King County

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda

Committee of the Whole

Councilmembers: Kathy Lambert, Chair; Rod Dembowski, Vice Chair; Claudia Balducci, Reagan Dunn, Larry Gossett, Jeanne Kohl-Welles, Joe McDermott, Dave Upthegrove, Pete von Reichbauer

Staff: Rachelle Celebrezze, Lead Staff (206-477-0897)
Marka Steadman, Committee Assistant (206-477-0887)

9:30 AM | **Wednesday, March 16, 2016** | **Room 1001**

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

To show a PDF of the written materials for an agenda item, click on the agenda item below.

1. Call to Order

2. Roll Call

3. Approval of Minutes

March 2, 2016 meeting pp. 3-4

Discussion and Possible Action

4. Proposed Motion No. 2016-0162 pp. 5-14 (Approx. 5 min.)

A MOTION concerning the regional policy committee work program.

Sponsors: Ms. Balducci

John Resha, Policy Staff Director

Sign language and communication material in alternate formats can be arranged given sufficient notice (296-1000).
TDD Number 296-1024.
ASSISTIVE LISTENING DEVICES AVAILABLE IN THE COUNCIL CHAMBERS.

Briefing

5. Briefing No. 2016-B0055 pp. 15-20 (Approx. 30 min.)

Local Government Update - Road Services Division and Department of Permitting and Environmental Review

Lise Kaye and Erin Auzins, Council staff
John Starbard, Director, Department of Permitting and Environmental Review
Brenda Bauer, Director, Road Services Division
Jay Osborne, Deputy Director, Road Services Division

6. Briefing No. 2016-B0056 pp. 21-54 (Approx. 25 min.)

ESJ Annual Report

Mike Reed, Council staff
Matias Valenzuela, Director, Office of Equity and Social Justice

7. Briefing No. 2016-B0057 pp. 55 (Approx. 60 min.)

OLEO Director Candidate Interviews

Other Business

Adjournment

King County

1200 King County
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Meeting Minutes

Committee of the Whole

Councilmembers: Kathy Lambert, Chair; Rod Dembowski, Vice Chair;
Claudia Balducci, Reagan Dunn, Larry Gossett, Jeanne Kohl-Welles, Joe McDermott,
Dave Upthegrove, Pete von Reichbauer

Staff: Rachelle Celebrezze, Lead Staff (206-477-0897)
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9:30 AM | **Wednesday, March 2, 2016** | **Room 1001**

DRAFT MINUTES

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. Call to Order

The Metropolitan King County Council's Committee of the Whole was called to order by Chair Kathy Lambert at 9:45 a.m.

2. Roll Call

Present: 9 - Ms. Balducci, Mr. Dembowski, Mr. Dunn, Mr. Gossett, Ms. Kohl-Welles, Ms. Lambert, Mr. McDermott, Mr. Upthegrove and Mr. von Reichbauer

3. Approval of Minutes

Councilmember Dembowski moved approval of the February 17, 2016, meeting minutes. There being no objections, the minutes were approved.

Briefing

4. Briefing No. 2016-B0044

Public Health Deep Dive

Katherine Cortes, Council staff; Patty Hayes, Director, Public Health-Seattle & King County; and Dwight Dively, Director, Office of Performance, Strategy and Budget; briefed the Committee and answered questions from the members.

This matter was Presented

Other Business

There was no further business to come before the Committee.

Adjournment

The meeting was adjourned at 11:22 a.m.

Approved this _____ day of _____.

_____

Clerk's Signature

King County

Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item:	4	**Name:**	John Resha
Proposed No.:	2016-0162.2	**Date:**	March 16, 2016

SUBJECT

A proposed motion regarding the Regional Policy Committee Work Program.

SUMMARY

Proposed Motion 2016-0162.2 would state the Council's intent regarding the legislative process for review of Best Starts for Kids and Mental Illness and Drug Dependency implementation plans.

BACKGROUND

At the February 2016 meeting of the Regional Policy Committee (RPC), the committee discussed and adopted its 2016 work program via RPC Resolution 2016-1. This resolution identified subject matter areas for referral of legislation and briefing. The work program also identified outstanding timeline and referral process questions for Best Starts for Kids (BSK) and Mental Illness and Drug Dependency (MIDD) implementation plans.

During deliberations, members spoke to the need to balance the RPC's review and recommendation role relative to countywide plans and policies with the need to get services delivered to people at risk as soon as possible.

For reference purposes the legislative process for subject matter areas that qualify for a mandatory review process, if amendments are effectuated by both RPC and the King County Council, is as follows (Per Section 270 of the King County Charter and KCC 1.24.065):

Step 1: **Initial RPC Review**
RPC has 120 days from date of referral, or such time as jointly agreed to by the RPC and the Council (and confirmed by motion). Also the RPC can request additional time to review, which the Council may grant by motion.

Step 2: **Initial County Council Review**

The County Council has 90 days from receipt of the RPC's recommended action on the proposed legislation, unless time period is extended by committee.

Note 1: If the Council does not further amend the version of legislation recommended by RPC, then a simple majority is required for passage.

Note 2: If, before final passage, the Council votes to amend the plan or policy recommended by the RPC, it must re-refer the amended plan or policy to the RPC for their concurrence, dissent or recommendation of additional amendments.

Step 3: **RPC Re-Referral** (if necessary)

RPC has 60 days from receipt of Council's amendments to the plan or policy, plus additional time if requested by RPC and approved by Council by motion.

Step 4: **County Council Subsequent Review** (if necessary)

The County Council has 60 days from receipt of the RPC's recommended action on the proposed legislation.

Note 1: If the Council does not further amend the version of legislation recommended by RPC, then a simple majority is required for passage.

Note 2: If, before final passage, the Council votes to amend the plan or policy recommended by the RPC, it must do so with 6 or more affirmative votes, otherwise the legislation is subject to the Step 3 and 4 re-referral process.

Step 5: **Implementation**

Following an adoption of the legislation by the County Council, the Executive has up to 15 days to sign the legislation.

The effective date of the legislation is 10 days after the Executive signs the approved legislation or 10 days (or after the 15 day period if the Executive does not sign the approved legislation).

Time for one complete cycle (legislative process from the date of referral to the effective date of legislation) should Council and Regional Policy Committee amendments be required for legislation subject to a mandatory referral (and the County has 6 votes to accomplish their policy objectives) is potentially as long as 355 days:

120 days + 90 days + 60 days +60 days + (15 days + 10 days) = 355 days

PROPOSED MOTION 2016-0162.2

Proposed Motion 2016-0162.2 identifies that:

The BSK and MIDD implementation plans are countywide plans and policies, that if included in Section I of the RPC Work Program, would make the legislation adopting these plans subject to a mandatory review legislative process.

RPC and the County Council desire to authorize the Executive to expeditiously move forward on implementation, and as a result RPC is choosing to use a negotiated legislative process rather than the mandatory review process.

Section A. of the proposed motion states that the RPC and the County Council are committed to and respect the charter-established mandatory legislative review process, and both request the Executive to reflect the legislative process timeline in his implementation planning and directs staff to report to the chair and vice chair of RPC at least quarterly regarding items on the committee work program that are requested for the charter-established mandatory legislative review process.

Sections B., C. and D. of the proposed motion identify the following legislative processes:

For the Best Starts for Kids Youth and Family Homelessness Prevention Implementation Plan (Section B.):

- Transmittal by March 1, 2016 (per the levy ordinance);[1]
- Dual referral to a County Council standing committee and RPC for a non-mandatory review process;
- RPC deliberation deadline of April 13, 2016, which is an RPC regularly scheduled meeting date;
- The County Council standing committee will begin its consideration from the amended RPC legislation (if amended in RPC); and
- County Council completion of deliberation in May 2016.

For the Best Starts for Kids General Implementation Plan (Section C.):

- Transmittal by June 1, 2016 (per the levy ordinance);
- Dual referral to a County Council standing committee and RPC for a non-mandatory review process;
- RPC deliberation deadline of July 13, 2016, which is an RPC regularly scheduled meeting date;
- The County Council standing committee will begin its consideration from the amended RPC legislation (if amended in RPC);
- A joint committee meeting between RPC and the County Council's standing committee to which the legislation was also referred; and
- County Council completion of deliberation in September 2016, which is when the County Council will receive the 2017-2018 Executive Proposed Budget.

[1] The Best Starts for Kids Youth and Family Homelessness Prevention Implementation Plan was transmitted on 3/1/2016 and is attached to Proposed Motion 2016-0156

For the Mental Illness and Drug Dependency Service Implementation Plan (Section D.):

- Transmittal by August 25, 2016 (Anticipated transmittal date from the Executive);
- Dual referral to a County Council standing committee and RPC for a non-mandatory review process;
- RPC deliberation deadline of October 12, 2016, which is an RPC regularly scheduled meeting date;
- The County Council standing committee will begin its consideration from the amended RPC legislation (if amended in RPC);
- A joint committee meeting between RPC and the County Council's standing committee to which the legislation was also referred; and
- County Council completion of deliberation in November 2016, which would be concurrent with the 2017-2018 County Council Budget Process.

For the Regional Policy Committee each of these schedules provide for 6 weeks for discussion and possible action.

For the County Council and its standing committee(s) these schedules would provide a total of the following:

- 6 weeks for consideration of the BSK Youth and Family Homelessness Prevention Implementation Plan
- 8 weeks for consideration of the BSK General Implementation Plan
- 3-5 weeks for consideration of the MIDD Service Implementation Plan

These schedules, identified in the proposed motion, are negotiated schedules that are different than both the regional committee mandatory review process and the County Council's standard legislative process.

At the March 9, 2016 RPC meeting, the RPC recommended approval of Proposed Motion 2016-0162.2 to the Council. RPC also adopted RPC Resolution 2016-2, which established the committee's work program for 2016. RPC Resolution 2016-2 is consistent with the dates contained in Proposed Motion 2016-0162.

ATTACHMENTS

1. Proposed Motion 2016-0162.2

KING COUNTY

Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

March 14, 2016

Motion

Proposed No. 2016-0162.2 **Sponsors** Balducci

A MOTION concerning the regional policy committee work program.

