Sponsored by: Councilmember Karen S. Biskay

Requested by: Pierce County Council

AN ORDINANCE OF THE PIERCE COUNTY COUNCIL ACCEPTING THE JUNE 2001
RECOMMENDATIONS OF THE AD HOC TASK FORCE ON CHILDREN,
YOUTH, AND THEIR FAMILIES, AS REQUESTED IN RESOLUTION
NO. R2001-305; IMPLEMENTING ONE TASK FORCE
RECOMMENDATION BY CREATING AN ALLOCATION ADVISORY
COMMITTEE FOR PREVENTION PROGRAMS, TO RECOMMEND AND
MONITOR THE DISTRIBUTION OF THE 25 PERCENT PREVENTION
REVENUES OF THE ONE-QUARTER OF ONE PERCENT CRIMINAL
JUSTICE SALES AND USE TAX, AS SPECIFIED IN PIERCE
COUNTY CODE 4.28.130; SETTING PRIORITIES FOR FUNDING
THOSE PREVENTION PROGRAMS; ESTABLISHING THE
REQUIREMENT THAT PIERCE COUNTY COMMUNITY SERVICES
SHALL STAFF THE ADVISORY COMMITTEE; AND SETTING AN
ANNUAL REPORTING DEADLINE FOR COMMITTEE
RECOMMENDATIONS.

WHEREAS, In Ordinance No. 93-98 and Chapter 4.28 Pierce County
Code (PCC), Pierce County imposed a one-tenth of one percent sales
and use tax for criminal justice purposes and designated that at
least twenty-five percent of these tax revenues received in Pierce
County (collected in the unincorporated areas) be expended on
WHEREAS, Ordinance No. 93-98 called for the Tacoma-Pierce County Commission on Children, Youth and Their Families (Children’s Commission) to make annual recommendations to the County Council and the County Executive on the allocation of the County’s 25 percent of 0.1 percent tax revenues for prevention and preventative children’s services; and

WHEREAS, Chapter 2.100 PCC, establishing the Children’s Commission, was repealed by Ordinance No. 2001-12, effective May 27, 2001; and

WHEREAS, The County Council, in Resolution No. R2001-30s, established an ad hoc task force to recommend how the functions and projects of the existing Children’s Commission should be continued; and

WHEREAS, That task force presented its June 2001 recommendations to the Council and recommended formation of two new entities: (1) an allocation advisory committee to make recommendations on the allocation of the criminal justice sales tax revenues for prevention services for unincorporated Pierce County; and (2) a commission to focus on planning for and coordination of services for children and families throughout the entire county; and
WHEREAS, Review and funding of prevention programs is critical, time sensitive, and should proceed promptly; and

WHEREAS, To maximize efficiency and synchronize with the County's annual budget review schedule, the Allocation Advisory Committee's first report and funding recommendations should address funding of prevention programs for 18 months, from July 1, 2002, to December 31, 2003. The Council should receive these recommendations by April 1, 2002, and consider them in a formal Council action. In subsequent years, the Allocation Advisory Committee shall coordinate the presentation of its annual report and recommendations with the County's annual budget review cycle; and

WHEREAS, In adoption of the 2002 County Budget, since there are no recommendations for 2002 prevention programs, the Council will consider which currently funded programs should have funding extended through June 2002; and

WHEREAS, After reviewing the ad hoc task force's recommendations, the County Council wants to begin implementing the recommendations by creating the Allocation Advisory Committee to make recommendations on allocation of the prevention monies, the 25 percent of one-tenth of one percent sales and use tax for criminal justice purposes collected from unincorporated Pierce County; NOW, THEREFORE,

BE IT ORDAINED by the Council of Pierce County:
Section 1. The Pierce County Council thanks the Ad Hoc Task Force for its work and will, step by step, consider and continue to implement their recommendations.

Section 2. The Council hereby creates the "Allocation Advisory Committee for Prevention Programs" to make recommendations on funding and monitoring projects that receive funding from the County's prevention monies, the 25 percent of one-tenth of one percent sales and use tax for criminal justice purposes collected from unincorporated Pierce County, pursuant to PCC 4.28.130. The review of project proposals shall be through an RFP process.

Section 3. The committee shall include from 9 to 15 members who are geographically representative of the unincorporated County and have a wide range of expertise and perspectives on prevention and preventative children's services.

Section 4. The priorities for funding of these prevention programs include:

- **Serve unincorporated areas.** Taxes to support these violence prevention programs are collected exclusively in unincorporated areas of Pierce County, not in any of the cities and towns that are located within the County. Incorporated cities and towns receive the comparable one-tenth of one percent sales and use tax for criminal justice, but have decided to use the money differently. Accordingly, programs requesting Pierce County funding should be targeted to residents of the unincorporated

Page 4 of 7, Ordinance No. 2001-82
areas. This is not to say that an occasional individual or family from an incorporated area may benefit from those programs, but if a number of families or individuals from areas other than the unincorporated areas are to benefit from the program, then other funds must be provided on a proportional basis.

- **Sustainability.** Programs to be funded should create a long-term reduction or elimination of a violent situation, not just a transitory benefit while an individual or family is participating in the program.

- **Cooperative efforts.** Programs to be funded should, if at all possible, develop and encourage cooperation and coordination between agencies, municipalities and clients.

- **Focus.** The focus of programs to be funded should, to the greatest extent possible, be on the prevention or elimination of violent behavior in, among, or towards children and youth. If the violence involves the family, or if the family needs to be involved in the reduction or elimination of violent activities, then other family members should be included in the program. The funding for these programs is from funds obligated exclusively for criminal justice purposes. Accordingly, the objective must in some direct and demonstrable manner result in the elimination or reduction of violence and violent behavior.

- **Demonstrability.** Applicants for funding must be able to demonstrate in a clear and concise manner that the program is accomplishing the goals and objectives it has established for itself, and specifically, the elimination or reduction of violence or violent behavior. To that end, the County utilizes
an "outcomes-based evaluation" process for monitoring the effectiveness of its social service programs. That process is more fully described in the County's Request for Proposals (RFP).

**Best Practice.** While the County has not yet identified any program as a "best practice," other jurisdictions have done so and the County strongly urges that programs which have proven successful in other locales be considered for adaptability to the conditions existing in Pierce County. Applications based on programs identified as best practices in another jurisdiction should identify that jurisdiction, specify when the program was identified as a best practice, and identify who determined that it was a best practice.

**Section 5.** Pierce County Community Services shall coordinate and staff the Allocation Advisory Committee for Prevention Programs, with staffing of 0.5 full-time equivalent (FTE).

**Section 6.** The Council directs the Allocation Advisory Committee for Prevention Programs to present to the Council by April 1, 2002, its initial recommendations for funding of projects from the period from July 1, 2002, through December 31, 2003.
Section 7. Beginning in 2003, the Allocation Advisory Committee shall present its annual report and recommendations to the County Council and County Executive by July 1 of each year, so the recommendations for the subsequent year can be considered in the County’s annual budget.

PASSED this 6th day of November, 2001.

ATTEST:

Gerri Rainwater
Clerk of the Council

Pierce County Council
Pierce County, Washington

Wendell B. Brown
Council Chair

Approved As To Form Only:

Deputy Prosecuting Attorney

Date of Publication of Notice of Public Hearing: October 31, 2001

Effective Date of Ordinance: December 1, 2001

John Ladenburg
Approved and Vetoed this 21 day of Nov., 2001.
COUNTY COUNCIL

AFFIDAVIT OF PUBLICATION

State of Washington, County of Pierce, ss: Judith A. East, being first duly sworn on oath depose and say that they are publishers or publishers' authorized representatives of The Dispatch, a weekly newspaper. That said newspaper is a legal newspaper and it is now and has been for more than six months prior to the date of publication herein-after referred to, published in the English language continually as a weekly newspaper, in Eatonville, Pierce County, Washington, and is now and during all of said time was printed in an office maintained at the aforesaid place of said newspaper. That the annexed is a true copy of this legal advertisement as it was published in regular issues (not in supplement form) of said newspaper for 1 consecutive weeks. First publication was on the Fifth day of December, 2001 and last publication was on the Fifth day of December, 2001 and that such newspaper was regularly distributed to its subscribers during all of said periods.

