i></p>	<p>In July 2019, the Oversight Board received a briefing on the Department’s strategy and timeline for implementing performance-based contracts for all direct client services.</p> <p>Individual contract sample reviews were conducted by the Oversight Board’s Subcommittees. These reviews were completed in October 2019. The same contract were as follows:</p> <ul style="list-style-type: none"> <li>• Early Interventions Subcommittee reviewed Home Visiting Nurse Family Partnerships and Parents as Teachers contracts</li> <li>• Adult Services &amp; Supports Subcommittee: reviewed Combined In-Home Services Contract</li> <li>• Adolescent Services &amp; Supports Subcommittee reviewed Behavioral Rehabilitation Services Contract</li> </ul> <p>Progress has been made by DCYF to implement performance-based contracting across all direct client</p>

	<p>services. The Oversight Board acknowledges that DCYF’s strategy for implementation and its associated timeline are sound due to the acute focus on nurturing and strengthening partnerships with contractors. This focus and allocation of resources by the department must continue to ensure full and effective implementation.</p>
<p><b><u>Stakeholder Engagement Meetings:</u></b> The Oversight Board must hold at least two stakeholder engagement meetings per year to receive feedback on contracting with DCYF, the Department’s use of federal, state and local funds, and other matters relating to the duties of the Department.</p> <p><i>RCW 43.216.015 (§ 12)</i></p>	<p>The Oversight Board traveled to Wenatchee on August 15, 2019 for stakeholder meetings with local providers. The Board met with the following organizations and facilities:</p> <ul style="list-style-type: none"> <li>• Christian Academy Child Care</li> <li>• Children’s Home Society of WA State</li> <li>• Canyon View Community Facility (Juvenile Rehabilitation)</li> <li>• Pathways to Parenting</li> </ul> <p>Feedback received from these meetings has been incorporated into the Guidance section of this report.</p>
<p><b><u>Review Existing Surveys:</u></b> The Oversight Board is required to review existing surveys of providers, customers, parent groups and external services to assess the Department’s performance in delivering services. The Board has the authority to conduct additional survey as needed to further assess the Department’s performance.</p> <p><i>RCW 43.216.015 (§ 13)</i></p>	<p>Oversight Board subcommittees were provided relevant state-agency run surveys when first planning and discussing stakeholder engagement strategies in June 2019.</p> <p>No further review was conducted, though the Board has begun a discussion on possibly conducting a 10 year follow up survey to a survey conducted in 2008 by Partners for Our Children at the University of Washington for workers and families involved in the child welfare system. This conversation will continue into 2020.</p>
<p><b><u>DCYF Data Accessibility and Cost-Effectiveness:</u></b> The Oversight Board is required to partner with DCYF to ensure the Department’s data on outcomes, budget and funding decisions, performance-based contracting, and performance is accessible to the public in the most transparent and cost-effective manner possible.</p> <p><i>RCW 43.216.015 (§ 5)</i></p>	<p>The Oversight Board first engaged the Department on the public accessibility of data during the review of the Agency Performance Dashboard. In October 2019, the Oversight Board began conversations with DCYF regarding the public accessibility of outcome data produced from performance-based contracting. This conversation will continue into 2020 as DCYF continues to implement its strategy for outcome-driven performance-based contracting for all direct client services over the next five years.</p>
<p><b><u>Review DCYF Strategic Plan:</u></b> The Oversight Board is required to include a review of the Department’s strategic plan in its annual report.</p>	<p>The Oversight Board received a briefing on the strategic framework adopted by DCYF in July 2019. DCYF stated that some of the recommendations of the Chapin Hall</p>