WHEREAS, the King County Charter establishes regional committees to develop, recommend and review regional policies and plans for consideration by the metropolitan county council, one of which is the regional policy committee, and

WHEREAS, the charter establishes the subject matter areas for the regional policy committee to be those countywide plans and policies included in the committee's work program, and

WHEREAS, the charter and K.C.C. 1.24.065 establish timeframes for the legislative review process for these countywide plans and policies within the subject matter adopted by the regional policy committee, and

WHEREAS, K.C.C. 1.24.065.I. and past practices have provided for the regional policy committee to consider, examine and comment on pending issues that are not countywide policies or plans within its subject matter and therefore are not subject to the mandatory review process, and

WHEREAS, the Youth and Family Homelessness Prevention and the General Implementation Plans for the Best Starts for Kids Levy and the Mental Illness and Drug Dependency Service Implementation Plan are countywide plans or policies, and

WHEREAS, if these subject matter areas were included in the regional policy committee's work program, the legislation adopting these plans would be subject to the mandatory review process, and

WHEREAS, the regional policy committee and the King County council desire to authorize the strategies associated with these implementation plans sooner than would be possible if the full time period for review of mandatory referrals were followed, so that the executive can begin implementation as soon as possible. As a result, the regional policy committee is choosing to adopt a work program that treats these plans under a nonmandatory review process in order to assure an expedited legislative review process;

NOW, THEREFORE, BE IT MOVED by the Council of King County:

A. The regional policy committee and King County council are committed to effective and efficient legislative review processes that respect the charter-mandated legislative process for the review of countywide plans and policies. In order to better achieve regional committee engagement on these matters:

1. The executive is requested to include the charter-mandated legislative process and timeline as part of the planning for implementation of any countywide plan or policy; and

2. Committee lead staff for the committee is directed to report at least quarterly to the chair and the vice-chair of the committee on the executive's planning efforts for those countywide plans or policies identified on the committee's work program.

B. The legislative review process for the Best Starts for Kids Youth and Family Homelessness Prevention Implementation Plan shall be:

1. Transmittal of the legislation adopting the plan by March 1, 2016, as required by Ordinance 18088;

2. In addition to the appropriate standing committee, referral to the regional policy committee for a nonmandatory review process as provided in KCC 1.24.065.I. The regional policy committee's deliberations must be complete by April 13, 2016;

3. The council's standing committee shall consider the legislation, as amended if amended by the regional policy committee; and

4. The council intends to complete its deliberations in May 2016.

C. The legislative review process for the Best Starts for Kids General Implementation Plan shall be:

1. Transmittal of the legislation adopting the plan by June 1, 2016, as required by Ordinance 18088;

2. In addition to the appropriate standing committee, referral to the regional policy committee for a nonmandatory review process as provided in KCC 1.24.065.I. The regional policy committee's deliberations must be complete by July 13, 2016;

3. The council's standing committee shall consider the legislation, as amended if amended by the regional policy committee;

4. Before adoption of a recommendation by the council's standing committee to which the legislation was also referred, the regional policy committee and the standing committee shall hold a joint meeting for discussion of regional policy committee interests; and

5. The council intends to complete its deliberations in September 2016.

D. The legislative review process for the Mental Illness and Drug Dependency Service Implementation Plan shall be:

1. Transmittal of the legislation adopting the plan by the executive is anticipated by August 25, 2016;

2. In addition to the appropriate standing committee, referral to the regional policy committee for a nonmandatory review process as provided in KCC 1.24.065.I. The regional policy committee's deliberations must be complete by October 12, 2016;

3. The council's standing committee shall consider the legislation, as amended if amended by the regional policy committee;

4. Before adoption of a recommendation by the council's standing committee to which the legislation was also referred, the regional policy committee and the standing committee shall hold a joint meeting for discussion of regional policy committee

interests; and

5. The council intends to complete its deliberations in November 2016.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

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King County

Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item:	5	**Name:**	Erin Auzins and Lise Kaye
Proposed No.:	2016-B0055	**Date:**	March 16, 2016

SUBJECT

A local government briefing on the Department of Permitting and Environmental Review and Road Services Division.

SUMMARY

Executive staff will be available to give a local government update on the Department of Permitting and Environmental Review (DPER) and the Road Services Division (RSD). DPER is the County agency responsible for regulating and permitting and building and land use activity in unincorporated King County. RSD is the County agency responsible for managing the roadway network in unincorporated King County.

BACKGROUND

Department of Permitting and Environmental Review

The Department of Permitting and Environmental Review (DPER) is the County agency responsible for regulating and permitting all building and land use activity in unincorporated King County, including permit review, inspections, and code enforcement. There are three appropriation units in DPER, including:

Planning and Permitting: This unit contains 85 percent of the department staff and is responsible for all stages of approving land use and construction development proposals, and is 95 percent permit fees supported. Four percent is funded through the General Fund to pay for department administration of code enforcement, and 1 percent is funded by the other agencies that use the permit tracking software.

General Public Services: This unit provides for local long range land use planning and code enforcement. This appropriation is 84 percent General Fund supported, and 16 percent funded by civil penalty revenue.

Abatements: This separate appropriation unit provides the funding for work abatement of code enforcement violations. This appropriation is funded through civil penalties and liens for abatement work and the General Fund.

Table 1 below shows the appropriations to DPER for the 2015-2016 biennium, including all supplemental appropriations made to date.

Table 1: DPER 2015-2016 Appropriations by Unit

Appropriation Unit	2015-2016 Adopted[1]
Planning and Permitting	$27,268,000
FTE:	77.60
General Public Services	$4,172,000
FTE:	9.00
Abatements	$594,000
FTE:	0.00
Total DPER	$32,034,000
FTE:	86.60

Road Services Division

The Road Services Division (RSD) of King County's Department of Transportation is one of five divisions in the Department of Transportation.[2] The RSD manages the unincorporated area roadway network that supports more than one million trips a day. The system consists of about 1,500 miles of county roads and 180 bridges, plus numerous sidewalks and pathways, traffic signs and signals, drainage pipes and culverts and other critical transportation infrastructure. In addition, roadway rights of way provide corridors for utility infrastructure, including communications, surface water systems and power lines.

Table 2 below shows the appropriations to RSD for the 2015-2016 biennium, including all supplemental appropriations made to date.

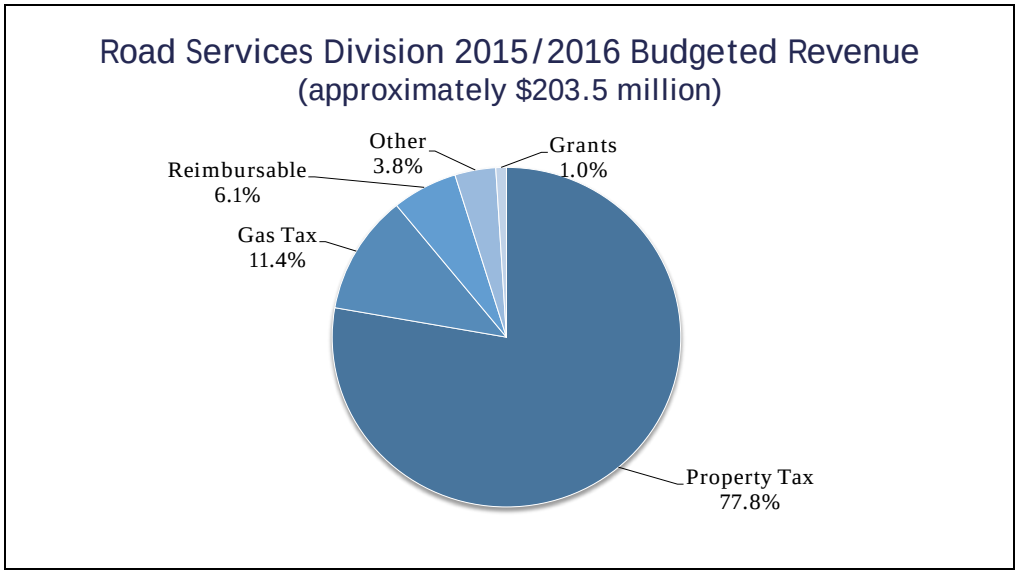
Table 2: RSD 2015-2016 Appropriations by Unit

Appropriation Unit	2015-2016 Adopted[3]
Roads Operating	$173,934,000
FTE:	351.58
Roads Construction Transfer	$55,940,000
Roads CIP	
3850 Renton Maintenance Facility Capital Fund	$14,156,056
3860 Roads Construction Capital Fund	$46,650,719

[1] Through Ordinance 18239.
[2] The other four divisions are the King County International Airport, the Marine Division, Fleet, and Transit.
[3] Through Ordinance 18239.

As shown in Chart 1 below, the RSD division receives over 75% of its revenue from property taxes.[4] Other revenue comes from gas tax, contracts with other agencies and grants.

Chart 1: RSD 2015-2016 Budgeted Revenue



System Condition

The 2014 update to the Strategic Plan for Road Services[5] ("Strategic Plan") reported that the condition of the roadway system is worsening and that the system faces a significant revenue shortfall. Urban area annexations, declining property values, reduced state and federal support, and lower gas tax revenues have significantly reduced funding for maintenance of roads and bridges in unincorporated areas over the past decade. The Strategic Plan reported that the roadway system faces the following challenges:

- 70 percent of the approximately 450-mile arterial roadway system needs reconstruction or rehabilitation
- 30 percent of the County's 180 bridges are structurally deficient or functionally obsolete
- The current backlog of drainage project needs is $90 million and growing

Revenue Shortfall

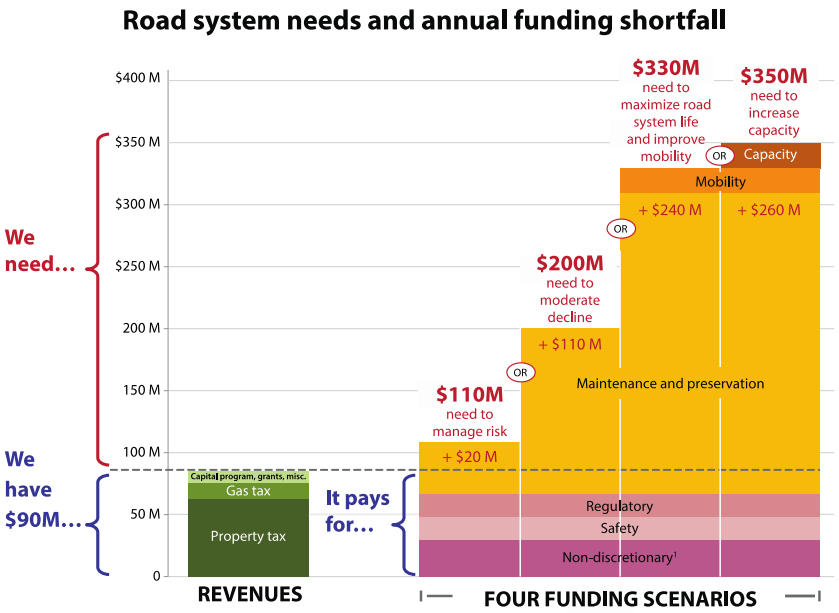
Council adopted an update to the Strategic Plan for Road Services by Motion 14190, establishing a target performance scenario that would maximize the road system life by

[4] Dwight Dively, Primer on King County's Finances with a Focus on Roads, 9/16/15. Presented to the King County Bridges and Roads Task Force. http://kingcounty.gov/depts/transportation/roads/roads-task-force.aspx
[5] http://www.kingcounty.gov/depts/transportation/roads/strategic-planning.aspx

improving the condition of roads and bridges, initiate a cost-effective planned maintenance approach, and improve emergency response capability. This scenario did not include funding for any roadway capacity increases. The estimated annualized cost for the adopted target scenario is $330 million in 2014 dollars. The 2015-2016 biennial budget appropriated approximately $203.5 million over two years to RSD, which equates to an annual shortfall of nearly $230 million relative to the target performance scenario.