Judith A. East

Subscribed and sworn to before me this 5 day of Dec 2001.

Penny S. Chambers

Notary Public in and for the State of Washington, residing in Pierce County.

Commission Expires August 19, 2004

RECEIVED

DEC 07 2001

PIERCE COUNTY COUNCIL
November 27, 2001

Attn: Legal Publications
The Dispatch
P.O. Box 248
Eatonville, WA 98328

Enclosed for publication in your paper, issue of December 5, 2001, is the Notice of Adoption for Ordinance No. 2001-82.

Please submit proof of publication and an invoice to the Office of the Pierce County Council, 930 Tacoma Avenue South, Room 1046, Tacoma, WA 98402.

Please submit the invoice and affidavit immediately after the last date of publication.

Sincerely,

Sandy Bassett, Deputy Clerk
Pierce County Council

Attachment- Notice of Adoption

P.S. For your convenience, the Notice of Adoption will be e-mailed to you.
NOTICE OF ADOPTION
OF PIERCE COUNTY ORDINANCE NO. 2001-82

NOTICE IS HEREBY GIVEN THAT ORDINANCE NO. 2001-82, AN ORDINANCE OF THE PIERCE COUNTY COUNCIL ACCEPTING THE JUNE 2001 RECOMMENDATIONS OF THE AD HOC TASK FORCE ON CHILDREN, YOUTH, AND THEIR FAMILIES, AS REQUESTED IN RESOLUTION NO. R2001-30S; IMPLEMENTING ONE TASK FORCE RECOMMENDATION BY CREATING AN ALLOCATION ADVISORY COMMITTEE FOR PREVENTION PROGRAMS, TO RECOMMEND AND MONITOR THE DISTRIBUTION OF THE 25 PERCENT PREVENTION REVENUES OF THE ONE-QUARTER OF ONE PERCENT CRIMINAL JUSTICE SALES AND USE TAX, AS SPECIFIED IN PIERCE COUNTY CODE 4.28.130; SETTING PRIORITIES FOR FUNDING THESE PREVENTION PROGRAMS; ESTABLISHING THE REQUIREMENT THAT PIERCE COUNTY COMMUNITY SERVICES SHALL STAFF THE ADVISORY COMMITTEE; AND SETTING AN ANNUAL REPORTING DEADLINE FOR COMMITTEE RECOMMENDATIONS, HAS BEEN ADOPTED.

If you have any questions about this ordinance, please call Gerri Rainwater, CMC/ACE, Clerk of the Council, at (253) 798-7777.

NOTICE IS FURTHER GIVEN that copies of this entire Ordinance are filed in the Pierce County Council's Office, 1046 County-City Building, Tacoma, WA 98402, and are available Monday through Friday between the hours of 9:00 A.M. and 4:00 P.M. A copy will be mailed upon request for a nominal photocopy fee.

Ordinance No. 2001-82 was passed by the Pierce County Council on November 6, 2001, signed by the Executive on November 21, 2001, and is effective December 1, 2001.

Gerri Rainwater, CMC
Clerk of the Council

Publish: December 5, 2001
State of Washington, County of Pierce, ss: Brenda Rodriguez, being first duly sworn on oath depose and say that they are publishers or publishers' authorized representatives of The Dispatch, a weekly newspaper. That said newspaper is a legal newspaper and it is now and has been for more than six months prior to the date of publication herein-after referred to, published in the English language continually as a weekly newspaper, in Eatonville, Pierce County, Washington, and is now and during all of said time was printed in an office maintained at the aforesaid place of said newspaper. That the annexed is a true copy of this legal advertisement as it was published in regular issues (not in supplement form) of said newspaper for 1 consecutive weeks. First publication was on the Thirty-first day of October, 2001 and last publication was on the Thirty-first day of October, 2001 and that such newspaper was regularly distributed to its subscribers during all of said periods.

Signature Brenda Rodriguez

Subscribed and sworn to before me this 1 day of Oct 2001.

Penny S. Chambers

Notary Public in and for the State of Washington, residing in Pierce County.

Penny S. Chambers

Commission Expires August 19, 2004
October 24, 2001

Attn: Legal Publications
Eatonville Dispatch
P.O. Box 248
Eatonville, WA 98328

Enclosed for publication in your paper, issue(s) of October 31, 2001, is the Notice of Public Hearing for Proposal No. 2001-82.

To receive payment, please submit an original invoice with proof of publication (an Affidavit and tear sheet) to the Office of the Pierce County Council, 930 Tacoma Avenue, Room 1046, Tacoma, WA 98402.

Please submit your bill and affidavit IMMEDIATELY after the last date of publication.

Sincerely,

Sandy Bassett, Deputy Clerk
Pierce County Council

Attachment
NOTICE OF PUBLIC HEARING  
BEFORE THE PIERCE COUNTY COUNCIL

NOTICE IS HEREBY GIVEN that the Pierce County Council will hold a public hearing on **Tuesday, November 6, 2001, at 3 p.m.** in the Pierce County Council Chambers, Room 1045, 10th Floor of the County-City Building, 930 Tacoma Avenue South, Tacoma, WA 98402 to consider the following:

**PROPOSAL NO. 2001-82, AN ORDINANCE OF THE PIERCE COUNTY COUNCIL ACCEPTING THE JUNE 2001 RECOMMENDATIONS OF THE AD HOC TASK FORCE ON CHILDREN, YOUTH, AND THEIR FAMILIES, AS REQUESTED IN RESOLUTION NO. R2001-30; IMPLEMENTING ONE TASK FORCE RECOMMENDATION BY CREATING AN ALLOCATION ADVISORY COMMITTEE FOR PREVENTION PROGRAMS, TO RECOMMEND AND MONITOR THE DISTRIBUTION OF THE 25 PERCENT PREVENTION REVENUES OF THE ONE-QUARTER OF ONE PERCENT CRIMINAL JUSTICE SALES AND USE TAX, AS SPECIFIED IN PIERCE COUNTY CODE 4.28.130; SETTING PRIORITIES FOR FUNDING THESE PREVENTION PROGRAMS; ESTABLISHING THE REQUIREMENT THAT PIERCE COUNTY COMMUNITY SERVICES SHALL STAFF THE ADVISORY COMMITTEE; AND SETTING AN ANNUAL REPORTING DEADLINE FOR COMMITTEE RECOMMENDATIONS.**

This hearing date was set by action of the Pierce County Council at its October 23, 2001, meeting.

Copies of the entire proposed Ordinance are available in the Office of the Pierce County Council, County-City Building, 930 Tacoma Avenue South, Room 1046, Tacoma, WA 98402, and are available Monday through Friday between the hours of 9 a.m. and 4 p.m. A copy will be mailed upon request, for a nominal photocopy fee.

Public participation is encouraged. Public testimony will be taken. Written comments are welcome as well.

If you have any questions about this proposal, please call Carolyn Pendle, Research Analyst, at (253) 798-3631 or the Council Office at (253) 798-7777.

Gerri Rainwater, CMC/AAE  
Clerk of the Council

Publish: October 31, 2001
TO: Councilmembers

FROM: Councilmember Karen S. Biskey

SUBJECT: PROPOSED AMENDMENTS TO ORDINANCE NO. 2001-82

I recommend the following amendments to Proposed Ordinance No. 2001-82:

1. On page 3 of 7, line 3, add two new WHEREAS clauses to read as follows:

"WHEREAS, To maximize efficiency and synchronize with the County's annual budget review schedule, the Allocation Advisory Committee's first report and funding recommendations should address funding of prevention programs for 18 months from July 1, 2002, to December 31, 2003. The Council should receive these recommendations by April 1, 2002, and consider them in a formal Council action. In subsequent years, the Allocation Advisory Committee shall coordinate the presentation of its annual report and recommendations with the County's annual budget review cycle; and

"WHEREAS, In adoption of the 2002 County Budget, since there are no recommendations for 2002 prevention programs, the Council will consider which currently funded programs should have funding extended through June 2002; and"

2. On page 6 of 7, lines 13-20, revise Section 6. as follows:

"Section 6. The Council directs the Allocation Advisory Committee for Prevention Programs to present to the Council by April 1, 2002, its initial recommendations for 2002 funding of projects from the period from July 1, 2002, through December 31, 2003, to the Council by November 1, 2001, so the Council can consider the recommendations in its deliberations on the annual budget. If the RFP process and the Committee's recommendations are not complete at that time, the Council will reserve the funds until a supplemental budget request is adopted."
3. On page 7 of 7, lines 1-5, revise Section 7 as follows:

"Section 7. Beginning in 2003, the allocation Advisory Committee shall present its annual report and recommendations to the County Council and County Executive by July 1 of each year, so the recommendations for the subsequent year can be considered in the County's preparation of the annual budget."