	<p>Report will be incorporated into the strategic planning process for the Department. The Department said a strategic plan will become available for review at the beginning of 2020.</p> <p>The Oversight Board agrees that many of the recommendations included in the Chapin Hall Report are valuable and could accelerate the reforms envisioned in HB 1661.</p>
<p><b>Select Officers and Adopt Rules:</b> The Oversight Board has the authority to select its own officers and adopt its own rules.</p> <p><i>RCW 43.216.015 (§ 12)</i></p>	<p>The Oversight Board selected, by majority vote, Co-Chairs in November 2018. The legislative representative co-chair selected is Representative Tana Senn. The community representative co-chair is Ruth Kagi.</p> <p>In June 2019, the Oversight Board created three subcommittees to strategically address stakeholder engagement planning and performance-based contracting reviews. The three subcommittees are the following:</p> <ul style="list-style-type: none"> <li>• Early Interventions Subcommittee</li> <li>• Adolescent Services &amp; Supports Subcommittee</li> <li>• Adult Services &amp; Supports Subcommittee</li> </ul> <p>For subcommittee rosters, please see Appendix C.</p> <p>Bylaws for the Oversight Board were adopted on July 18, 2019.</p> <p>For Oversight Board Bylaws, please see <a href="#">Appendix F</a>.</p>



## Appendix C: DCYF Oversight Board Shared Values

### For Achieving the Mission of the Board:

- Seek to achieve a shift to positive view of DCYF through enhancing partnerships with providers, communities and families
- Focus on relationships and communication, not just for children, but for everyone involved
- Validate that the creation of DCYF was the right thing, and see that validation through the outcomes
- Improve the relationship with the East side of the state
- For DCYF to see itself as a preventative system
- Seek to influence how resources are used for better outcomes
- Influence the department to embrace equity in workforce recruitment to reflect communities being served.
- Determine the success of culture change for DCYF by assessing outcomes, both qualitative and quantitative, and that seek to reduce disproportionality and disparities in service, quality and outcome data.

### As Board Members with One Another:

#### Guiding Principles

- Be bold. Be okay with discomfort. Be willing to leave PNW-nice at the door.
- Create a sense of urgency, don't be patient for culture change. Children and youth are experiencing the system now.
- Openly discuss race and bring those along with us when prioritizing equity and reducing disparities. Combat defensiveness. Practice mutual respect.
- Model the focus on racial and ethnic diversity for the DCYF and further the focus on intersectionality.
- Stay mindful and curious about whether or not the work we are doing is perpetuating existing historical structures and systems.
- Encourage authentic conversations.
- Model the importance of partnership in how we interact with one another.
- Keep a focus on children at the center of our work, but also balance that with a focus on everyone involved – families, parents, providers – their experiences and their outcomes.
- Honor the humanity of families, workers, and providers.
- Improve the relationship with the East side of the state.
- Be intentional about stakeholder engagement, ensure stakeholder work can become actionable.
- Create space and value non-system voices more to create balance and equity.
- Model mutual respect.
- Ensure the Board doesn't just achieve moving boxes around.
- Open to learning and growth. If we are not learning and growing, then ask to find how we can.
- Constantly consider how we can be respectful and work with one another when not everyone is on the same page with growth and learning. Always consider what opportunities have been provided to grow.



- Be responsible for everyone’s learning. Be supportive of each other’s learning. Do so without censorship or judgement.
- Create a culture space on the Board so everyone on the Board wants to be on the Board. Consider the potential of stepping aside if you can’t change.
- Share our expertise with one another from different roles we have held or experiences we have had. Encourage open sharing and don’t hold back.
- Encourage compassion with and for DCYF.
- Keep forefront: how do we connect our actions as a Board to achieving meaningful and measurable culture change to achieve better outcomes.
- Be solution-focused.

Code of Conduct & Operations:

- Use first names only as Board members, no titles
- Use Board meetings time to provide training to Board members on equity – Exs: Government-to-Government; Diversity, equity and inclusion; Bias Blocker; LGBTQ; Rural experiences
- Ensure that we do not short change/limit time/resources/trainings on equity and diversity
- Ensure Board meetings go on the East side, make this a priority in our planning
- Seek opportunities to participate and engage with DCYF social workers to get to understand work beyond the policy level.
- Seek opportunities to align with DCYF’s consultant groups currently working on culture change.
- Create a space for everyone to participate and to ensure that everyone does participate
  - Call on individuals to provide input if haven’t heard from someone
- Allow time specifically for those on the phone
  - Be comfortable with silence
  - Allow time, practice patience
- Don’t shut people down don’t allow one another to be shut down.
- Track Board progress and seek clarity on specific tasks.
- Allow “literacy moments” where members can stop a presentation to request clarification on a topic.