Chart 2 shows RSD needs versus revenue based on 2012 data developed by the county.

Chart 2: RSD Annual Projected Needs v. Projected Revenue



At 2014 funding levels (estimated to be $89 million per year on average over the next 10 years), the Strategic Plan for Road Services projected the following outcomes over the next 25 years:

- 35 bridges may have to be closed,
- Segments that would total 72 miles of roadway will deteriorate to the point of significant restrictions or closures (speed reductions or closures of lanes or full roads), and
- 65 percent of the stormwater system will be at risk of failure, causing road closures due to sinkholes, local flooding, and washouts.

<u>Efficiencies</u>

Since 2010, the Division has downsized staff by more than 40%, deferred capital projects, sold surplus properties, consolidated offices and reduced its fleet size. In transitioning to a local service provider for the rural unincorporated area, the Division has cut or reduced programs that serve primarily urban populations—such as the neighborhood, pedestrian, and school traffic safety programs; signal design and engineering; development review of traffic impacts; traffic data modeling; transportation

concurrency management; mitigation payment system planning; and non-motorized planning.

Bridges and Roads Task Force Recommendations

In February 2016, a Bridges and Roads Task Force appointed by Executive Constantine and Councilmember Lambert provided a series of recommendations to address revenue, infrastructure, areas of further study, efficiencies, and outreach.[6] The Bridges and Roads Task Force presented their recommendations to the Committee of the Whole on February 17, 2016.

INVITED

1. John Starbard, Director, Department of Permitting and Environmental Review
2. Brenda Bauer, Director, Road Services Division
3. Jay Osbourne, Deputy Director, Road Services Division

[6] http://kingcounty.gov/depts/transportation/roads/roads-task-force.aspx

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King County

Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item:	6	**Name:**	Mike Reed
Proposed No.:	2016-B0056	**Date:**	March 16, 2016

SUBJECT

Briefing on the King County 2015 Equity and Social Justice Annual Report.

SUMMARY

Ordinance 16948, the county's Equity and Social Justice (ESJ) Ordinance, requires the preparation of an annual report on status and trends in equity and social justice. The 2015 King County Equity and Social Justice Annual Report (Report) describes the formation of the new Office of Equity and Social Justice; summarizes major equity highlights for 2015; discusses the ESJ Strategic Plan; notes progress on the identified Determinants of Equity factors; and reports numerical values for key equity parameters.

BACKGROUND

In 2010, the Council approved Ordinance 16948, often referred to as the "ESJ Ordinance." It defined fourteen "Determinants of Equity"—factors that contribute to individuals or communities having a fair opportunity to attain their full potential. These Determinants of Equity have become the foundation for ongoing equity efforts in King County. The ESJ Ordinance also called for an annual report on "the status and trends in equity in the county" related to the implementation of the ordinance. Since 2012, the Executive has published an Equity and Social Justice Annual Report, building on earlier reporting on equity commitments and accomplishments in King County.

The 2015 Equity and Social Justice Annual Report was published in December 2015. The Report describes the formation of the Office of Equity and Social Justice in the Executive branch and identifies the primary functions of the Office, including integrating equity considerations into major county initiatives, providing training on equity topics to county employees, working on equity initiatives with the community, and supporting county staff in incorporating equity and social justice in program plans, processes and initiatives.

ESJ Progress Highlights

Among the ESJ developments of the previous year that are highlighted by the Report:

- King County announced new actions to address racial disproportionality in the justice system, decriminalize homelessness and mental illness, and partner with schools and communities, including the following;
    - The Executive pledged to cap the number of detention beds at the future Children and Family Justice Center at 112, nearly half the number at the Youth Services Center currently;
    - King County Superior Court set a goal of cutting the use of detention for probation violators 50% by April 2016;
    - King County Superior Court also set a goal to eliminate detention for young people who run away from home, violate curfews, and are truant or responsible for other "status violations", with limited exceptions;
    - The Department of Community and Human Services' summer youth employment program placed 205 young adults into summer internships, including 15% that were homeless and 21% that were involved in the justice system;
- Bus service became more affordable for riders who qualify for Metro Transit's new ORCA LIFT reduced fare. As of March 2016, more than 25,000 King County residents have signed up for the ORCA LIFT program and more than 3.7 million trips were taken with ORCA LIFT cards during the program's first year.[1]
- A new water taxi, the MV Sally Fox, started service with ADA-friendly and passenger safety amenities;
- An ESJ Strategic Planning process began, including summer workshops engaging employees and community organizations to help shape the plan;
- Nine Bridge Fellows graduated, completing a leadership program and producing a collaborative ESJ project;[2]
- King County and partner jurisdictions hosted the Governing for Racial Equity Conference[3] at the Washington State Convention Center in Seattle on June 11-12, 2015, to provide a forum for engagement on issues related to advancing equity and social justice. A range of workshops were offered, addressing the public sector's role in advancing equity, countering bias in hiring, urban sustainability through environmental justice, and transportation access for low income residents. Over 500 individuals attended the conference;
- The county adopted the Strategic Climate Action Plan[4], which supports achieving ambitious targets to reduce greenhouse gas emissions, recognizing vulnerable communities that are most impacted by climate change;

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[1] http://www.kingcounty.gov/elected/executive/constantine/News/release/2016/March/07-orca-lift-anniversary.aspx

[2] The Bridge Fellowship (http://kingcounty.gov/employees/bridge-fellowship.aspx) is an employee development program that provides selected employees with experiences and tools needed to enhance leadership skills, learn more about County systems, and support career advancement. It is a one-year program made available to ten selected employees, featuring structured training and collaboration, customized development planning, and experiential learning.

[3] http://grenetwork.org/wp/2015-conference/2015-agenda/

[4] Motion 14449.

- The Best Starts for Kids levy was approved by the voters, establishing a program that will transform the way the region invests in children's future;
- King County established the Immigrant and Refugee Task Force to expand access to opportunities and voices in government; and
- Following intensive health care outreach and enrollment efforts by the county, census data confirmed that the percentage of uninsured adults declined from 16% to 10%, with more than 200,000 individuals enrolling.

ESJ Strategic Plan

Of particular focus in the Report is the Equity and Social Justice Strategic Plan, which will guide the county's equity and social justice work over the long term. The ESJ Office is currently completing a draft of the Strategic Plan, which will then be broadly circulated for input from interested audiences. The draft will be shared with agencies later in March, and the Office of ESJ anticipates transmitting to Council a final version of the ESJ Strategic Plan in late spring. According to the Report, planners who have been developing the strategic plan have identified a series of questions that are driving the planning, including: What are the elements of county systems and operations where the greatest potential ESJ impacts are? What ESJ initiatives are working and need to be expanded? What initiatives are not working and needs to be discontinued? Where can King County learn and leverage "best practices" for ESJ that promote change? Where are there opportunities for partnerships with community organizations, business, labor, education, philanthropy, and cities to improve equity outcomes?

The Strategic Plan will also define the role that King County ESJ will have in leading and supporting regional equity efforts.

Progress on Determinants of Equity

The Report also describes the county's progress on particular Determinants of Equity,[5] by discussing a number of key initiatives that impact one or more Determinants. Of note, the Best Start for Kids levy is described as impacting all the Determinants. The Report describes several potential Best Starts for Kids strategies that would impact the Determinants, including universal access to developmental screenings, nurse home visitations for first-time mothers and homelessness prevention funding. Other county initiatives identified in the Report that are expected to have an impact on the Determinants include initiatives aimed at building equitable communities, addressing disproportionality in juvenile detention, creating a diverse workforce, and transforming the organizational culture.

ESJ Dashboard

Finally, the Report includes an Online Dashboard of Equity and Social Justice. The Dashboard launched in October 2015. Data is drawn from tracking, monitoring and reporting systems and strategic plans of county agencies. The Dashboard is updated on

[5]Determinants of Equity are defined in Ordinance 16948, adopted in October 2010.

a regular basis, as new data is available, so that it captures the state of the county at any given time. The Dashboard is organized around key priorities, including Equity and Social Justice, Best Run Government, Climate Change and Regional Mobility. Each of these has a number of topic areas. There are nine topic areas for Equity and Social Justice, including Natural and Built Environment/Climate; Education; Community and Neighborhoods; Food Access; Public Transit Access; Health and Human Services; Jobs and Economic Security; Affordable and Quality Housing; and Justice and Public Safety. The Dashboard provides scores on major parameters of these topic areas. For example, according to the Dashboard:

> ***Social Cohesion:*** King County adults were questioned about trust in their neighborhood and likelihood that neighbors could be counted on to intervene in problem situations. The mean social cohesion score for adults in King County was 36.2, with a possible range from 10 to 50.[6]
>
> ***Housing Cost-Burdened:*** 35% of homeowners and renters are paying more than 30% of their income on housing.
>
> ***Health Insured:*** 10.1% of adults are uninsured.

The Dashboard can be found at (*https://performance.kingcounty.gov).*

Matias Valenzuela, Director of the Office of Equity and Social Justice, will brief the Committee on the 2015 Report. Matias will also briefly speak to progress on the draft ESJ Strategic Plan, including the attached Strategic Plan Framework.

ATTACHMENTS

1. King County 2015 Equity and Social Justice Annual Report
2. ESJ Strategic Plan Framework

INVITED

- Matias Valenzuela, Director, Office of Equity and Social Justice

[6] https://performance.kingcounty.gov/stat/goals/m3m3-jtb4/ypgc-e668/kqxt-bn8q

ATTACHMENT 1

KING COUNTY EQUITY AND SOCIAL JUSTICE ANNUAL REPORT

DECEMBER 2015

King County

OFFICE OF
EQUITY AND SOCIAL JUSTICE

OFFICE OF
KING COUNTY EXECUTIVE
DOW CONSTANTINE

www.kingcounty.gov/equity

401 Fifth Ave, Ste. 800, Seattle, WA 98104

206-263-9600 / TTY Relay: 711

Tribal dedication of West Point Archaeological Exhibit, supported by King County

Movie under the stars event at Steve Cox Park in White Center

Alternative Formats Available

COW Packet - Page 26

CONTENTS

2 / LETTER FROM KING COUNTY EXECUTIVE DOW CONSTANTINE

4 / FOREWORD: EQUITY FROM THE START

6 / KING COUNTY EQUITY AND SOCIAL JUSTICE: WHERE WE'VE BEEN AND WHERE WE'RE GOING

11 / BEST STARTS MATTER

12 / BUILDING EQUITABLE COMMUNITIES WHERE NEEDS ARE GREATEST

15 / ROOTING OUT RACIAL DISPROPORTIONALITY IN JUVENILE DETENTION

18 / CREATING A DIVERSE AND INCLUSIVE WORKFORCE

22 / TRANSFORMING THE ORGANIZATIONAL CULTURE FROM WITHIN

24 / THE MEASURES OF EQUITY

King County contingency at 2015 Pride Parade

LETTER FROM KING COUNTY EXECUTIVE DOW CONSTANTINE

As we present our 2015 Equity and Social Justice Annual Report, our commitment to create a more equitable King County is stronger than ever, and our effort must measure up to the scope of our challenges.