KSB/Im

c: Gerri Rainwater, Chief Clerk of the Council

\COU\COUD\WPFILES\CPENDLE\amendmentto200182.doc
The Public Safety and Human Services Committee of the Pierce County Council considered:
Proposal No. 2001-82, An Ordinance Of The Pierce County Council Accepting The June 2001 Recommendations Of The Ad Hoc Task Force On Children, Youth, And Their Families, As Requested In Resolution No. R2001-30s; Implementing One Task Force Recommendation By Creating An Allocation Advisory Committee For Prevention Programs, To Recommend And Monitor The Distribution Of The 25 Percent Prevention Revenues Of The One-Quarter Of One Percent Criminal Justice Sales And Use Tax, As Specified In Pierce County Code 4.28.130; Setting Priorities For Funding These Prevention Programs; Establishing The Requirement That Pierce County Community Services Shall Staff The Advisory Committee; And Setting An Annual Reporting Deadline For Committee Recommendations.

THE VOTING WAS AS FOLLOWS:

☑ DO PASS
☐ DO NOT PASS
☐ POSTPONE INDEFINITELY
☐ CONTINUE
☐ FORWARD WITHOUT RECOMMENDATION
☐ CONTINUE TO A DATE CERTAIN

Pat O'Malley, Co-Chair
☑ For Against
☒ For Against
Jan Shábro, Co-Chair
Excused For Against
Excused For Against
Kevin Wimsett, Vice Chair
Karen Biskey, Member
For Against

- Minority Report: yes (attached) no
- Interested Party list: none /yes (attached)
- Notified of Final Hearing Date: yes no
- Attachment(s) From Meeting: none / yes (attached)
- Final Version Name(s): f:\wpfiles\prop
- Committee Clerk: Kate Kennedy
- Committee Research Analyst: Carolyn Kendle
AD HOC TASK FORCE
ON CHILDREN, YOUTH & THEIR FAMILIES

RECOMMENDATIONS

A PROPOSAL TO CREATE A NEW COMMISSION, AND AN ADVISORY COMMITTEE, TO SUPPORT AND ENHANCE PIERCE COUNTY’S CHILDREN, YOUTH AND FAMILIES.

June 2001
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The Task Force created to review the Children’s Commission and recommend critical work that needs to continue is, in this report, endorsing recommendations for the Pierce County Council to consider. The Task Force found that although children, youth and families in Pierce County have many resources to enhance their lives, there is no one point of coordination and information. This is the insufficiency that a new Commission would fill. In addition a group is needed to provide recommendations about the use of Law Levy funds. Establishing separate groups to accomplish these functions seems the most effective way to ensure both are completed efficiently and effectively.

Therefore, the Task Force recommends that the Pierce County Council establish three entities:

- An Allocations Advisory Committee to advise on the use of Law Levy funds;
- A Design Team to work out the details of a Commission to address children, youth and families; and,
- Once the Design Team’s work is completed, a Commission for families, children and youth of Pierce County.

**TASK FORCE CREATED BY COUNTY COUNCIL RESOLUTION, AS THE CHILDREN’S COMMISSION SUNSETS**

In passing Ordinance No. 2001-12 and Resolution No. R2001-30, the Pierce County Council sunset the eleven-year old Commission on Children, Youth and Their Families and established an ad hoc Task Force to recommend the critical functions of the Children’s Commission to be continued by an organization(s) which the Task Force would also recommend. The Council assigned the Task Force to complete a report and then to sunset no later than 1 August 2001.

The 14-member Task Force, co-chaired by County Council members Karen Biskey and Harold Moss, met three times and developed several recommendations, detailed in this report.

**CREATION OF TWO NEW ENTITIES FOR PIERCE COUNTY RECOMMENDED**

Facilitated discussions by the Task Force has determined that two new bodies should be appointed by the County Council to accomplish the critical functions determined by the group to be continued with the dissolution of the Children’s Commission. A summary of functions for each entity is below.

- **Pierce County Allocation Advisory Committee**

Consisting of representatives of unincorporated Pierce County, this committee would recommend use of law levy funds. Priorities for funding would come from the County Council, based on a countywide strategic plan established by the new Commission. Staff for the Committee would be 0.5 FTE based in Pierce County Community Services. Meetings would take place as needed.
Pierce County Commission

This as-yet-to-be-named Commission would develop the countywide strategic plan to strengthen families, children and youth. The plan, advancing fundamental principles and guidelines, would be research-based, build upon Pierce County community assets, and would recommend best practices. The Commission would advocate for the plan with nonprofits, school districts, and governmental jurisdictions throughout Pierce County. The Commission would also catalyze collaboration among Pierce County stakeholders for the achievement of that plan, and would serve as a point of contact for resources, best practice information, demographic research, and other intelligence related to children, families and young people in the county.

Staff for the Commission is recommended at 1.5 FTEs, based in Pierce County Community Services. Commission members would be appointed for terms to be determined and meet regularly. Periodic reauthorization of the Commission is required.

The attached material gives the essential functions of these two groups, with graphic representations of the models recommended.

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UTILIZE A DESIGN TEAM FIRST TO WORK OUT DETAILS

Creation of a Commission with the responsibilities listed will require concentrated effort over time. The Task Force recommends creation of a five-member Design Team to work out details for the Commission. The Design Team’s scope of work would include writing: the working mission statement; parameters for creating a countywide strategic plan; Commission bylaws; interlocal agreements; processes for recruiting, appointing and sharing expectations with Commission members; and, administrative policies. Staffing would consist of part of an FTE, temporarily assigned to this work, and should have expertise in organizational and systems development. All participants – Design Team members and staff – should enjoy writing, establishing policies, and organizing a new entity.
Task Force Recommendations

This is a graphic representation of the Task Force's recommendation of the two-entity system. Details, in narrative form, are on the following pages.

The Commission

The Commission develops the countywide strategic plan to strengthen families, children and youth, and advocates for and catalyzes collaboration among Pierce County stakeholders for the achievement of that plan. The plan, advancing fundamental principles and guidelines, is research-based, builds on community assets, and recommends best practices.

Pierce County Community Services

Provides the administrative "home" and staff for the Commission and Allocation Committee

1.5 FTE Staff

Pierce County Allocation Advisory Committee

Unincorporated PC representatives recommend use of Law Levy funds, based on PC strategic plan on children, youth and families, and direction from the PC Council

Pierce County Stakeholders, including:
- Pierce County Council
- Councils in Cities and Towns
- Local Government Agencies
- Community Leaders
- Nonprofit Organizations serving children, families, youth
- School Districts
- Collaborations and Coalitions working for children, youth and families

1.5 FTE Staff
Framework Details

This narrative gives details agreed upon by the Task Force. If the Council first establishes a Design Team (details on scope of work are below), as recommended by the Task Force, the below information would be used as a foundation from which to work out logistics of the Commission.

The Commission:

**Name**

The name of the Commission – a task for the County Council or the Design Team – should

1) Carry Authority
2) Include “children” and “Pierce County”
3) Sound or feel different from the recently sunset Commission on Children, Youth and Their Families (because it is different in mission and focus)

**Purpose**

Creation, advocacy, evaluation, and ongoing maintenance of the Pierce County strategic plan – a direction for policy - to strengthen and enhance children, youth and families. The Design Team would establish a working mission; the Commission itself would develop wording for its own mission.