## Appendix D: Department of Children, Youth and Families (DCYF) Oversight Board Updates on Follow-up Items

From Thursday, July 18, 2019 10:00 am – 3:00 pm, Capital Court Building, Olympia, WA

1. **Advisory Group List:** DCYF to share proposed new advisory group list with Board staff for dispersal, along with webinar information first introducing proposed new advisory list.

**Update:** The original list of advisory groups and the proposed new list of advisory groups has been provided and has been shared with the Board. The webinar information was also shared with the Board.

2. **Legal Barriers to Data Sharing:** Board staff to clarify legal barriers in place that prevent data sharing between DCYF and other departments. Board staff to discuss data sharing privacy concerns with AG Stacia Hollar.

**Update:** To be scheduled with AG and Board staff.

3. **Measuring Race and Ethnicity across 3 Fields (EL, CW, JR/JJ):** DCYF to provide a few examples of how race and ethnicity are measured differently across early learning, child welfare and juvenile justice/rehabilitation to illustrate the work required to address this issue.

**Response from Vickie Ybarra:** The former DEL used standard mutually exclusive race/ethnicity categories (consistent with OSPI and many other state agencies), which take separate race and ethnic categories and combine into one race/ethnicity variable. Examples can be found in the [2017 Equity Initiative Data Report](#).

The former CA used this standard, with two changes for disproportionality reporting. Instead of lumping AI/AN and African American multiracial groups to be included in a single multiracial group, AI/AN multiracial and Black multiracial are constructed as separate categories. Examples can be found in the [2018 Washington State DCYF Racial Disparity Indices Report](#). The justification was based on work with the former WSRDC, and the fact that AI/AN and Black/African American populations are those that experience disproportionalities in Washington's child welfare system.

The former JR is the only DCYF agency of origin that still has a legislatively-required disproportionality report.

The Office of Innovations, Alignment and Accountability (OIAA) is working now to create a combined DCYF disproportionality/disparity/equity report that will include data from across the three agencies of origin. It is expected this report will be ready for release by the end of December 2019, and it will propose a new and common standard for reporting racial/ethnic categories. OIAA is approaching standards for data collection and reporting of race/ethnicity data keeping in mind that the Multiracial category is the fastest growing racial/ethnic group in the state, and in future could easily make up the plurality of DCYF clients.

4. **Homeless Youth Data**: Board staff work with DCYF to discuss the potential of publishing of homeless youth data on the agency performance dashboard.

**Update:** Conversation has been initiated between Vickie Ybarra and Board staff on this matter.

5. **Licensed Childcare Population Data**: DCYF to publish population data for licensed childcare providers on dashboard. Board staff continue to follow up on this item.

**Update:** This change has been captured as an approved change to the next iteration of the online Agency Performance Dashboard. OIAA is preparing a number of additional updates as well. OIAA plans to post a December 2019 update to the entire Dashboard, and will post changes before then as staffing permits.

6. **Youth Oversight Legislation for Youth with Deported Parents**: DCYF to explore options in Washington state for pursuing youth oversight legislation – similar to other states - in regards to youth whose parents are deported. DCYF to share this response and a written documentation of the current process of working with these youth to the Board.

**Update:** Regarding legislation in other states, see [California’s AB 103](#) enacted in 2017. This omnibus legislation gave the CA Attorney General the right to inspect and [report](#) on conditions of confinement at ICE detention facilities, including private facilities and juvenile facilities. To our (DCYF’s) knowledge, there are no ICE juvenile facilities in Washington State. Although as discussed, there are unaccompanied minors present in federal foster care in Washington.

Regarding the documentation of the current process, Secretary Hunter has asked that the DCYF AAG and Governor’s office review the draft of this item, and it is currently under review. DCYF will forward it when it’s available.

7. **DCYF Social Service Specialists Staff Turnover Rates**: Board staff follow up with DCYF to get disaggregated staff turnover rates.

**Update:** DCYF Human Resources has provided the Board with PowerPoint slides illustrating turnover rates. The slides are being shared with the Board.