A local government like King County cannot on its own reverse all entrenched inequities. But we can make a real difference in people's lives, if we examine our policies, decisions, programs, and practices through an equity lens. And, we can engage and involve the community in a meaningful way, understand more fully the residents we serve, and then truly connect with people and partners to start changing the equation.

As we take stock of the year, there is one area that is of particular concern, not just here locally, but nationally as well – income inequality.

It's axiomatic that economic growth is driven by a strong middle class. But in King County, 95 percent of the net new households created since 2000 earn either less than $35,000 a year, or more than $125,000. One can quibble over the definition of middle class, but the dearth of new households earning anywhere near the 2013 median income of $72,000 is troubling.

Our middle class is simply not growing, even in good times. This economic sinkhole in the center wasn't in evidence when I was growing up in West Seattle. Back then, it seemed as though the majority of the parents worked at Boeing, or the port, or the steel mill – or they were teachers, or police officers, or shopkeepers. There was a large working and middle class; a comfortable quality of life with plenty of access to the common goods of the mountains and Puget Sound; and few signs of either great wealth or great poverty.

But without a strong, growing middle class, we are prone to a vicious cycle of less-robust consumer spending, lower government revenues, and reduced investment in the infrastructure and education needed for future growth and opportunity.

There are also race and placed-based elements to these income gaps. Since the Great Recession, the average income for whites in King County has risen steadily and significantly, while blacks have experienced net average income loss.

Income inequality is a long-festering issue that has its roots in historical, macroeconomic, and social trends and policies. From the start, our nation set clear and unfair rules by race for who

could own land and accumulate wealth. Even as our postwar generation made progress on civil rights and enjoyed a period of shared and robust economic growth, we have seen the liberalization of trade and finance; the decline in the power of labor unions; significant shifts in national tax policy; and a decline in investment in education and infrastructure.

My core commitment for King County has been to create conditions under which each person can have a fair shot at success—regardless of race or wealth or place of residence. And, by fair shot, I don't mean a long shot.

This Annual Report highlights how King County has worked with our community, partners, and employees to realize tangible results, including reducing the rate of persons without medical insurance from 16 percent to below 10 percent, and creating a low-income transit fare to keep money in the pockets of those who most need it.

Our approach is based on the belief that people want – and should reasonably expect – a good and affordable place to live, ways to get around, a quality education for their kids, and fair access to the ladder of success. They don't need anyone to carry them up that ladder, just a solid foundation beneath their feet.

This Report also shows how we need to boldly address the root causes of inequities, such as with the newly voter-approved Best Starts for Kids, the most comprehensive approach to early childhood development in the nation. Best Starts for Kids is performance-driven and science-based, and starts with prenatal support, sustains the gain through teenage years, and invests in healthy, safe communities that reinforce progress.

Best Starts for Kids expands opportunity and begins the transition to less expensive, more effective upstream solutions to costly challenges such as mental illness, substance abuse, homelessness, domestic violence, and incarceration.

One-size-fits-all solutions won't address inequities; but we can accomplish that by meeting people where they are. This requires an intentional focus on addressing impacts on historically disadvantaged communities, while exploring and questioning the elements of our existing systems that have perpetuated disparate outcomes.

We must not be afraid to tackle the big racial equity issues of our time, including disproportionality in the justice system, and how practices and policies in schools, law enforcement, and the justice system have led to unacceptable outcomes for communities of color. These challenges demand from us community-wide collaboration.

To better connect our residents with their government, we must use innovative practices to strengthen human relationships and deepen communication between "We the people" and the people we employ, entrust, and empower to meet our community needs.

No change is possible in the community if we don't start our work internally and ensure that our employees are fully engaged. Our organizational culture has to be one in which employees listen to and respect each other, as we learn and grow together.

To achieve my goal of becoming the best run government, we need a workforce that is diverse at all levels. As a regional government working in an increasingly interconnected world, a diverse workforce makes us more competitive, innovative, and nimble – allowing us to provide the best services to the many communities we serve.

In this Report, you will read how we are preparing our organization and workforce to serve our increasingly diverse communities of tomorrow.

I thank all of you – our employees, community organizations, residents, businesses, local governments, and philanthropic groups – who have taken to heart our collective call to create a better and more prosperous region for everyone. We are making a difference.

Sincerely,

Dow Constantine
King County Executive

COW Packet - Page 29

EQUITY FROM THE START

Foreword by Brenda Blasingame, M.A. Seattle resident and National Director of Programs and Partnerships at Save the Children U.S. Programs. She is also an immediate past president of the Open Arms Perinatal Services Board and a University of Washington faculty member.

"A new baby is like the beginning of all things—wonder, hope, a dream of possibilities." – Eda J. Leshan

Every child is born into possibility, yet for too many the opportunity to reach that possibility is unequitable from the start. About 22 percent of our nation's children live in poverty, and the numbers are even more devastating for children of color: 39 percent for African Americans, 37 percent for American Indians, 33 percent for Latinos/Hispanics, and 23 percent for mixed race children.

Best Starts for Kids, an initiative recently passed by King County voters, is a bold move to ensure that all children—regardless of race or economic status—have access to the support needed for the best possible start in life. The initiative follows what science and research have already proven: strategically investing in all children with prevention and intervention at critical development points in their early years can not only prevent negative outcomes later in life but can set the trajectory for lifelong success.

Sadly, equity has not always been part of our early childhood education history. For example, as the enslavement of blacks was coming to an end in the United States in the 1860s, our own state of Washington was establishing the first boarding school on the Yakima Reservation. And although the Supreme Court decision on Brown v. Board of Education was rendered in 1954, the fight to desegregate schools in our country continued into the 1970s. In 1965, Head Start became the first attempt to create equity nationally in early childhood education. A half century later we continue to work on achieving equity in education—and we still have a long road ahead.

Today we know more than ever about the critical earliest months and years of a child's life. We know that 90 percent of a child's brain develops during the first three years of life—and that by the time children are eight years old and usually in third grade, much of what they need to succeed in life has already been established. That includes cognitive, social and emotional development, gross motor skills, and the foundations of executive functioning, including the ability to pay attention, manage emotions and solve problems.

In King County about 25,000 children are born each year, and half of the young people under age 18 are people of color. What's more, in some parts of the County, one in four children under the age of five live in poverty. The long-term consequences of ongoing poverty and adverse experiences are especially severe for the youngest children, making it less likely that they will graduate from high school, complete college, or be consistently employed as adults.

Achieving equity for the approximately 20,500 children in King County under the age of five living in poverty—plus children in families at other income levels who are also struggling—is the right thing to do, and it is the economically-sound thing to do.

USING TARGETED STRATEGIES TO ACHIEVE FAIR STARTS FOR ALL

The Early Childhood Longitudinal Study, sponsored by the National Center for Educational Statistics, examines child development, school readiness, and early school experiences and shows that gaps for children who live in low income or poverty circumstances begin as early as nine months. Researchers from Stanford learned that by 18 months children in low-income families are already months behind their higher-income counterparts. If left as is, these gaps can widen over time, with the opportunity gap leading to the readiness gap, resulting in an achievement gap. What's more, children who fall behind tend to stay behind.

Across the County efforts are underway to increase the prospects available for all children, specifically those whose life circumstances limit access to necessary opportunities that support optimal early development. Best Starts for Kids further advances these opportunities with a concept known as "targeted universalism"—using focused strategies to reach universal goals.

The process starts by establishing goals for all children's success, then putting in place the supports needed for them to succeed. These supports are then customized to a child's specific environment. This ensures that children who are the furthest behind and have the most to gain get the custom-tailored support they need for optimal personal development.

WE ARE CHANGING THE TRAJECTORY THAT POVERTY AND RACIAL INEQUITIES PUT IN PLACE

In addition to Best Starts for Kids, all across our County bold steps are being taken to create equal access to high-quality early childhood education opportunities. As a result, very young children are beginning their journey from cradle to college and career with the support they need for success. Some of the innovative approaches in our own backyard include:

- Thrive Washington, a statewide leader on racial equity in early learning. Thrive has invested in the development of a Racial Equity Theory of Change, a framework for advancing racial equity in early learning by ensuring that all children, especially those with minimal access to resources, have the support necessary for optimal development.
- The City of Seattle's new subsidized preschool pilot program operates on a sliding scale basis, making it accessible for families of all income levels. As a result, children from varying socio-economic backgrounds can learn together. Early research also shows that economic integration within preschool classrooms leads to stronger language skill development for all children.
- The Roadmap Project is taking place in South King County and South Seattle with a single goal: doubling the number of students who graduate from college or earn a career credential by 2020. Implementing a cradle-to-career approach, the project is focused on closing the opportunity and achievement gaps that exists for children of low-income families and children of color in seven King County school districts.

Today we live in a world that connects us in ways that we would have never imagined forty or even twenty years ago. We have to think differently about our future. It is no longer about "my" children and "those" children; it is about "our" children. We can no longer let a zip code or socio-economic status or race determine the likelihood of future success. Our futures are linked, and every child needs the opportunity to be his or her best possible self.

COW Packet - Page 31

KING COUNTY EQUITY AND SOCIAL JUSTICE: WHERE WE'VE BEEN AND WHERE WE'RE GOING

OUR HISTORY

King County's work on equity and social justice can be described as fitting into three phases. Before 2008, many of our departments and agencies focused on disparities and disproportionality in various realms such as health and criminal justice, which were generally not coordinated across the County. In early 2008, then-King County Executive Ron Sims launched Equity and Social Justice (ESJ) an "initiative" based out of the Executive Branch designed to intentionally incorporate an equity lens into departments' policies and decisions, organizational practices and engagement with community.

Starting in 2010 with new King County Executive Dow Constantine and the County Council, Equity and Social Justice became an integrated part of the County's work with the countywide Strategic Plan and ESJ ordinance. This new ordinance named the Inter-Branch Team as the coordinator and facilitator of the County's equity work and formalized systems and frameworks, including the Determinants of Equity.