**Functions**

Research demographics related to children, youth and families in Pierce County and the assets, needs, and service gaps related to those populations. Research the best and promising practices that will address the specific populations, identified needs and gaps in service.

Create a countywide strategic plan based on the research, using a collaborative process that involves youth and families, government and nonprofit agencies, and coalitions focused on children, youth and families across the county. The plan should be at a policy level, which identifies core principles to follow for the health of families, children and youth. The plan should allow communities and stakeholders the ability to embrace those pieces of highest priority to that area and to create programs which work for that population.

Focus attention on children, youth and families, communicating the information, research data, and the plan to Pierce County stakeholders (which include City and County Councils, School Districts, government and nonprofit agencies, community leaders, etc).

Advocate for the plan with decision-makers across the county. Encourage stakeholders – for example, schools and nonprofits – to focus resources to implement the plan.
Monitor accomplishments of the plan, recommend adjustments, and continue ongoing research to make improvements to the plan, as needed.

Stimulate collaboration and change, building on existing assets in the community. The graphic on page 9 represents this key role of the Commission. The Commission becomes a nexus of and catalyst for the creation of collaborations, coalitions, and connections between existing groups throughout the county, to support and enhance children, youth and families.

**Commission Representation and Organization**

Recruit and maintain an effective Commission, which is representative of Pierce County's children, youth, and families, as well as stakeholders across the county. Utilize members recruited for specific expertise.

Organize committees of Commission members, ex officio members and non-members to address the requirements of the Commission's purpose and functions.

Work with Pierce County Community Services to:

- Establish and maintain effective staffing, financial, and reporting needs
- Ensure clear lines of communication and incorporate the Commission in the evaluation of staff and the Commission's work
- Provide mechanisms to avoid actions in which the staff or Commission members appear to carry an exclusive Pierce County Community Services message

The Commission’s meeting times and location, and utilization of subcommittees will be determined by the Commission.

Ensure an effective communication flow to and from the Commission. For example, information from coalitions related to children, youth and families should flow easily to the Commission, and then information from and about the Commission should be sent back to those organizations.

**Administrative and Financial Support**

Staffing is recommended to be at least 1.5 FTEs to support the Commission.

Pierce County Community Services will administratively house the Commission staff and finances. Staff will be employed within the hiring practices and personnel rules of Pierce County. Financial reports and procedures will also follow the policies of Pierce County.

Funding for the Commission and staff should be from all governmental bodies in Pierce County. Staff and Commission members, with assistance from the County Council, should seek funding from Pierce County and each of the cities and towns. If need arises for additional staff, or consultants, funding will be solicited from stakeholders.
Interlocal Agreements

Funding, resources, engagement and support for the Commission should come from the jurisdictions across Pierce County. The Commission should write – and get signatures – on an interlocal contract which includes at least:

- Financial support to be contributed by each jurisdiction and stakeholders, through agreements
- Commitment to not only invest money, but to review their own plans and incorporate the countywide strategic plan on children, youth and their families into their own planning processes
- The timing expected for reporting on activities, research, status of the planning process, with clear statements of standards and outcomes to be reached
- If Commission members are to be appointed, a statement of how that will occur, and what will happen when there are unexpected vacancies

Pierce County Allocation Advisory Committee:

This is an ad hoc committee, formed of representatives of unincorporated Pierce County, to recommend use of the Law Levy funds for Prevention. The work of this group depends on and incorporates the strategic plan established by the Pierce County Commission on Something, and priorities set by the Pierce County Council.

A 0.5 FTE staff within Pierce County Community Services supports the committee.

This committee meets on an as needed basis.
Nonprofit organizations dedicated to youth, children, families
Faith Communities
Community collaborations built to enhance children, youth & families
The Commission, collaborating & creating collaborations, sharing information, advocating the strategic plan
Businesses and Foundations
Schools and school-based coalitions
Cities and Towns, Pierce County Council, local government agencies
Community & neighborhood leaders

Each dot represents another individual or group connected to the group identified above the dots.

This is a representation of the flow of information and advocacy. The Commission is the nexus of information about demographics, best practices, activities in Pierce County related to children, youth and families. Information comes into the Commission and flows out to organizations and individuals. New collaborations form around the strategic plan and the guiding principles forming the basis of that plan. Commission members advocate with stakeholders and also ask those stakeholders to advocate with other groups and individuals and decision-makers they are connected to. The Commission stimulates change, receives and shares key information, and organizes collaborations as part of its advocacy role. And they do so by utilizing assets and resources that already exist.
The Design Team

The Task Force recommends formation of a Design Team prior to creation of the Commission. This group would then work out details, based on the above, of the Commission. The scope of work for the Design Team would include:

- Create the Bylaws for the Commission.
- Develop clear interlocal agreements (avoid an agreement that is too bureaucratic, too time consuming, and unclear about who has authority for what).
- Establish the clear and applicable systems and rules related to administration: personnel, hiring, authority within the structure, evaluation of staff, and so forth.
- Write the Mission Statement for the Commission (at least what the Commission will be established under).
- Define working relationships between staff, Commission members, agencies and jurisdictions.
- Set up the parameters for the strategic planning process (how detailed, who's involved, etc).
- Define Commission membership, recruitment processes, expectations, terms, etc.

The Design Team would consist of five members, who could include representatives of: the current Commission (for historical perspectives), service providers, stakeholders, geographic representatives, diverse residents, people who like administrative/writing/design. Recommendations for people to serve include the following:

- Representative from Pierce County
- Representative from the City of Tacoma
- Representative from City of Lakewood
- Representative from Pierce County
- Representative(s) from former Commission on Children, Youth and Their Families (to bring a sense of history)
Task Force Members

Co-Chairs:

Karen Biskey, Pierce County Council

Harold Moss, Pierce County Council

Daniel Comsia, Commission on Children, Youth and Their Families

Federico Cruz-Uribe, Tacoma-Pierce County Health Department

Dan Erker, Pierce County Juvenile Court Services

Ed Faker, Commission on Children, Youth and Their Families

Andie Gernon, Designated by Mayor Bill Harrison

Sharon Hansen, Former Director of the Commission on Children, Youth and Their Families

Scott Hedlund, Commission on Children, Youth and Their Families

Neel Parikh, Commission on Children, Youth and Their Families

Joy Misako St Germain, Commission on Children, Youth and Their Families

Carolyn Schultz, Proxy substitute for Sharon Hansen

David Shirer, Designated by David Soma

David Soma, Designated by County Executive John Ladenburg

Jim Walton, Designated by Mayor Mike Crowley

Staff:

Nancy Tam Davis, Facilitator

Joby Winans, Staff
Participation:

- **Task Force Members Present:** Co-Chair Karen Biskey, Federico Cruz-Uribe, Dan Erker, Ed Faker, Andie Gemon, Sharon Hansen, Scott Hedlund, Co-Chair Harold Moss, Joy Misaka St Germain, Carolyn Schultz, David Soma.

- **Task Force Members Excused:** Daniel Comsia, John Ladenburg (represented by Diane Braaten), Neel Parikh, Jim Walton (represented by John Briehl).

- **Others Present:** Diane Braaten (for John Ladenburg), John Briehl (for Jim Walton), Nancy Tam Davis (facilitator), David Shirer (Pierce County Community Services), Joby Winans (staff).

Meeting Purpose:

The stated purpose of this meeting was to begin the process required by Resolution R2001-30s: to recommend the critical functions of the Children's Commission to be continued by an organization(s) which the Task Force will also recommend. A report is due to the County Council on 1 May 2001.

Welcome and Introductions:

After welcomes by both Harold Moss and Karen Biskey, participants introduced themselves and their affiliations on this Task Force.

[NOTE: In these notes, the Commission on Children, Youth and Their Families will be identified as CCYF.]