**Note:** These slides (1) do not give actual rates (# of turnover actions/total number of filled positions by classification), instead they give counts of turnover actions, (2) do not distinguish between retirements and resignations (both turnover actions) in the reported data, and (3) do not disaggregate turnover rates by region or office as Secretary Hunter suggested they could/should provide.

The department states SSS2s have the highest rate of turnover of all classifications, though the data provided shows that the highest number of individual actions occurs in

the SSS3 classification. Slides are attached for review. Slides #10 and #11 provide some narrative on the classifications.

**Additional Follow Up:** Board staff are submitting follow up questions to DCYF HR requesting actual turnover rates by each SSS classification along with salary ranges and employment requirements in order to obtain a full picture of the scenario at hand.

8. **Priority Measures List from Chapin Hall Report:** DCYF will share pared down list of priority measures from Chapin Hall Report with the Board once decided.

**Response from Vickie Ybarra:** The development of new Priority Performance Measures will be accomplished during DCYF Strategic Planning, so likely will be available in January 2020 during the external phase of agency strategic planning.

9. **Braam Settlement Youth Survey:** DCYF to find out about Braam expectations regarding the youth survey and communicate findings with Board. Board staff to verify the requirements of the Braam Settlement.

**Response from Vickie Ybarra:** The 2008 Youth Survey for the Braam settlement is posted [here](#) on the DCYF Braam page. DCYF is currently operating under the requirements of the 2013 Revised Settlement and Exit Agreement. The most recent [2019 Missing from Care Analysis](#) can be found on the DCYF website. The 2008 Youth Survey appears to have been a one-time requirement, and thus was not repeated following 2008.

10. **FFPSA and Cultural Responsiveness:** Board staff to follow up with DCYF to take this into consideration presentation and discussion on how to balance evidenced-based program (EBPs) requirements of the Family First Prevention Services Act (FFPSA) with cultural responsiveness for a future agenda item.

**Update:** Board staff have added this to a list of requested topics for future meetings and will work with co-chairs on deciding appropriate timing for this discussion.

11. **DCYF Organizational Change Management:** Board staff to schedule a future agenda item to request that Annie Severson, DCYF Director of Organizational Change Management, to share artifacts from Deloitte consulting partnership with DCYF to develop strategy for the department to achieve culture change.

**Update:** This has been scheduled for the October 19, 2019 DCYF OB Board Meeting.

12. **Performance Management Tools:** DCYF to provide Board staff with the approved list of performance management tools being utilized for PBCs.

**Update:** This will be shared with the DCYF OB Subcommittees when conducting sample performance-based contract reviews with Stacey Gillette and a cohort team lead. More information forthcoming to the full Board and subcommittee Board members.

-----

**From Thursday, August 15, 2019 12:00 pm – 2:00 pm, WorkSource East Wenatchee, WA**

1. **Availability and Access to Trainings:** The Children’s Home Society expressed concerns with the access and availability of trainings by the department for providers, specifically for EBPs. What are the types of trainings the department offers to providers and how frequently they are offered?

**Response:** With the expansion of evidence-based prevention services under FFPSA Prevention, DCYF hopes to expand the trainings that are available to providers of the federally approved Evidence-Based Practices used for prevention. This is dependent of course on federal approval of a plan, and legislative funding for the state-required 50% match.

Contact person: Rachel Mercer, FFPSA Administrator  
Rachel.mercer@dcyf.wa.gov

2. **Wendy’s Wonderful Kids Referrals:** The Children’s Home Society stated that there has been a lack of referrals to Wendy’s Wonderful Kids. Why is that the case and are there a means to revive this?

**Response:** DCYF Adoption Program staff continue to share with CHS that our state’s numbers for youth who meet the WWK criteria are low; 188 youth overall were identified a few months ago. Not all of these youth will agree to adoption or assignment of a WWK worker.

To promote CHS’s WWK program to staff, CHS staff have been invited to all adoption specialized track weeks (two a year), to Consortiums (one a month), to visit offices to explain the WWK program (a list of area administrators in each office for contact purposes was provided to CHS) and CHS was asked to provide any additional suggestions they might have to increase referrals with the understanding that the number is limited at any time to around 200 youth in our state. Finally, Washington State Adoption Resource Exchange (WARE) agreed to meet with (and has met with) CHS to provide names of children and youth that are registered on WARE as another avenue for CHS to pursue referrals. Policy requires that workers registers every legally free child and youth with WARE.