This last year represents the latest phase for King County Equity and Social Justice with two major developments: the creation of the Office of Equity and Social Justice and the launch of the first ESJ Strategic Plan process.

OUR PRESENT AND FUTURE

The new Office of Equity and Social Justice

Established on January 1, 2015, the new Office of Equity and Social Justice works hand-in-hand with the Inter-Branch Team to support the work of all County employees and agencies and serve as the backbone and coordinator of key County efforts to advance equity in the organization and community. Although there is now an ESJ Office, every County agency and employee is still ultimately responsible for advancing and being accountable for Equity and Social Justice activities and deliverables.

The ESJ Office and Inter-Branch Team work with and support staff in integrating and embedding equity into areas such as Best Run Government, Lean, budgeting and Lines of Business. These same players also lead a series of employee trainings, including basic ESJ, tools and race trainings. Similarly, the ESJ Office and Inter-Branch Team work with community-facing initiatives and support their staffs in integrating equity and social justice in plans, processes and policies. Work with partners includes Best Starts for Kids, the Juvenile Justice Equity Steering Committee, the Comprehensive Plan and the Strategic Climate Action Plan.

The ESJ Office also supports the commitment and work plan processes for all departments and agencies. These work plans are developed by Inter-Branch Team members

A community discussion to shape the Equity and Social Justice Strategic Plan

Employees shaping our Equity and Social Justice Strategic Plan

working with their departments and agencies—most of which have their own ESJ teams.

Currently a significant task of the ESJ Office is to work with Council and others to implement the recommendations of last year's Limited-English Proficiency (LEP) Proviso Report. The implementation of these Proviso Report recommendations will be closely integrated with the creation of the Immigrant and Refugee Task Force and its report and recommendations, which include the consideration of an immigrant and refugee commission.

The ESJ Strategic Plan

Since spring of 2015 the County has been working on the development of the new ESJ Strategic Plan, which will guide the work of ESJ both in the short and long term. Questions that are driving the planning include: Where are the areas where ESJ can make the greatest impact? What is working and needs to be expanded? What is not working and needs to be discontinued? Where can King County learn and leverage "best practices" that promote change? Where are the areas of intersection where King County can work together with partners in community organizations, business, labor, education, philanthropy and cities to achieve improved outcomes?

Created with the deep engagement of employees and the broader community, the ESJ Strategic Plan will impact lives and inequities by focusing on institutional policies, practices and systems and serve as a blueprint for change. It will also be a dynamic action plan for achieving greater institutional and regional equity and social justice. The strategic planning process is as important as the plan. The process is designed to gather and recognize employee and community equity-related priorities, challenges, assets and contributions, valuing the thoughts and experiences of employees and community partners from the start. By late 2015, close to 600 employees and several hundred organizations will have been engaged in the process.

The ESJ Strategic Plan will also define the role that King County Equity and Social Justice will have in leading and supporting regional equity efforts. King County continues to play a part in regional and national forums, such as Governing for Racial Equity Network, Place Matters, and the Puget Sound Regional Equity Network. And in addition to developing our internal capacity to tackle equity in the community, King County is also focused on building community capacity—in community-based organizations, local governments, labor organizations and other sectors —to position the region to address persistent inequities that King County government cannot address alone.

SELECT ESJ HIGHLIGHTS AND ACCOMPLISHMENTS FROM THE PAST YEAR

November 2014	■ ESJ Inter-Branch Team delegation attends the Race Forward conference in Dallas. ■ First ESJ Fair is held to highlight employee work and attended by a broad representation of employees.
December	■ Hundreds of employees attend the ESJ Forum with a presentation by Rachel Godsil of the Perception Institute on implicit bias and structural racism. A team subsequently creates an anti-bias facilitation guide, available online.
January 2015	■ New Office of Equity and Social Justice is created, with dedicated staffing and resources to work with the Inter-Branch Team to lead, support and coordinate internal and regional equity activities. ■ New Determinants of Equity Report identifies and catalogs community-level indicators for the Determinants of Equity to support equity reviews, plans and budgets, and performance management.
February	■ The Seattle Foundation and King County invest $1.5 million to expand successful community efforts that confront increasing inequity.
March	■ King County leaders announce new actions to end racial disproportionality in the justice system, decriminalize homelessness and mental illness, and partner with schools and communities. ■ Metro's Partnership to Achieve Comprehensive Equity (PACE) Program is awarded the national Pacesetter award for its work as an unequaled example of "innovative leadership in public sector labor relations." ■ Bus service becomes more affordable for riders who qualify for Metro Transit's new ORCA LIFT reduced fare.
April	■ Launch of two new ESJ trainings on Equity Tools and Race: The Power of an Illusion. ■ New Water Taxi, the MV Sally Fox, starts service with ADA friendly and passenger safety amenities.
May	■ ESJ Strategic Planning process begins. Summer workshops are held with 560 employees and more than 100 organizations are engaged to shape the plan. ■ Nine Bridge Fellows graduate, complete a leadership program and produce a collaborative ESJ project.
June	■ King County along with partner jurisdictions host the Governing for Racial Equity Conference to advance equity in government, with more than 500 people in attendance at the Seattle event. ■ New Strategic Climate Action Plan serves as roadmap for achieving ambitious targets to reduce greenhouse gas emissions, recognizing vulnerable communities that are most impacted by climate change.
July	■ Executive and King County Council put Best Starts for Kids on the November ballot, giving voters the opportunity to transform the way the region invests in our children's future. ■ King County joins with community leaders, parents and youth to work to end racial disproportionality in our juvenile justice system, as part of the Juvenile Justice Equity Steering Committee.

COW Packet - Page 34

August

- New King County ordinance creates the Immigrant and Refugee Task Force to expand access to opportunities and voices in government.
- King County Council and Executive sign legislation broadening the Federal Voting Rights Law in King County by requiring voting materials be translated into languages beyond Chinese and Vietnamese, starting with Spanish and Korean.
- Seventeen employee projects awarded funds as part of the 2015-16 Equity and Social Justice Opportunity Fund.

September

- Executive launches initiative to create 700 units of workforce housing around transit centers.
- Following intensive outreach and enrollment efforts by County and partners, census data confirms dramatic decrease in number of uninsured adults in King County.
- The Water Taxi's newest vessel, the MV Doc Maynard, starts service with ADA friendly and passenger safety amenities.

October

- A new Immigrant and Refugee Task Force launches to examine better ways to integrate and engage immigrant and refugee residents and examine the creation of a commission.
- A delegation of King County employees and dozens of regional partners from community organizations, philanthropy and local jurisdictions attend PolicyLink's Equity Summit in Los Angeles.

The Governing for Racial Equity Conference

Executive Constantine and Council Chair Phillips sign new voting rights legislation

REDUCED METRO FARES MAKE BUSES MORE AFFORDABLE TO THOUSANDS

ORCA LIFT, Metro's income-based reduced fare program, has grown at a steady pace since its inception in March 2015. The program, which is available to qualified riders whose income is below 200% of the federal poverty level, provides cardholders a savings of up to 50% of the per trip cost on Metro and Kitsap Transit buses, Sound Transit Link light rail, the King County Water Taxi and the Seattle Streetcar.

ORCA LIFT is a partnership between King County Metro and Public Health - Seattle & King County and includes eight human service agencies as participating enrollment sites. The program is on pace to enroll more than 25,000 people by the end of its first year as it continues to increase its outreach and enrollment. For example, it has been promoted as part of the current Affordable Care Act enrollment now under way.

Next steps for ORCA LIFT include expanding its use to employees of businesses with workforces at the minimum wage level and to clients of social and human service agencies that provide transportation subsidies.

The ORCA LIFT program was created based on significant input from the community and continues to be well regarded and supported, and it has helped advance the national debate on the connection between transportation and public health.

Metro passengers

INCREASING ACCESS TO HEALTH CARE

Enrollment event in South Park

The Executive's "all-hands-on-deck" approach to promote enrollment under the Affordable Care Act helped more than 200,000 people enroll in the new healthcare insurance system -- dropping the percentage of uninsured adults in King County from 16 percent to below 10 percent.

The number of uninsured declined for all racial and ethnic groups. One highlight was the decline for African Americans, for whom the number of uninsured adults dropped by 60 percent.

These declines mean fewer local residents are delaying needed medical care because of cost, and more people are getting routine preventive care – providing access to timely treatments and a better chance to control chronic diseases, such as diabetes or heart disease. They also can access crucial cancer screenings, early help for depression or for drug use problems, or vaccinations.

Still, as many as 139,000 adults do not have insurance, and King County continues to find new ways and partnerships to help individuals and families enroll in coverage, especially in the ethnic groups and zip codes with the greatest needs.

BEST STARTS MATTER

DETERMINANT OF EQUITY:
Impacts all determinants

WHO: King County with a broad range of partners across multiple sectors

WHAT: Implementing preventive strategies that improve the well-being of all children

In November of this year, King County voters approved the Best Starts for Kids levy, which is designed to improve the health and well-being of children, youth and young adults by investing in prevention and early intervention strategies.

Earlier parts of this Equity and Social Justice Annual Report have shown the needs that exist in many of our communities. Best Starts for Kids is a game changer that is moving us towards realizing that household income is no longer a top predictor of a child's success in life.

At its foundation, Best Starts for Kids is based on world-class science and research—much of it developed right here at the University of Washington—that tells us that supporting children and families early and at critical times throughout a child's youth is the best way to ensure his or her health, well-being and lifelong success.

All of the Best Starts for Kids strategies were developed with input from a wide range of community partners and practitioners in order to address equity in our County. These strategies are designed to be both universal and targeted, which means that some evidenced-based programs will be offered throughout the entire County, while others will be unique to certain geographical or cultural communities. The communities themselves will determine how best to meet their needs.

KEY AREAS

Investing Early. Fifty percent of the levy goes towards strategies focused on pregnant women and children under age five, including a modest investment to sustain and expand parent and child health services that are delivered through the County's Public Health centers.

Sustaining the Gain. Thirty-five percent is dedicated to strategies focused on children and youth aged five through 24. Research tells us that the brain continues to develop during this time and that prevention methods focused on key developmental stages or transition points in a young person's life help sustain gains made earlier in life.

Communities Matter. Ten percent of funds go towards community-level strategies to expand and sustain the partnership between King County and The Seattle Foundation on Communities of Opportunity. This community initiative is based on our understanding of the impact of place on a child's success and the importance of supporting communities in building their own capacity to create positive change.

Outcomes-Focused. Five percent of funds will support evaluation—allowing the County to both assure that we are achieving the results we hope for with Best Starts for Kids and allowing community-based organizations to show that their programs work.

EXAMPLES OF BEST STARTS FOR KIDS STRATEGIES INCLUDE:

Universal access to developmental screenings for very young children, when it is proven to be most effective at helping infants and toddlers prepare for school.