Historical Background of the CCYF:

Set up in the front of the room by the facilitator was a board listing key components in the history of the CCYF. This included:

- 1983
  - Lofquist, *Discovering the Meaning of Prevention: A Planned Approach to Positive Change*
1988
TPCHD-sponsored workshop on prevention

1990
Resolution R90-36s establishes Commission
Three priorities: Health Care for Pregnant Women, Drop Out Rate, Child Abuse and Neglect
1 FTE (pb), Budget $67,500

1991
CCYF-sponsored Youth Forum – needs assessment and report
Community forums and hearings
Drop Out Task Force formed
Children’s Profile issued (challenges and choices)
1.75 FTE, Budget $99,200

1992
- Hawkins and Catalano: *Communities That Care*
- “Charting Our Future” Task Force established
- Healthy Start Task Force established
- Low Birth Weight paper issued
- CDC – Youth violence #1 public health issue in US
- Elk Plain and Hilltop Family Support Centers
- Drop Out Report issued
- Child Abuse Prevention Task Force created
- “Youth on Youth” report issued
  1.75 FTE, Budget $112,240

1993
- Guide to Parenting Resources developed
- CCYF sponsored *It Takes a Community to Raise a Child*
- Ordinance 93-98, 25% of prevention money (monitoring and evaluation)
- “Charting our Children’s Future” report issued
- First Health Start Program (Elk Plain/Hilltop)
- Greater Pierce County Consortium for Children and Families - $1,000,000 grant
- Three community forums held
- RFP for violence prevention projects
  1.75 FTE, Budget $111,200

1994
- 1% Criminal Justice Sales Tax – 25% for Children’s Prevention Services
- Public Health Improvement Plan
- Prevention Partnership for Children: Healthy Families, Head Start/ECEAP, Readiness to Learn
- Community Public Health and Safety Networks
- Prevention Partnership for Children begins
- Carnegie Task Force: *Meeting the Needs of Young Children*
- 1.75 FTE + Intern, Budget $823,227

- 1995
- Prevention white paper: *Path to Healthy Communities Campaign*
- First process evaluation report issued
- Healthy Communities Campaign developed
- Summary analysis report issued
- First evaluation report issued
- 1.75 FTE + Intern, budget $977,122

- 1996
- Second progress report issues
- CCYF Speakers Bureau (12 presentations)
- Healthy Communities Campaign initiated
- Second outcome evaluation report issued
- Community Mapping training
- Middle School Report drives family support model
- Second summary report issued
- Juvenile Justice Task Force formed, CCYF reformed Youth services Committee
- 2 FTE + Intern, Budget $1,056,800

- 1997
- City of Lakewood rep added to Commission
- Third outcome evaluation report issued
- Countywide training on asset building for youth
- Third summary report issued
- Pilot Middle School Program – 3 Tacoma schools
- Healthy Families and Lakewood adopt logo
- CCYF Search Institute *A Path Toward Finding* . . . .
- Blueprint
- 2 FTE + Intern, Budget $942,333

- 1998
- Phase II Violence Prevention support Family Support Centers
- Universal Parenting Education Task Force
- Universal Parenting strategic plan
- Middle School Project
- 2 FTE (fb), Budget $974,030

- 1999
- Juvenile Probation Officer for Diversion
- “A Call to Action” strategic plan
- Federal Juvenile Accountability Incentive Block Grant
- 3 FTE (fb), Budget $1,000,000

- 2000
- Youth projects with Commissioners as mentors
- Prism Grant applied for and funded, $1,000,000 over three years
- Americorps planning for Pierce County begun
- Alliance for Youth established
- 4 FTE (fb), budget $1,000,000

- 2001
- Sunset of Commission, Task Force created
- 4 FTE (fb), Budget $1,100,000

COMPARISON OF CCYF – 1990 AND 2001:

The facilitator asked the two people who have been associated with the Children’s Commission since 1990 (David Shirer and John Briehl) to describe the CCYF in 1990. They listed roles of the Commission to include:

- A community advocate for children and children’s issues
- Responsible for a report on the state of children in Pierce County
- Recommending to City (Tacoma) and County Councils the direction they should take for children
- A sounding board, at the grassroots level

Pierce County Community Services helped to begin the organization’s infrastructure and to build systems for funding and activities.

The facilitator then asked everyone to describe the Commission in 2001. That list included:

- Advocacy for children and youth
- Emphasis on prevention
- Best practices
- A community funder
- More part of the system than separate from it
- A mini-bureaucracy, well-intentioned but ineffective

In response to the question of what the watershed events were in the history of the CCYF, the following was generated.

- 1994: Budget Jump
  - Community groups began listening to what the Commission said when money became available
  - Money gave leverage and power
  - The focus changed from research and advocacy
  - The span of control was changed
  - The decision to award responsibility for this money to the CCYF was made by the County Council

- 1997: Budget Cut
To cover the loss, the CCYF took money for administration from the 1/10 of 1% prevention pocket

Money grew over time

2000: The first grant applied for by the CCYF was submitted and funded, resulted in Prism

- To write this grant was requested by Juvenile Court and TPCHD
- Until then, the CCYF was an advisor on funding use, not a funder
- The Prism grant required additional staff, creating a mini-bureaucracy
- NOTE: Disagreement results in clarification. CCYF did not administer the PRISM grant. "Call to Action" staff were asked by County Council to write the grant to prevent kids from being involved in the juvenile justice system. The grant focuses on truant kids (in Pierce County there are 1800 filings annually) to provide resources and to build resources through community coalitions. The grant gives Pierce County $1,000,000 over three years for this effort. Beth Wilson, who had been a Children's Commission staff member and helped to write the grant request, resigned from the Commission to take a position with the health department to administer the grant.

1999: Staff increases

- Staff hired to create the "Call for Action" strategic plan
- The increase in staff was requested by Juvenile Court

Over time, the Commission became the place where public-private partnerships, discussions and joint planning took place

- 1997 "Blueprint" became the start of discussions and planning that resulted in Prism
- 1997-98 discussions identified that the Governor’s Juvenile Justice Advisory Committee was not paying attention to Pierce County. A collaboration was needed to get recognized and apply for funding
- 1997-98 CCYF became perceived as a service agency because there wasn’t an organization to administer programs that weren’t focused on specifics (e.g., drugs and alcohol use among youth)

1993: Violence Prevention Money

- CCYF first just recommended use of the funds
- Then CCYF oversaw contracts, monitored actions, etc, for use of the Prevention Funds
- One innovation is that the CCYF started the need for and required outcome-based evaluations (OBE) of organizations that receive Prevention Funds. The OBE became standards throughout Pierce County. The Prevention Funds allowed testing of the OBE concept. Now, there is a county-wide Funders Group that utilizes the OBE and also has developed a single application.

2000: Youth Projects and Other "Little Grants" Makes CCYF Look Like a Service Provider

- Giving out money and monitoring its use made the Commission into one more provider or funder in the County
To some Commission members, this granting function was beyond their knowledge. Those involved in committees understood that function, but not details about the other work of staff and/or Commission members.

2000: Nuts and Bolts Information Not Shared with All Commissioners
- A limited number of Commission members were involved with projects
- Every Commission member couldn’t be involved and knowledgeable about everything. Instead, individuals were involved in a particular committee and understood that thoroughly and were asked to trust what other committees recommended.

Over Time, the Failure of the Commission to Accomplish All Expectations of the Resolution
- All jurisdictions in the County collect law and justice funds (1/10 of 1% of sales tax). Pierce County set aside 25% to focus on prevention. The Commission was to work with other jurisdictions to get them to participate. This never happened.
- The City of Tacoma never expected that the Children’s Commission would recommend use of their law and justice funds. However, Tacoma and Lakewood did contribute to the administration of the Commission. Other jurisdictions were asked to participate, but none did.
- The perception of and by the Commission changed. The Prevention Funds became Children’s Commission funds. So representatives of cities made decisions about money earmarked for violence prevention in unincorporated Pierce County.

STAKEHOLDER NEEDS:

Individual participants were asked to share their perceptions of who has an investment in the product or services of a Children’s Commission and what their needs for a Commission are.