Information provided by CHS for FY19 indicates that they served a total of 253 children and 69 families between 24 recruiters. Of those children and families served, they had 52 matches and 7 adoptions. There was a lot of turn-over in

recruiters. They are currently serving 222 youth statewide and have 12 full-time recruiters. They have a waitlist of 17 youth at this time.

Contact person: Julie Pettit, Adoption Program Manager  
julie.pettit@dcyf.wa.gov

3. **Foster Parent Recruitment Strategies:** Children’s Home Society’s retention of foster parents in the system appeared very effective. Can this model be scaled to the state level?

**Response:** DCYF licensing staff are not familiar with the Children’s Home Society retention model and would appreciate hearing more about the work they are doing with foster parents.

Contact person: Ruben Reeves, Licensing Policy and Data Administrator  
ruben.reeves@dcyf.wa.gov

4. **Effectiveness of Family Assessment Response (FAR):** Children’s Home Society states that Family Assessment Response (FAR) is not working very well in the Wenatchee area. The Board heard during the site visits that this is because there is not enough time allowed to address underlying issues that have resulted in system involvement, like substance use disorder treatment. Why is this the case and is there information regarding the success of FAR in Wenatchee, as well as other geographic areas?

**Response:** Tri-West has been the national evaluator on FAR since the beginning, and DCYF recently released the final report [here](#). Below are a summary of the findings of the TriWest final reports.

**Findings -**

Overall the FAR evaluation is very positive, and shows significant improvements for the children and families in the FAR pathway -

- FAR intervention results in a safe and significant 17% reduction in the probability of placement at 12 months, for those families eligible for FAR
- Both staff and families served by FAR reported high levels of partnership quality between caseworkers and families. Families who received a FAR response reported high levels of satisfaction with caseworkers.
- FAR families’ receipt of contracted services paid for by DCYF was much lower than originally expected, with fewer than 10 percent of FAR families receiving a contracted Evidence-Based Practice (EBP)

Unfortunately Tri-West did not evaluate the effectiveness of FAR at the local office level, and these results are statewide. DCYF agrees that families we serve need more and better access to substance abuse treatment, this is one the greatest unmet needs among the families we serve. We continue to discuss with

HCA and, especially with the implementation of FFPSA, are encouraging HCA to expand access to substance abuse treatment services.

Contact person: Tarassa Froberg, Program Manager, Child and Family Welfare  
tarassa.froberg@dcyf.wa.gov

5. [Eligibility for Therapeutic Foster Care versus Behavioral Rehabilitation Services:](#) What is the eligibility line between a youth being referred to therapeutic interventions and being referred to behavioral rehabilitative services?

**Response:** BRS services are the highest level of care and to qualify a youth needs to have exhausted all of the services available through Medicaid and our other contracted therapeutic providers. Additionally, a child of any age can access these services, however, most facility based BRS programs are not licensed for younger children (which can be provided in-home, through therapeutic foster care or in congregate care). Prior to getting BRS services, children must be screened for WiSE.

Contact Person: Doug Allison, Supervisor, Child Welfare Education and Adolescent Services Unit, doug.allison@dcyf.wa.gov

6. [Provider Recruitment Strategies:](#) How do organizations and providers enter into contracting with the department? What does the department’s recruitment strategy look like? How is information shared with potential providers?

**Response:** During the appropriate time, DCYF staff work with contract management staff to identify the need that is to be contracted out. This is then shared with potential providers through the (RFP)- request for proposal—where DCYF opens up the bidding process to a provider interested in procurement of service. This gives providers an opportunity to then submit a business proposal.

DCYF’s current recruitment strategy entails three key points of focus; general recruitment, targeted recruitment, and child-specific recruitment. This strategy is carried out by two main providers—Olive Crest’s Fostering Together which serves Regions 3 through 6; and Eastern Washington University’s Fostering Washington which serves Regions 1 and 2. Both organizations use current or former foster and kinship caregivers within their liaison/recruitment peer mentor positions to assist potential caregivers during the licensing process and provide ongoing support once they complete the process.