Increased access to mental-health screenings for middle school-age youth.

Nurse home visitations for first-time mothers—from pregnancy through a child's first two years—to make sure they get off to a strong, healthy start.

Flexible funding for families to prevent homelessness. For example, helping a working mother keep her transportation so she can make it to work and not lose her job, decreasing the likelihood that she and her family become homeless.

BUILDING EQUITABLE COMMUNITIES WHERE NEEDS ARE GREATEST

DETERMINANTS OF EQUITY:
Impacts all determinants

WHO: Community organizations, The Seattle Foundation and King County

WHAT: Creating greater health, social, economic and racial equity

Launched as a partnership between The Seattle Foundation and King County in March 2014, Communities of Opportunity is now a broad partnership with community organizations with the ambitious goal of creating greater health, social, economic and racial equity in King County.

Part of the inspiration for Communities of Opportunity were the King County maps that showed the census tracts with the greatest inequities across several measures of well-being.

"It's one thing to hear statistics, but when you start putting those facts into a visual representation, you see that there are parts of King County where residents' lives are shorter, health is poorer, fewer children are graduating from high school, unemployment is higher and they're all clustered together," says Alice Ito, the Director of Community Programs at The Seattle Foundation.

The other inspiration comes from the people and voices in the communities themselves.

"In White Center, residents' voices make the difference in identifying what is important to this community," says Sili Savusa, Executive Director of the White Center Community Development Association. "Communities of Opportunity helps us maintain our accountability to families and build our relationships with each other and our collaborative partners in a way that makes sense to the White Center community."

Communities of Opportunity maximizes positive impact by using cross-sector partnerships to co-design strategies with community leaders. Along with catalyzing public and private resources to serve underinvested neighborhoods, Community of Opportunity works on policy and systems change with place-based strategies to improve health, housing, economic opportunity and community cohesion.

"In the past few years, the diverse communities in the Rainier Valley began to come together to improve our livelihoods, preserve and express our cultures, secure resources and grow indigenous leadership," says Tony To, the Executive Director of HomeSight. "Communities of Opportunity has been instrumental in leveraging these existing efforts to better enable community ownership of solutions across issues and interests."

So far, the key to Communities of Opportunity's success has been the balance between "context" experts who know the community and its interests intimately and "content" experts who have the technical know-how.

Throughout 2015, monthly co-design meetings with 50/50 representation between local community representatives and institutional staff were held to develop strategies and evaluation indicators for each of the three local cross-sector partnerships in the Rainier Valley area of Seattle (with HomeSight as the lead), SeaTac and Tukwila (Global to Local), and the White Center/North Highline unincorporated area (White Center Community Development Association).

COW Packet - Page 38

Community, philanthropic and government representatives jointly designing strategies

"Global to Local and the Food Innovation Network are building on the business skills and experience of SeaTac and Tukwila residents," says Adam Taylor, Executive Director of Global to Local. " We are working to bring groups together across multiple sectors to collectively address long-standing problems, while recognizing that those solutions can and should be community driven."

"Communities of Opportunity says that instead of working alone in siloes, we must work together in cross sectors and concentrate our investments in the places with the most urgent needs and the greatest potential. We are focusing on community-driven efforts and catalyzing our systems and policies so that we drive resources to this 20 percent of our County, which actually benefits our entire County," says Kirsten Wysen, Project Manager at Public Health–Seattle and King County.

The insights so far have been enlightening, and the teams will continue to learn more as they move from the design to implementation phases of the five-year funding commitments to these sites.

"With Communities of Opportunity we are beginning to see the connections and profound impact on health and life expectancy in areas where people do not have adequate housing security and other amenities that form the social determinants of health," says Cheryl Markham, Strategic Advisor for Community Development and Housing at King County Department of Community and Human Services.

KING COUNTY DATA, DEMOGRAPHICS, AND ASSETS

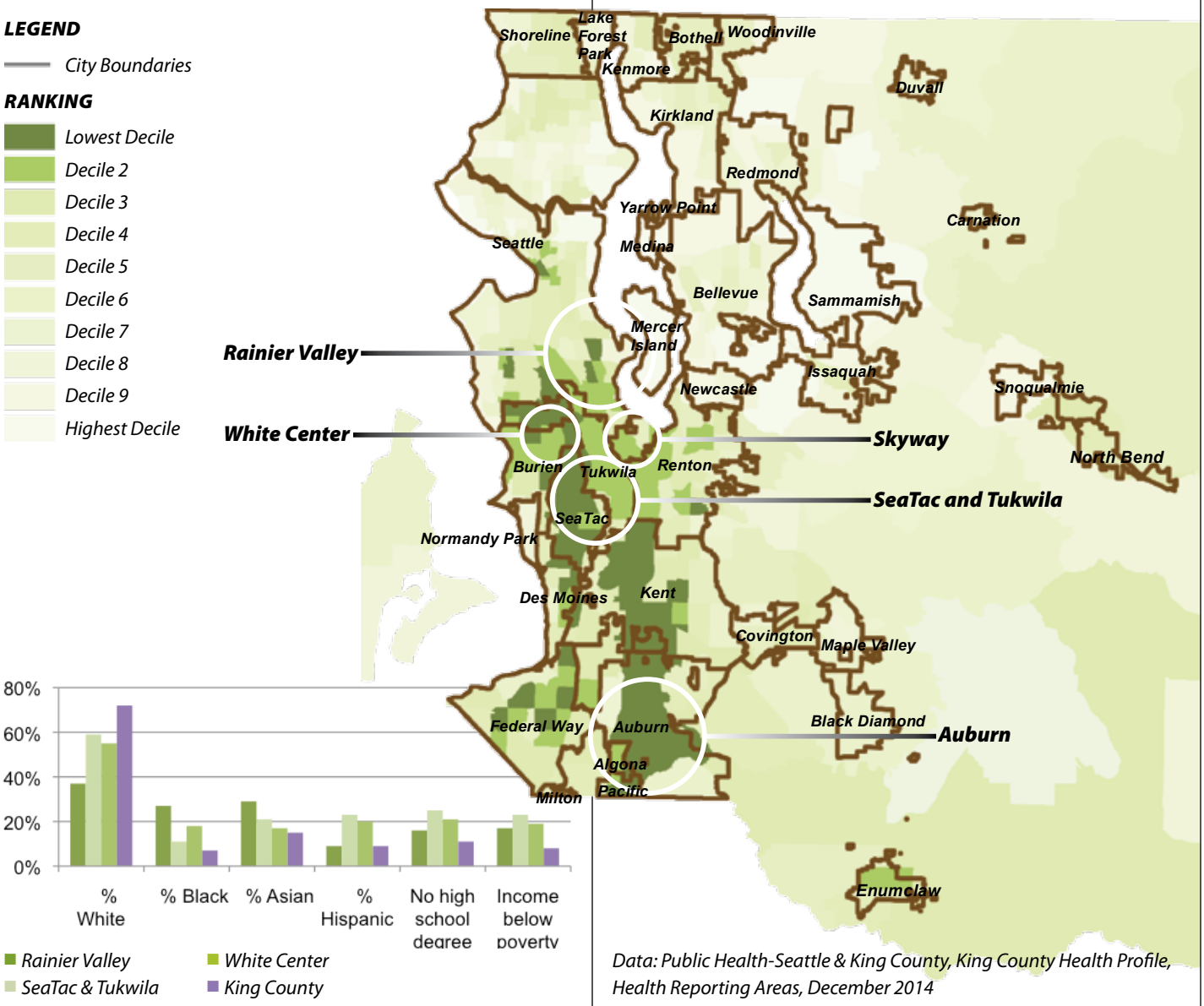
POPULATION MEASURES	LOWEST RANKED	HIGHEST RANKED
Life expectancy	74 years	87 years
Health, broadly defined:		
Frequent mental distress	14%	4%
Smoking	20%	5%
Obesity	33%	14%
Diabetes	13%	5%
Preventable hospitalizations	1.0%	0.4%
Housing:		
Poor housing conditions	8%	0%
Economic opportunity:		
Income below 200% poverty	54%	6%
Unemployment	13%	3%

Rainier Valley, population 41,350: *Active business association, deep cultural roots, diverse immigrant communities, 59 languages, ethnic community centers, youth initiatives, residents aim to thrive.*

White Center, population 17,760: *Engaged resident leaders, institutional partnerships in place, ethnically and culturally diverse community with a well-supported community development association, vibrant multi-ethnic business district, two Hope VI communities, three parks, affordable housing.*

SeaTac and Tukwila, population 46,321: *Diverse community, 70 languages, Food Innovation Network in place to create entrepreneurial and employment opportunities, residents interested in catering, food processing, baking, food trucks and urban farming.*

Auburn and Skyway: *Planning grants awarded.*



Data: Public Health-Seattle & King County, King County Health Profile, Health Reporting Areas, December 2014

COW Packet - Page 40

ROOTING OUT RACIAL DISPROPORTIONALITY IN JUVENILE DETENTION

DETERMINANTS OF EQUITY: **Equitable law and justice system, equity in County practices, family wage jobs and job training, quality education, community and public safety**

WHO: **All three branches of King County government with youth advocates and leaders from juvenile justice reform, school districts, police departments, courts and local governments**

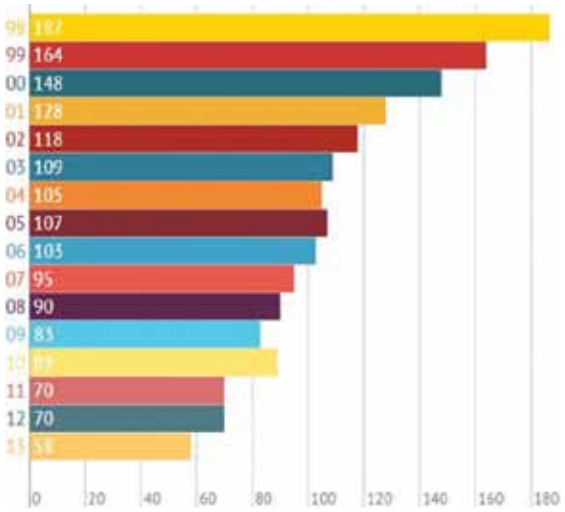
WHAT: **Addressing persistent disproportionality in juvenile detention**

Over the last 20 years, the data on King County's juvenile justice system have told a bittersweet story.

A rise in alternatives to detention and improved court practices helped cut the number of King County youth in detention down by nearly three-fourths, reducing the daily population from a high of 205 young people in 2000 to a low of 45 in 2014. Numbers of youth in detention for every race have shrunk in the last decade, even as the County's population has grown to 2 million. Today, only about a quarter of the 212 beds at Youth Services Center are filled.

But as the overall number of young people in detention went down, the proportion of black youth in detention went up. Although only 10 percent of King County's youth population is black, they make up almost half of our juvenile detention population. Black youth are not benefiting from King County's work to reduce the detention population as much as others, showing the need for a stronger focus on racial equity in our work.