- County Government’s relationship with the Commission is currently related to funds, contracting and outcome monitoring. County needs might include:
  - Recommending funding on various projects
  - Understanding why one project or another is funded (from the standpoints of assistance to children, youth and families, best practices, outcome-based evaluation, etc)
  - Fine-tuning outcomes expected from funded projects

- City of Tacoma’s needs:
  - Reporting on the status of children
  - Recommending on what could be done
  - Policy recommendations
  - Ideas on how to use city resources to support children, youth and families
  - Serving as a grassroots sounding board of community ideas and issues
  - Overseeing disproportionality issues with respect to juvenile curfew
  - Networking to assist in establishing community review panels for use of city funds
City of Lakewood’s needs:
- Advice and support on how to carry out a philosophy of prevention and collaboration
- No provision of services
- Continuation of the kinds of support provided with the organization of Lakewood’s Human Services collaborative
- Semi-annual reports on the status of children and other information relevant to children, youth and families

Health Department needs:
- Networking and organization to help with citizen-involvement in public health issues
- Advocacy for children, youth and families at the health department and other agencies
- Serving as a community conscience concerning whether systems are really taking on the most important issues for children, youth and their families

Juvenile Court needs:
- Move beyond primary to secondary prevention
- Advocate for kids who don’t have advocates, and who need secondary prevention assistance
- Help develop policy related to children and youth
- Be a neutral group for considering ideas and plans related to youth

Service Organization needs:
- Some funding
- Mentoring and monitoring the use of grants given
- Encouraging the use of outcome-based evaluation
- Being a resource of information on research-based best practice
- Being an ally in the fight (advocacy)
- Being the point of collaboration – pooling resources and ideas (NOTE: thanks to the CCYF, 10 formal collaborations exist in Pierce County)

Youth and Families
- Reduce family violence
- Resource for information – so families know where to get help
- Giving families a voice – help them become active participants in processes across the county
- Helping youth and families to be recognized as important, viable constituencies
- An organization that empowers youth and gets them into governance opportunities
- NOTE: participants noted that without the Children’s Commission, youth projects would not have existed. These projects, which are initiated and implemented by youth, empower them, and also get adults involved with them as monitors, supporters and advisers
Questions:
As a result of the discussion about needs, questions arose that will need to be answered in developing “the next body.” These include:

- How is the term “prevention” defined?
- How is the term “at risk” defined?
- Who is “at risk?” Are all kids at risk or are there particular groups or individuals of kids who are at risk?
- Are advocacy and program administration mutually exclusive?
- Where does power come from? Is money necessary for decision-makers to pay attention to a Children’s Commission? [Comments during the discussion revealed points of power in addition to money: 1) Access to decision makers; 2) Shared philosophy, principles and values between organization and decision-makers; 3) Having a “valued voice” – for CCYF, the knowledge of “best practices” make be important and valuable to decision-makers and therefore the CCYF is “powerful”
- If “the next body” is to be an advocate for children, youth and families, how are needs to be identified?

Common Themes and Values:
The group brainstormed the following as themes and values to be held by a Children’s Commission:

- An organization which advocates for children, youth and their families
- An organization which understands how to identify the needs of children, youth and families
- An organization that understands best practice and promising practices and can apply this knowledge to policy development
- An organization that can assess strengths and needs
- An organization which is visible at the grass roots level
- An organization which provides the information and recommendations that will assist policy makers
- An organization which is the eyes and ears of the community, constantly assessing the environment, and providing that information to decisions makers
- An organization which empowers and supports families
- An organization which, when resources are tight, has the discipline to maintain its focus on their mission and goals
- An organization committed to a systems approach, making a fundamental impact on kids and families
- A county-wide organization, with strong networks, which then avoids duplication at every jurisdiction needing community involvement and input
- An organization which also embraces the foundational values of the Children’s Commission as originally conceived
- An organization with these core values:
  - Every child is a community resource
Families are the primary unit of the entire society; poor family structure leads to problems.

- The power of prevention – done right with adequate money can move mountains.
- An organization with concrete, practical attributes –
  - A clear function
  - Resources to support its work
  - Focusing on measurable outcomes and achievable goals

The group discussed other possibilities for what is being called TNB – "The Next Body."

Those possibilities included:
- An organization not responsible for 25% of the law and justice tax. Instead TNB would work with whoever is recommending the use of the prevention money (this recommendation was based on discussion that a key change occurred when the CCYF became responsible for the prevention funds)
- An organization which is not like the Health Department, where the Board sets goals and initiatives and staff carry them out. Instead, TNB would recognize that lots of agencies are doing work, and would focus on recommending things those agencies could do to address issues along the continuum and to advise decision-makers
- An organization which would recommend a focus to decision-makers, suggesting the best use of resources (prevention dollars and other funds and actions), to implement best practice and promising practices.

Consequences of Sunsetting:
In response to a question about the consequences of sunsetting the CCYF, the following list was developed (with, in some cases, recommendations for fixing the issue):

1) There would be no one in Pierce County to handle the GJJAC grant and responsibilities. The grant, from the Governors Juvenile Justice Advisory Council, gives $10,000 to the Children’s Commission to review disproportionality in the juvenile justice system. Applications for the grant are due to the state by 15 April. If we want the money – and activities – to continue, action is needed now. The two Health and Safety Networks said they were unable to take on this work. Solution: Joby will call the state to find out what the options are. She’ll then talk with Federico Cruz about possibilities of the Health Department/Adolescent Health Program taking on this grant.

2) The work associated with Youth Projects (specific agreements, monitoring and follow up, recruiting and organizing mentors, etc) will place additional work on Pierce County Community Services. David Shirer and David Soma will work with County Council members to find ways to fund a 0.5 FTE to do this work.

3) Collaboration will be replaced with competition. Groups which had been working together to solve community problems will interpret the act of sunsetting the Children’s Commission as a sign that they should just take care of themselves and not build a coalition with others.
4) Outcome-based Evaluation utilization could decrease without a neutral body to oversee, encourage, and give information/training on OBE. The Funders’ Group has taken on the OBE and standardized application forms also.

5) Other collaborative processes the Children’s Commission staff have been part of will probably continue, even without their input and perspective.

**Next Meeting:**
The next meeting of the Task Force will be Monday, 23 April 2001, from 4:00 to 7:00 PM, at the Hess Building, 901 Tacoma Avenue South. Staff, facilitator and Co-Chairs will meet prior to the meeting and then bring to the Task Force a model for The Next Body for the Task Force to consider. Also to be covered at that meeting:
- A structured discussion of consequences of decisions about The Next Body
- What functions and structure need to be designed for the Next Body (does the model from the subcommittee meet these?)
- NOTE: Prior to the meeting, please review recommendations from Children’s Commission Committees and the Alliance for Youth (there are some in the meeting handouts and others will be sent to Task Force members as they are received by staff)

**Value of This Meeting:**
In response to the facilitator’s question about the value of this meeting, participants listed:
- We identified problem areas
- We shared information and ideas
- We had insights, ah hahs, and new perspectives
- We reaffirmed the foundational values of the Children’s Commission

**Adjournment:**
The meeting was adjourned at 7:15 PM.

Respectfully submitted,

Joby Winans, staff
AD HOC TASK FORCE ON CHILDREN, YOUTH and Their Families

23 APRIL 2001

MEETING MINUTES

Participation:

- Task Force Members Excused: Dan Erker.
- Others Present: Nancy Tam Davis (facilitator), Joby Winans (staff).

Meeting Purpose:

The purpose of this meeting was to continue the work of the Task Force, as stated in Resolution R2001-30s, and particularly to consider the proposed model for the successor agency to the Children's Commission.

Process:

The group discussed the model, attributes, points of concern, questions generated. Rather than detailed notes on each process, these minutes summarize ideas created at the meeting, by category or topic area.

What Seems to be Effective in the Model Presented?

- A countywide Commission, which recommends policy and best practices from around the world to every jurisdiction in the county.
- A Commission which provides policy, guidance, advocacy for everyone in Pierce County, separated from the function of allocating funds.
- A Commission as watchdog and cheerleader for collaborations, advocacy and policy for children and youth.
• Power comes not from allocating money, but from sharing a strategic plan and information on best practices.
• The Commission’s evaluative role is on the level of the “big picture,” not on details in each program.
• The Allocation Committee reporting directly to the County Council.
• The 0.5 FTE currently in the County’s budget serving the Allocation Committee.
• A vision/mission the same as or similar to the existing Children’s Commission, with a new structure.