Information is shared with providers in several different ways. Fostering Together and Fostering Washington both utilize electronic communication with caregivers through social media and e-mail distribution lists. DCYF utilizes the Caregiver Connection platform to communicate with providers, now offered through the DCYF website <https://dcyf.wa.gov/services/foster-parenting>. Foster Care Licensors share updates to WAC and Policy changes to state licensed foster homes by utilizing e-mail distribution lists and mailings when necessary. Regional Licensors across the state have a direct connection with Child Placing Agency staff and provide regular updates related relevant changes. These are then provided to CPA licensed foster homes through the agency's communication strategy.

Contact person: Ruben Reeves, Licensing Policy and Data Administrator  
[ruben.reeves@dcyf.wa.gov](mailto:ruben.reeves@dcyf.wa.gov)

-----

**From Thursday, September 19, 2019 10:00 am – 3:00 pm, 2100 24<sup>th</sup> Ave S, Seattle, WA 98144**

1. **Social Media:** Representative Senn requested a list of all of DCYF's social media platforms and their associated hashtags and handles.

**Response:**

- <https://twitter.com/waDCYF/>
- <https://www.facebook.com/waDCYF/>
- <https://www.linkedin.com/company/washington-state-department-of-children-youth-and-families/>
- <https://www.youtube.com/channel/UCsRzIU1gRk6-u4JtKIDyqhQ>

2. **Subscribing to all DCYF Newsletters:** Debra shared the number and variety of newsletters produced by the department. Representative Senn has requested to be subscribed to all newsletters. DCYF Oversight Board staff ([Crista.Johnson@gov.wa.gov](mailto:Crista.Johnson@gov.wa.gov) and [Nickolaus.Colgan@gov.wa.gov](mailto:Nickolaus.Colgan@gov.wa.gov)) are also requesting to be subscribed to all e-newsletters. At the October Board meeting, other Board members will be asked of their interest in being subscribed and Board staff will share emails of interested parties with DCYF Communications.

**Pending Response from DCYF**

3. **Request for Subscriber Data for DCYF Newsletters:** Debra stated she can provide the number of subscribers for each type of DCYF e-newsletter.



**Response:**

- 4,700 subscribers - Secretary’s newsletter
- 2,455 subscribers - Professional Development newsletter
- 7,995 subscribers - Caregiver Connection newsletter
- 500 subscribers - Strengthening Families newsletter
- 3,242 subscribers - ECEAP Reminders
- 250 subscribers - Home Visiting newsletter
- 3,518 subscribers - ESIT Weekly
- 235 subscribers - Tribal Relations

4. **DCYF Surveys:** Genevieve state she can send a list of all surveys conducted by DCYF.

**Pending Response from DCYF**

5. **Aligning Policy Changes with WAC Changes:** Annie Lee stated that WAC changes follow along an established process that allows for public comment and response, but that the policy changes that need to occur in alignment with WAC changes do not always happen, or do not have an established process for public review and comment as WAC changes do. She suggested the department consider this. Debra stated she would take this back to Sec. Hunter on what can be done about this.

**Pending Response from DCYF**

-----

**From Thursday, October 17, 2019 10:00 am – 3:00 pm, 5501 6<sup>th</sup> Ave, Tacoma, WA 98406**

1. **Culture Change Materials:** The Oversight Board is requesting access to the Change Champion Network materials and transition page used to bring staff along the transition into the new Department’s structure.

The Board has also requested to obtain the summarized data on the DCYF staff’s perspective on the current state, or baseline, of culture in the Department.

**Pending Response from DCYF**

2. **Results from DCYF Staff Focus Groups:** Annie stated the Department was conducting focus groups with DCYF staff from mid-November 2019 through the end of January 2020 regarding “How are you experiencing DCYF?” The Oversight Board has requested to see the results of these focus groups, including key topics and actions plans.