JUVENILE DETENTION POPULATION IN KING COUNTY, 1998-2013



"Racial disparity has no place in our justice system here in King County, especially not in systems responsible for the well-being of our youth," said King County Executive Dow Constantine.

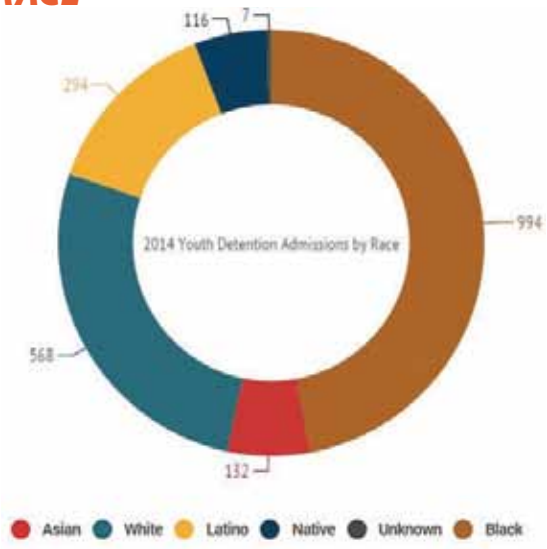
King County is not alone in seeing growing racial disparities in detention. According to the Juvenile Detention Alternatives Initiative, no urban region in the United States has been able to decrease its youth detention population without seeing racial disparities grow.

Inspired by local and national grassroots movements to reduce the use of detention, all three branches of King County government took steps to break the national trend when it announced the formation of several commitments and an action plan for juvenile-justice reform in March 2015.

Executive Dow Constantine pledged to cap the number of detention beds at the future Children and Family Justice Center at 112, nearly half the number available at the Youth Services Center today.

King County Superior Court set a goal of cutting the use of detention for probation violators 50 percent by April 2016, which could help reduce racial disproportionality in detention.

2014 YOUTH DETENTION ADMISSIONS BY RACE



The Court also set a goal to eliminate the detention for young people who run away from home, violate curfews, and are truant or responsible for other so-called "status violations," except in cases when a youth's life is in danger.

King County Councilmembers Larry Gossett, Jim McDermott and Dave Upthegrove committed to proposing an additional $4 million in mentoring and job-training programs for youth, especially in economically distressed areas of South King County.

A Juvenile Justice Equity Steering Committee was organized by members of all three branches. Half the members of the committee include youth advocates, formerly detained youth and juvenile-justice reform leaders. The other half is made up of institutional leaders from King County school districts, police departments, courts and governments. The committee met for the first time in September and will form specific policy recommendations to help dismantle the school-to-prison pipeline.

"We really have no ability to fix these [problems] alone," said King County Juvenile Court Wesley Saint Clair in an interview with King County TV in August 2015. "But together as a community, where there are many minds working toward something. . . there are real opportunities for us to make some substantial changes."

In addition to these new commitments to combat systemic racism, several other programs were launched to reduce the detention population and the disparities within it. They include:

Creative Justice: With the help of Seattle's 1 Percent for Art funds from the Children and Family Justice Center project, arts organization 4Culture launched the County's first art-based alternative to detention after months of careful coordination with staff from the King County Prosecuting Attorney's Office and King County Superior Court. The program's mentor artists use writing, music, performance and visual art to help participants better understand themselves and the circumstances that often lead to incarceration. The program also strengthens positive decision-making and emotional expression skills to help young people avoid future court involvement. Creative Justice will serve a total of 48 youth this year.

Restorative Mediation: Restorative justice sessions are led by mediators who help offenders understand the full impact of their actions directly from victims. Mediators also help offenders devise solutions for making amends and advise them on what community-based support is available to help them stay out of the criminal justice system in the future. The County's Restorative Mediation pilot, developed by Polly Davis of King County's Alternative Dispute Resolution (ADR) in coordination with the Prosecuting Attorney's Office and King County Superior Court, includes youth co-mediators from another restorative justice program Davis has helped develop at Garfield High School in Seattle's Central District. Mediation can take place anywhere the parties involved feel comfortable, including community centers.

Peace Circles: Over the last two years, King County employees from a number of agencies and departments have participated in the Center for Ethical Leaderships Peacemaking Initiative, a leadership practice of deep listening and storytelling to build trust and strengthen relationships. Several County departments have conducted Peacemaking Circles to address issues and relationships with each other and the communities they touch. The Peace Circle process is commonly used in restorative justice programs. With the support of County leadership, some county employees with Peace Circle experience participated in a three-day Peace Circle involving Garfield High School staff.

More information and updates on these initiatives and other programs can be found at www.KCYouthJustice.com.

"I feel like our young people at Garfield High School will be in a better place as a result of the peace circles. Their teachers have learned to place a higher value on building a relationship with students, which will allow them be much more compassionate and understanding."
– Marcus Stubblefield, King County Systems Integration Coordinator

Peace Circle

CREATING A DIVERSE AND INCLUSIVE WORKFORCE

DETERMINANT OF EQUITY:
Equity in County practices

WHO: All County agencies working with Human Resources

WHAT: Improving County employee recruitment, development and promotional opportunities to create a better, more diverse and culturally responsive workforce

As King County grows and changes, the needs of our residents are also changing. A talented and diverse workforce at all levels is essential to making sure that we're meeting the needs of the more than two million people who call our area home.

King County Executive Dow Constantine recently launched *Best-Run Government: Employees,* a major new initiative aimed at modernizing the County's recruitment, development, compensation and business systems so we're better able to meet the changing needs of the people we serve today—and into the future.

A key piece of this work is ensuring that our workforce reflects the diversity of the people and communities of King County in order to make us stronger and more effective.

"The economy of our region has been driven by people who have come from all over the world. As a regional government, diversity makes us more competitive, innovative, and nimble, allowing us to provide the best services to the many communities we serve," says Constantine.

Compared to the overall available workforce, King County's includes proportionally more people of color. At the same time, our workforce has proportionally less people of color than the communities we serve—and less people of color at the higher end of the pay scale.

Best-Run Government: Employees works in three key areas to enhance racial diversity across our workforce: recruitment, development and promotional opportunities. It gives our current employees opportunities to try on different roles and grow, supports employees as they step into leadership roles, and helps us continue to attract talented candidates from different backgrounds and industries.

OUR KING COUNTY WORKFORCE

- **Over 13,000 employees**
- **One in three is a person of color**
- **Less racial diversity at higher pay ranges**
- **85% union represented by 100 bargaining units**
- **One in 10 eligible to retire today, 3 in 10 eligible to retire in five years**

WHAT WE'RE DOING

RECRUITMENT

- Launching a research-based campaign to encourage candidates of diverse backgrounds to visit the "Go Public" employment portal and to work for King County
- Revising job descriptions and advertisements to remove unnecessary minimum qualifications that could be artificial barriers to employment for otherwise qualified individuals
- Allowing candidates to substitute equivalent experience for education in job applications where possible
- Ensuring diversity of race, gender and age on interview panels and training panel members to be aware of and alert to their implicit biases in the process
- Proactively seeking candidates from diverse backgrounds and communities for job openings and encouraging them to apply
- Advertising job opportunities online, on social media, and through local colleges and community publications to connect with qualified individuals from underrepresented groups

COW Packet - Page 44

- Actively promoting our supported employment program and highlighting King County's accommodation program to encourage greater placement of employees with disabilities
- Continuing our efforts to become a veteran-ready employer by building on the 87 veterans we hired in 2014

DEVELOPMENT

- Opened an Employee Resource Center, where employees can learn more about King County careers and brush up on their resume writing and interview skills
- Rebuilt our learning and development program, which now offers both classroom and online training. In 2014, 171 classes were held with a total employee attendance of more than 6,400.
- Piloted the first Bridge Academy to help employees develop leadership skills, learn more about County systems and operations, and advance their King County careers. A Bridge Academy graduate has been hired to expand the program in 2016.
- Worked with union leadership to explore how we can better connect members with learning and development opportunities
- Continued to offer a leadership academy to help supervisors, managers and aspiring leaders develop their leadership skills
- Enhanced our employee mentorship program

PROMOTIONAL OPPORTUNITIES

- Systematically streamlining our job classification system to provide clear pathways for employees moving up and across the organization
- Advertising special duty, stretch assignments and job openings transparently across the County
- Conducting pilot programs to increase the number of part-time opportunities available to staff as they transition into retirement and other phases of their life and making special duty assignments available for other employees

King County's basic policies and processes that are in place today—our fundamental "personnel" system—were largely put in place in 1969 and refined in 1972 when King County was a very different place to live and work. We have a lot of work to do to ensure that we are more welcoming and attractive to the workforce of today and tomorrow.

Best-Run Government: Employees provides the framework for making the changes we need to become a more modern, diverse and nimble employer. Some of these changes are already underway, while some will be implemented over the next 18 months.

"We recognize that we need to show, in all we do and how we do it, that we value the diversity of thought, experience, background and ideas that employees—current, prospective and future —bring to public service," says Nancy Buonanno-Grennan, the County's Human Resources Director. "By using a lens of equity and opportunity, we are slowly dismantling our old ways of doing business and incorporating less bureaucratic and more responsive ways of recruiting, developing, supporting and engaging our employees."

"The economy of our region has been driven by people who have come from all over the world. As a regional government, diversity makes us more competitive, innovative, and nimble, allowing us to provide the best services to the many communities we serve," says Constantine.

BRIDGE FELLOWSHIP

In May 2015, the first Bridge Fellows graduated from the inaugural Bridge Fellowship program, part of King County's commitment to empowering and developing our employees.

The program selected nine applicants from across the County to participate in a one-year leadership development program designed to advance their careers with King County. The participants learned more about King County as an organization, shadowed employees in other County roles, created development plans for growth, and worked collaboratively on a team project designed to extend the knowledge of Equity and Social Justice across King County.

"The Bridge Fellowship was a great experience for me. It gave me the opportunity to learn how King County works from leaders and a wide range of subject matter experts," says Debra Baker, one of the Bridge Fellows. "The program helped me develop new skills and put me in a better position to be successful in a special duty opportunity."

Bridge Fellows at graduation

FITTING THE PIECES TOGETHER: IT'S ALL ABOUT RESPECT

King County wants to be the best-run government in the nation. That means we are committed to using Lean methods to continuously improve, advancing equity and social justice, and engaging employees in our mission and their work.

These three efforts have one important thing in common: the basic value of and respect for people.