What are Concerns in the Model Presented?

• The name – Commission on Families. Focus is on youth and children. “Families” is too broad.
• There’s tension in having the staff person in Pierce County Community Services. Staff will have to work to overcome perception of carrying the county’s institutional message.
• An interdisciplinary model requires an interdisciplinary staff, not someone who works only for county government or who is perceived as working just for the county agency.
• Can a line staff within an agency staff a Commission that encourages cities and towns to do things that the line authority in the agency may not agree to. To be effective, the staff needs to be outside one jurisdiction.
• Mission of the Commission is broad – will take a lot of time and work to accomplish. Is 1.0 FTE sufficient? Need 1.0 FTE with a “face” – seen and known by all in the community, plus a clerical staff back at the office.
• Staff should be evaluated by the Commission, not but the individual’s “supervisor” in county government.
• The staff should be professional-level, not clerical. A leader is needed to handle the responsibilities of the Commission.
• Make sure the mission/vision has some energy to it. “Doing research” sounds boring and really the Commission is a “catalyst,” “encourager of collaboration,” and builder/advocate of a countywide strategic plan.
• To be effective, the Allocation Committee will need to be as informed as the Commission.
• Don’t separate out the cities and towns. In the box for “County Council,” include all jurisdictions in the County.
• Need to be clear on the budget. If additional staff are needed and these can be hired as jurisdictions other than the county add funding, how is this funding obtained? Can County Council members request money from other communities, or does Commission staff spend many hours trying to get money to staff for the Commission?
• Consider using the Human Services Advisory committee for the Allocations Committee – why create another committee?

Recommended Additions to the Model Presented:

• Vision/Mission/Functions:
• Incorporate the best of the existing Children's Commission mission - "advocates for policies/practices which result in well-being of children, youth and their families" and add roles of "catalyst," "change agent," and "builder of collaboration."
• The Commission will provide policy, guidance, and advocacy on children and youth – regionally and with the state.
• The commission will create a community plan, which will drive policy and allocation.
• The key piece of the Commission's work is creation and maintenance of a countywide plan for children, youth and families, which is implemented by other jurisdictions (as a result of advocacy and assistance by Commission).
  • The Commission will establish the vision and the criteria to achieve the vision, then get other jurisdictions to adopt the plan in their funding and policies.
  • The Commission will then keep track of which community is doing which part of the plan and share that information with everyone.
  • The Commission will be both a divining rod for issues and a coordinator of collaborations to accomplish the plan.

• The outcome of the Commission's work is the accomplishment of the vision. The outputs include:
  • The countywide plan
  • Serving as catalyst for collaboration
  • Being the point of focus for the plan
  • Doing the research needed and sharing information for the plan to be successful in strengthening children, youth and families

• Functions – to accomplish outputs and outcome - would include:
  • Creating the countywide plan
  • Researching demographics of county children, youth and families and also world-wide best and promising practices
  • Report research, outcomes, etc. – keep all jurisdictions in the county informed
  • Serve as a catalyst for collaboration and change, building on existing assets in communities
  • Be the point of focus for children, youth and families for all of Pierce County
  • Evaluate programs for outcomes related to strategic plan

• Structure:
  • Right from the beginning, create bylaws which will guide and direct the Commission
  • Right from the beginning, create personnel and fiscal policies – or, if in an agency, state those policies will be followed – to guide and direct staff
• Fund with money from the county and from other jurisdictions (via interlocal agreements). Currently, it appears Tacoma and Lakewood would continue with their funding. Request some kind of participation from every jurisdiction in Pierce County.
• In the ordinance, mandate the Commission’s creation of the countywide plan for children and youth and families.

• Commission Membership:
  • Membership on the Commission should be proportional and intentional, with ties to both communities and existing collaborations/coalitions/community groups.
  • In the resolution, allow funding bodies to appoint and also encourage representatives from existing community collaborations.
  • If representing Pierce County, don’t meet only in Tacoma.
  • Grid out the County to be sure there’s true representation.
  • Get a representative from each collaboration around the county dealing with children and families. Implement a “chrysanthemum” model (a collaboration built from collaborations) to ensure a two-way flow of ideas.
  • Make sure representatives are accountable to whomever they are appointed by/represent.
  • Consider the value and importance of ex officio members, who can be recruited and participate because of their expertise in a variety of arenas.
  • Specific groups to consider including a representative from:
    • Health and Safety Networks
    • Neighborhood Councils
    • Faith communities
    • School Districts

NEXT STEPS:

The group agreed to another meeting. The Committee will meet, to consolidate the ideas recommended for the Commission model. Volunteers to participate with the initial Committee (which consisted of Karen Biskey, Harold Moss, David Shirer, Nancy Tam Davis, and Joby Winans) are:
  • Sharon Hansen
  • Andie Gernon
  • Jim Walton
  • Dan Erker (who volunteered after this meeting)

The next meeting will be on Monday, 21 May, 2001, from 4:00 – 6:00 PM, at the Hess Building (901 Tacoma Avenue South).

Respectfully submitted,

Joby Winans, staff
TASK FORCE ON CHILDREN, YOUTH AND THEIR FAMILIES

21 May 2001

MEETING MINUTES

Participation:

- **Task Force Members Present:** Co-Chair Karen Biskey, Federico Cruz-Uribe, Dan Erker, Ed Faker, Andie Gernon, Sharon Hansen, Co-Chair Harold Moss, Neel Parikh, David Shirer, David Soma, Joy Misako St. Germain, Jim Walton.

- **Task Force Members Excused:** Daniel Comsia, Carolyn Schultz.

- **Others Present:** Nancy Tam Davis (facilitator), Joby Winans (staff).

Meeting Purpose:

Task Force members met to review recommendations of the Sub-committee concerning the Commission framework, make recommendations on specific aspects of the Commission, and understand the next steps to be taken. This was expected to be the last meeting of the Task Force.

Process:

Task Force members discussed the framework proposed by the sub-committee, making suggestions for improvements and changes. The following summarizes ideas and determinations within categories, rather than listing discussion points in chronological order.

Potential Name for the Commission:

The discussion highlighted the tension between using a term that is appropriately descriptive for the work of the Commission, but that is the same as the current Commission. Attempts to come up with something new implied to participants a different focus, clientele, or direction. Suggestions for new language that were considered and found wanting included:

- "Youth Development" Commission – agreed that leaving out the word children seems to leave out the birth to eight-year-olds.
- "Family Development" Commission – leaves out the importance and focus on young people in the generalized phrase.
- Commission on "Healthy Families" – still left out children and youth.
- Children’s “Alliance” – possibly uses a term not commonly understood to be a government-based entity. [Note from Joby: research on definitions of “Alliance” suggests this is a group of people who bridge their strengths to find a solution to a shared concern. The definitions I've seen suggest exclusivity because of the shared strength and concern – “let us ally or confederate to win against the bullies.” Since the Commission is looking to be a point of connection between a variety of other alliances, coalitions, and collaborations – the chrysanthemum model – the word “nexus” comes closer than “alliance” in its descriptiveness. In answer to the question about the use of “alliance” as a governmentally recognized word, it is used in political situations, particularly to describe nations who are united against a common enemy. With the concern to find an expression that recognizes the appointment of an individual to a body recognized by local government, Council, Commission or Board seems to have become the tradition.]

- “Children’s” Commission – this is the common name for the existing Commission.

- The Commission on “Children, Youth and Families for Pierce County” – this acknowledges the countywide nature of the Commission although it doesn’t sound different from the existing Commission.

**Decision:** The Task Force agreed that they could not form a consensus on the name and to forward the following to the County Council for consideration in choosing a name:

The name of the Commission should 1) carry authority; 2) include “children” and “Pierce County”; and, 3) sound or feel different from the existing Commission (because it is different in mission and focus).

**Mission Statement:**

Discussion about the “mission statement,” the summary written in the box on the graphic image, showed agreement that it is too bureaucratic and didn’t have enough “attitude.” In addition, it appears to be too narrow.

**Decision:** The Task Force agreed that the creation a working mission for the Commission was up to the “Design Team” (see below) and the new Commission itself would author the final mission. In the meantime, what was included in the graphic and accompanying narrative was an adequate statement to forward to the County Council.