**Pending Response from DCYF**

## Appendix E: Subcommittee Rosters

Early Interventions Subcommittee	Adolescent Services & Supports Subcommittee	Adult Services & Supports Subcommittee
Lois Martin	Annie Lee	Sydney Forrester
Ruth Kagi	Sydney Forrester	Wendy Thomas
Charles Loeffler	Jeannie Darneille	Shrounda Selivanoff
Representative Tana Senn	Justice Bobbe Bridge	Ruth Kagi
Representative Tom Dent	Annie Blackledge	Ben de Haan
Dr. Diane Liebe		Judge Frank Cuthbertson

## Appendix F: Oversight Board Bylaws

### ARTICLE I

#### Membership

1. The Department of Children Youth and Families Oversight Board (Board) consists of a total of 21 members, including: two senators and two representatives from the legislature; one non-voting representative from the governor’s office; subject matter experts; tribal representatives; and representatives from stakeholder groups as described by [RCW 43.216.015](#).
2. Legislators serving on the Board are appointed by the leaders of the two major caucuses of the Senate and the House of Representatives.
3. The remaining members of the Board are nominated by the Governor subject to the approval of the appointed legislators by majority vote.

#### Terms of Office

1. Legislative members serve four-year terms and all are appointed before the close of each regular session of the legislature during odd-numbered years.
2. Non-legislative members of the Board serve four-year terms.
3. Youth members must be under twenty-five years of age at initial nomination and approval to serve on the Board, but may continue to serve on the Board after turning twenty-five years of age until the end of their four-year term.
4. Youth members may be reappointed for a subsequent term if they are under the age of twenty-five at the time of reappointment. All other members may be reappointed for subsequent terms, to serve a maximum of eight consecutive years.
5. A member whose term has expired but whose successor has not been nominated or appointed may continue to serve until replaced.
6. If a member resigns or their position otherwise becomes vacant, the successor will be nominated or appointed, as provided by [RCW 43.216.015\(6\)](#), for a full term at the time of appointment.
7. Members are expected to consistently attend and prepare for Board meetings and subcommittee meetings, of which they are members, in order to be effective and active participants. Members are further expected to stay current in their knowledge and understanding of the Board’s projects and work activities.
8. The Board may meet in order to review any concerns presented to the co-chairs about a Board member’s inability to perform as a member or for neglect of duty.

## **Reimbursement for Expenses**

1. Board members are reimbursed for travel expenses incurred while attending meetings of the Board or conducting business of the Board when authorized by the Board in accordance with [RCW 43.03.050](#) and [43.03.060](#).
2. A request for authorization to receive travel reimbursement for attending meetings of the Board or conducting business of the Board must be submitted by the Board member to the staff of the Board prior to the activity prompting the request for travel reimbursement.
3. The Board staff will determine authorization for travel reimbursement based on the status of the Board's budget. Authorization or non-authorization will be communicated to the requesting Board member prior to the activity prompting the request for travel reimbursement.

## **ARTICLE II**

### **Board Officers**

#### **Officers**

1. The officers of the Board shall consist of two co-chairs. One co-chair shall be a legislative member and the other co-chair shall be a non-legislative member.

#### **Elections/Terms of Office**

1. The Board shall nominate and elect, by majority vote, co-chairs from its membership. The co-chairs shall serve for two years then rotate out of the co-chair role. The legislative co-chair position shall rotate each legislative term between the two major caucuses. The non-legislative co-chair can be re-elected for a second term as co-chair.
2. If both co-chairs are absent from a Board meeting, the Board members by majority vote shall select one of the members present to serve as Chair Pro-Tem.

#### **Duties of Officers**

1. The co-chairs shall call meetings of the Board and shall preside at all meetings of the Board when a quorum of Board members are present. The co-chairs shall delegate assignment and duties to other Board members, manage all matters of the Board and perform such other duties as are incident to the office or are required by the Board or by law.
2. The co-chairs will act as the Board's formal spokespersons. If an alternate spokesperson is needed, the co-chairs will designate a Board member to serve as spokesperson for specific issues as needed.

## **ARTICLE III**

### **Committees of the Board**

1. When necessary and as resources allow, the Board may create committees to carry out specific assignments. Prior to creating a new committee, the Board will identify the purpose of the committee, including how it relates to the Board’s charge and duties in [RCW 43.216.015](#). The Board will identify the chairs and membership and the duration of the committee. Committees will report to and advise the Board.