- **Lean,** or continuous improvement, empowers the people who do the work. Lean focuses on delivering more value to our customers—the people of King County—by eliminating waste in our work processes. With Lean problem solving, we plan, measure and adjust our work to continuously improve and more effectively deliver services to the people of King County.
- **Equity and social justice** ensures that as we solve problems, we take advantage of opportunities to promote equity and address root causes of our region's greatest challenges and problems.
- By focusing on creating a workforce in which **employees are engaged,** we create an environment where people are inspired to do their best as they solve problems and build equity in our communities. The bottom line is employees who see a purpose to investing their energy, feel safe taking risks, know what really matters, and have the support and resources to make meaningful contributions.

EXPANDING OPPORTUNITY AND DEVELOPING OUR FUTURE WORKFORCE THROUGH INTERNSHIPS

Internships and mentorships of youth are critical for expanding opportunities to those who traditionally have not been exposed to King County and other major employers.

For example, the Department of Community and Humans Services' summer youth employment program placed 205 young adults into summer internships. Of these, 76 percent were young people of color, 95 percent were low income, 15 percent were homeless and 21 percent were involved in the justice system.

"It was so hard to get a job before the summer internship program. It has helped me appreciate being employed and I am very glad for the opportunity. I am homeless and living in a shelter. . . but now with an income, I will have money to work towards having my own place to live," says one intern.

The internship placements varied broadly. Twenty-three young adults were placed into internships in eight different King County departments and an additional 14 students participated in an "earn and learn" project with the Departments of Natural Resources and Parks. One youth will continue in a longer-term internship in Roads, while another was hired by the Department of Transportation as a temporary employee.

Intern Thu Phan (right) with Assistant Roads Maintenance Manager Joann Kosai-Eng

TRANSFORMING THE ORGANIZATIONAL CULTURE FROM WITHIN

DETERMINANTS OF EQUITY:
Equity in County practices

WHO: Amalgamated Transit Union 587, Professional & Technical Employees Local 17, King County employees and management

WHAT: Employees, unions and management working together to create an inclusive culture built on openness, shared responsibility and respect

In 2013, King County Metro Transit received an open letter published by Amalgamated Transit Union Local 587 that decried concerns with longstanding issues of disparity and bias in the workplace. The letter closed with a plea for a sincere labor-management partnership to create a culture of openness and objectivity.

Metro responded by joining with the union in a new partnership. The members of this Partnership to Achieve Comprehensive Equity (PACE) agreed to "work together with sincerity to usher in a culture of openness and objectivity." In this proposed culture, all Metro employees will be respected, engaged and empowered at work, which in turn will allow them to provide the best possible service to the community.

Today, as a chartered partnership between employees, labor unions (representing both supervisors and employees) and management, PACE asks employees to help identify barriers they see to inclusion and to recommend strategies for overcoming those barriers.

PACE is also a platform for courageous learning about sensitive issues like cultural competence, implicit bias, and power and privilege. It leads the way for Metro and its employees to embrace the richness of differences we all bring to the workplace—to the benefit of the organization as a whole, the employees and the region we serve.

In the words of Metro Deputy General Manager Rob Gannon, "PACE is intended to become the engine of sustainable organization change that is holistic, profound and irreversible."

As it pursues its mission of building and sustaining an inclusive, fair and equitable workplace for everyone, PACE seeks to do the following:

- Respect, engage and empower employees
- Create shared responsibility for the work culture
- Use proven processes for transforming organizations
- Be intentionally inclusive

There's still a long way to go before Metro achieves its goal of comprehensive equity, but the agency is already making significant progress. Its new Diversity and

The PACE triangle

Employees, unions and management working together

Inclusion Manager, Anita Whitfield, is working to identify the building blocks needed for an effective and sustainable diversity and inclusion program.

Meanwhile, a recent recruitment effort to fill seven transit chief vacancies was directly influenced by the employee-driven PACE recommendations, which focused on increasing transparency and helping applicants navigate the recruitment process. The result was a highly qualified and diverse group of new transit chiefs—a win for all.

"When we do it well, our ability to truly value and embrace each other's differences can have far-reaching, positive impacts," Whitfield said. In the case of the transit chief recruitment, not only does Metro benefit from the diverse thinking and life experiences of these highly qualified candidates, but the new process "provides real hope to those who don't believe they will ever have a chance because they don't fit a traditional mold."

THE MEASURES OF EQUITY

In early 2015, King County released the report, "The Determinants of Equity: Identifying Indicators to Establish a Baseline of Equity in King County." This report was an effort to set an equity baseline for community-level measures.

The report highlights outcomes for 13 of the 14 determinants of equity that focus on community conditions—including social, physical and economic factors. The report team selected 67 community-level indicators for the report, then narrowed them down to the 21 top-tier indicators for their significance and impact on multiple determinant areas.

This Determinants of Equity report echoes previous findings from ESJ annual reports that race and place are significant predictors of outcomes across a broad spectrum of measures. In late 2015, key indicators were published online on the new public-facing Open Performance Dashboard. One of the goals of this tool is to enable the public to engage with King County through simplified and centralized access to operational performance data, strategic indicators and community trends.

The full Determinants of Equity report can be viewed at www.kingcounty.gov/equity

EQUITY AND SOCIAL JUSTICE ONLINE DASHBOARD

https://performance.kingcounty.gov

Our first Equity and Social Justice Fair for employees

Our annual forum focused on addressing implicit bias, racial anxiety and stereotype threat

King County's 2015 Juneteenth Celebration

SCW Packet - Page 91

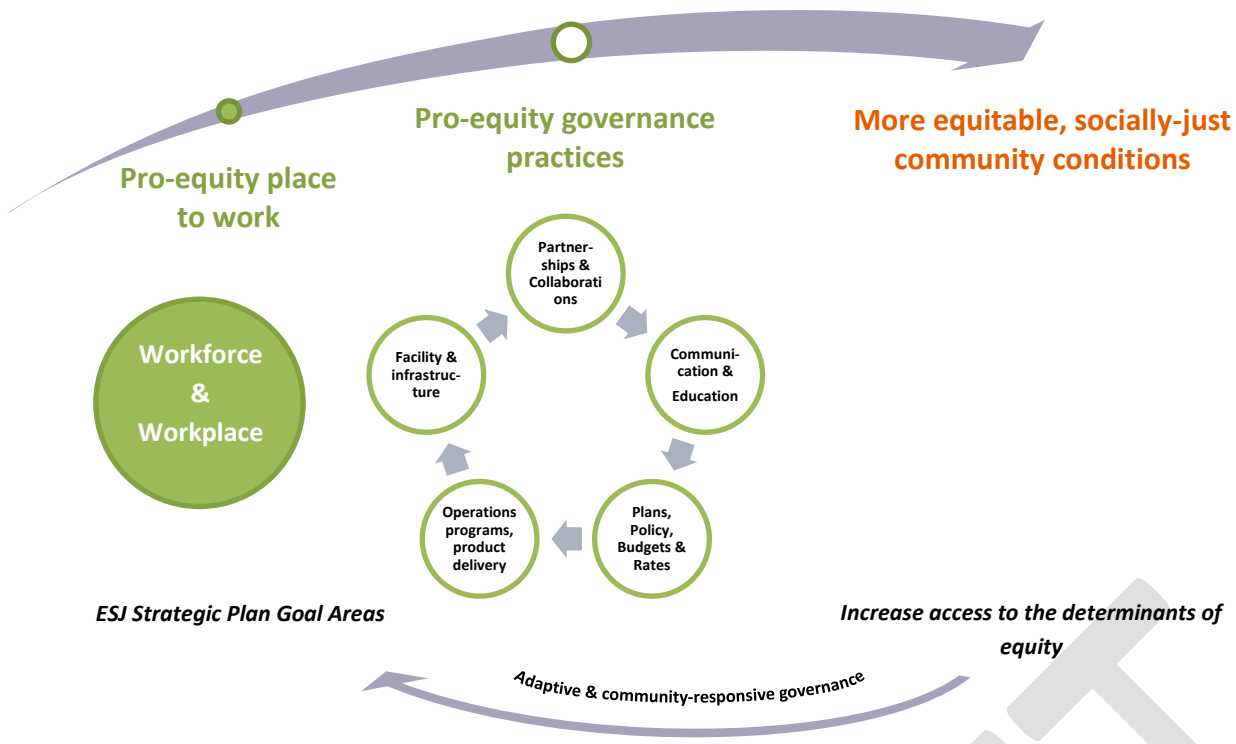
Access to health and human services
Quality education
Healthy built and natural environments
Affordable, safe, quality housing
Family wage jobs and job training
Access to parks and natural resources
Equity in County practices
Early childhood development
Access to affordable, healthy, local food
Equitable law and justice system
Economic development
Community and public safety
Strong, vibrant neighborhoods
Access to safe and efficient transportation

King County

ESJ STRATEGIC PLAN – Overview of Framework (DRAFT - March 2016)

Shared vision of equity and social justice in King County: All people in King County have equitable opportunities to thrive.

Our Theory of Change: If we are pro-equity in our county practices (workforce, workplace and governance), then we will help create more equitable and socially just community conditions.



Working with our community and regional partners, we want to achieve these improved community conditions by 2025 (next 10 years):

INCREASE ACCESS TO

- Living, family wage jobs
- Affordable, safe housing
- Public transit in underserved areas
- Quality education
- Strong, vibrant neighborhood

REDUCE DISPARITIES IN

- Justice system outcomes
- Life expectancy
- On-time graduation rate
- Social cohesion

How will we act on our Theory of Change?

As One King County, we will invest:

- **In employees**
- **In community partnerships**
- **Upstream and where needs are greatest**

With accountable and transparent leadership

We will integrate these <u>four strategies</u> within and across these <u>six goal areas</u>.

Workforce & Workplace Policies, Practices and Processes	Partnerships and Collaboration	Communication and Education	Plans, Policies and Budgets	Operations, Programs and Services	Facility and System Improvements (CIP)

And we will instill our shared values on equity and social justice in all our work:

Listen and respond: Be culturally and linguistically responsive to and driven by employees and community

Inclusive and collaborative: Achieve better outcomes by engaging and including employees and communities early, continuously and meaningfully; we maximize opportunities and our collective potential by breaking down silos, partnering and convening across government and organizations

Diverse and people-focused: Represent the diversity of the our communities at all levels of the organization to innovate and better serve them; we nurture respect and dignity by valuing every person's leadership, strengths and assets

Transparent and Accountable: Build trust and common understanding by being transparent and accountable in our actions, processes and measures

Address racism: Dismantle systems, policies and practices that perpetuate structural racism, inequities and different forms of discrimination and privilege

Upstream and where needs are greatest: We focus upstream on root causes and sustainable solutions – where returns are greatest – and on populations and places with the greatest needs

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King County

Metropolitan King County Council
Committee of the Whole

Agenda Item: 7
Briefing No.: 2016-B0057

The Committee will interview in executive session three candidates for director of the Office of Law Enforcement Oversight (OLEO). The committee will not be taking legislative action to fill the vacancy.