**Two-Headed Beastie:**

The model as presented included both a Commission and an Allocations Advisory Committee. The former would deal with policy-level issues for everyone in Pierce County. The latter would be responsible for recommending programs to fund with the Law Levy money; those sitting on the Committee would represent unincorporated Pierce County. Clarifying this led to a discussion about whether there should be a link between the two groups – through staff or representation or other means. Discussion concerned
the need for clear information about priorities the Commission will set in the strategic plan and decisions the Allocation Advisory Committee will make about County prevention dollars.

# Decision: The Task Force agreed to support the two-faceted model as presented, with no organizational link between the two groups. Instead, the Commission will establish the strategic plan and the Allocation Committee will use that plan in making decisions.

Strategic Plan:

A major focus and workload item for the Commission will be creation of the strategic plan for Pierce County. How to get the work done was discussed. One staff person could be inadequate for such a large task and support in terms of loaned staff is not expected from cities and towns in Pierce County because of their workloads (see “Staffing” below).

In addition, the group considered what would be included in the strategic plan, how detailed the priorities and action plans.

# Decision: The Task Force recommended that the budget for the Commission include some funding for a consultant to help with the planning process. In addition, the group recommended the plan be the focus of an integrated system within Pierce County. Those jurisdictions funding the Commission would not only invest money, but review their own systems and commit to making changes as needed to bring actions related to children, youth and families into the priorities of the strategic plan. Finally, it was strongly suggested that the Commission look at existing values and principles – such as those held by “America’s Promise” – that are known to be effective and applicable to communities. This would avoid a lot of time trying to recreate something that already exists.

Staffing:

In general, the group agreed that the work of the Commission was more than a single staff person could do well. If nothing else, while that one person was out developing collaborations, engaging communities with the strategic plan, and advocating for children, youth and families, someone had to be in the office to take messages and keep track of requests for information.

The idea of getting support from other local government agencies was challenged. Only in rare instances does an agency have enough staff to do their own work, let alone step away for a few hours each week to support the Commission’s work.

The 0.5 FTE committed to the Allocation Advisory Committee will be occupied with logistics for that committee, sending and receiving proposals, and monitoring funding decisions and will not be able to support the Commission.
Decision: The Task Force agreed to recommend 1.5 FTEs for the Commission. Funding for staff would – hopefully – come from Pierce County, City of Lakewood, City of Tacoma, and other cities and towns.

In addition, the Task Force agreed that staffing for the Allocation Advisory Committee would be recommended at 0.5 FTEs and funds for that committee staff would not come from Tacoma and Lakewood. As a county advisory committee, their funds would be obtained from Pierce County. This will be reflected in the narrative under the “Interlocal Agreement” heading.

Performance Standards:

Task Force members brought up a number of issues related to evaluation and review of the Commission’s work. There was little disagreement about the need to examine the work of the Commission intentionally.

Decision: The Task Force agreed that the Commission should state annual outcomes anticipated and be held accountable; interlocal agreements could include these standards and review them each year when the interlocal was renewed. The creating ordinance would also schedule a review and reauthorization of the Commission periodically (four years was suggested). In this way – with stated standards and processes for accountability – the Commission will also model an organizational best practice.

Designing the Commission:

The sub-Committee suggested that a “Design Team” be created to do the detail work related to the Commission. The Task Force has done a good job of getting through major issues, but it will take a considerable amount of work to determine Commission standards, systems, logistics, and representation. Hiring staff could take a period of time, too, and the individual hired may not “fit” the Commission’s purpose as it is worked out. Establishing a small (3-5 member) Design Team, with a temporary staff skilled in organizational development would allow a group to focus on constructing all the foundational aspects needed for the most successful Commission.

Decision: The Task Force agreed to recommend formation of a Design Team first. The scope of work for that team would include:

- Create the Bylaws for the Commission.
- Develop clear interlocal agreements (avoid an agreement that is too bureaucratic, too time consuming, and unclear about who has authority for what).
- Establish the clear and applicable systems and rules related to administration: personnel, hiring, authority within the structure, evaluation of staff, and so forth.
• Write the Mission Statement for the Commission (at least what the Commission will be established under).
• Define working relationships between staff, Commission members, agencies and jurisdictions.
• Set up the parameters for the strategic planning process (how detailed, who's involved, etc).
• Define Commission membership, recruitment processes, expectations, terms, etc.

The Design Team would consist of five members, who could include representatives of: the current Commission (for historical perspectives), service providers, stakeholders, geographic representatives, diverse residents, people who like administrative/writing/design.
Recommendations for people to serve include the following:

• Representative from the City of Tacoma (John Briehl, recommended after the meeting by Jim Walton)
• Representative from City of Lakewood (Claudia Thomas)
• Representative from Pierce County (no one named)
• Historians: Joy St Germain and Sharon Hansen.

Staffing recommendations included Joby Winans, Interim Director of the Children's Commission and staff to the Task Force, although her time is limited for assisting the Design Time.

Next Steps:

This is the final meeting of the Task Force, unless the County Council calls the group together again. From here, the model and narrative will be sent to Council staff who will create the resolution. The list of participants in the Task Force will also be forwarded so staff can inform interested parties that the resolution will be heard.

Thanks!

Task Force members thanked Nancy Tam Davis for her outstanding work facilitating the process, and to Joby for the information she shared. Task Force members were also thanked for their hard work and good results.

The meeting adjourned at 6:10 PM.

Respectfully submitted,

Joby Winans, Task Force Staff
PROPOSAL NO. 2001-81, AN ORDINANCE OF THE PIERCE COUNTY COUNCIL AMENDING ORDINANCE NO. 93-98 TO DELETE THE REQUIREMENT THAT THE COMMISSION ON CHILDREN, YOUTH, AND THEIR FAMILIES AND THE LAW AND JUSTICE COMMISSION MAKE ANNUAL FUNDING RECOMMENDATIONS ON THE USE OF THE COUNTY’S 0.1 PERCENT SALES AND USE TAX FOR CRIMINAL JUSTICE PURPOSES.

PROPOSAL NO. 2001-82, AN ORDINANCE OF THE PIERCE COUNTY COUNCIL ACCEPTING THE JUNE 2001 RECOMMENDATIONS OF THE AD HOC TASK FORCE ON CHILDREN, YOUTH, AND THEIR FAMILIES, AS REQUESTED IN RESOLUTION NO. R2001-30; IMPLEMENTING ONE TASK FORCE RECOMMENDATION BY CREATING AN ALLOCATION ADVISORY COMMITTEE FOR PREVENTION PROGRAMS, TO RECOMMEND AND MONITOR THE DISTRIBUTION OF THE 25 PERCENT PREVENTION REVENUES OF THE ONE-SHART OF ONE PERCENT CRIMINAL JUSTICE SALES AND USE TAX, AS SPECIFIED IN PIERCE COUNTY CODE 4.28.130; SETTING PRIORITIES FOR FUNDING THESE PREVENTION PROGRAMS; ESTABLISHING THE REQUIREMENT THAT PIERCE COUNTY COMMUNITY SERVICES SHALL STAFF THE ADVISORY COMMITTEE; AND SETTING AN ANNUAL REPORTING DEADLINE FOR COMMITTEE RECOMMENDATIONS.

MEETING DATE: Tuesday, November 6, 2001

TIME: 3 P.M.

PLACE: County Council Chambers, Room 1045
County-City Building
930 Tacoma Avenue South
Tacoma, Washington 98402

CONTACT: Carolyn Pendle, Research Analyst, at (253) 798-3631 or the Council Office at (253) 798-7777.

This proposal is scheduled for final consideration at this meeting. The Council encourages public participation. Public testimony will be taken. Written comments are welcome as well.

Dated: October 24, 2001
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This Ordinance accepts the June 2001 recommendations of the Ad Hoc Task Force on Children, Youth, and Their Families, implements one task force recommendation, sets priorities for funding of these preventive programs, establishes that Pierce County Community Services shall staff the advisory committee, and sets an annual reporting deadline for committee recommendations.