## **ARTICLE IV**

### **Meetings of the Board**

#### **Regular Board Meetings**

1. The Board will hold a minimum of four Board meetings a year, and two stakeholder engagement meetings a year.
2. The Board will adopt and publish an annual schedule of dates and locations for regular Board meetings for each calendar year.
3. Any changes to the annual schedule shall be made at the discretion of co-chairs unless a majority of the Board objects.
4. Board meeting agendas will be published at least 24 hours prior to the beginning of the regular meeting as pursuant to [RCW 42.30.077](#).

#### **Special Board Meetings**

1. The co-chairs may call a special meeting of the Board at any time.
2. By request of the majority of board members, a special meeting may be called.
3. Special meetings must be properly noticed as required by the [Open Public Meetings Act, Chapter 42.30 RCW](#).

#### **Meetings to be Open and Public**

1. The Board is subject to the [Open Public Meetings Act, Chapter 42.30 RCW](#) and all meetings of the Board are open to the public.

## **ARTICLE V**

### **Meeting Procedures**

#### **Quorum and Voting**

1. A majority of the voting Board members appointed and currently serving constitutes a quorum for business meetings, and unless otherwise specified, a majority of those present decides any issue.
2. As required by the [Open Public Meetings Act, Chapter 42.30 RCW](#), the Board may discuss issues and address administrative matters in the absence of a quorum, but it may not adopt any resolution, rule, regulation, order, or directive during a meeting unless a quorum is present. The Board may, however, entertain a motion to adjourn without a quorum.
3. Board members participating in meetings by phone or a videoconferencing application, shall be deemed to be present and count toward quorum.
4. Voting shall be by voice vote.
5. A Board member may request a roll call vote, and the co-chairs will honor any such request.
6. Proxy voting is not permitted.

#### **Meeting Minutes and Agendas**

1. Written minutes and record of attendance of all Board meetings will be taken by Board staff.
2. All minutes will be produced for Board review and approval.
3. As required by the [Open Public Meetings Act, RCW 43.20.035](#), minutes for regular and special meetings will be made public.

#### **Rules of Procedure**

1. The procedures used to conduct Board business will be governed by the relevant laws, these bylaws, and any other policies or procedures of the Board, in that order.
2. If a procedural issue arises that is not covered by these bylaws and applicable state statutes, and the Board cannot reach consensus on how to proceed, the Board will follow the procedures contained in the most current version of Robert's Rules of Order.

## **ARTICLE VI**

### **Executive Director**

#### **Hire**

1. The Board, by majority vote, shall select and hire an executive director.

2. The termination of the executive director shall be subject to a majority vote of the Board.

### **Duties**

1. The executive director shall perform such duties as may be determined by the Board and shall serve at the pleasure of the Board.
2. The executive director shall house records of the Board's proceedings and make the records available upon request.
3. The executive director, subject to the input and advice from the Board, shall supervise and have general charge of all operating functions and activities of the Board and shall be charged with carrying out the policies adopted by the Board.
4. The executive director shall hire, supervise and determine the compensation of one full-time equivalent employee.
5. The executive director shall perform such other duties and shall have such other authority and powers as the Board may from time to time prescribed, shall keep the Board, officers and committees of the Board fully informed as to the business and affairs of the Board and may consult freely with them concerning its business and affairs.
6. The Board may create or modify a job description for the executive director as needed.

### **Annual Evaluation**

1. The Board shall establish or modify the evaluation procedure of the executive director as needed. This evaluation should be conducted by the Board no earlier than one year after the job description or evaluation tool is established or modified. Subsequent to the evaluation, the co-chairs, or co-chairs' designee, will communicate the results to the executive director.

## **ARTICLE VII**

### **Amendments**

#### **Amendment to the Bylaws**

1. Revisions or amendments to adopted Board Bylaws may be proposed by any member.
2. Revisions or amendments must be submitted to the Board at least 72 hours prior to a board meeting where the revisions or amendments will be included on the agenda for discussion.
3. Final action on any proposed revisions or amendments to adopted Board Bylaws will be scheduled to take place during the subsequent board meeting following the meeting when the revisions or amendments were first discussed.
4. Board Bylaws may be amended by a majority vote of the Board.