



WASHINGTON STATE
**Department of
Children, Youth, and Families**

Department of Children, Youth, and Families

Regional Structure: Input from Stakeholders and Staff

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RECOMMENDATION

Based on input from a wide variety of stakeholders and staff, the most supported regional structures are:

1. Six regions, like the “old” Washington State Department of Social and Health Services (DSHS) regions or Child Care Aware of Washington (CCA);
2. Six regions, with “nested” sub-regions to carve out high-density and unique geographic areas; and
3. 10 regions, like the Educational Service Districts (ESD) and Accountable Communities of Health (ACH) (with King and Pierce counties each being their own region, and/or Southeast Washington divided into two regions, depending upon the final model).

The staff and stakeholders participating in the Dec. 1 workshop in Yakima, Wash. came to this set as their complete recommendation quickly, but no single one of the three really rose to the top as the preferred solution. These three models also predominated subsequent conversations with staff and stakeholders (see full set of meeting notes in Appendix A).

Option 1, the six “old” DSHS regions, would be most expedient in setting up the new agency over the next six to 12 months. Our working assumption is that this initial regional structure is meant to support current transition efforts of the Department of Early Learning (DEL), Children’s Administration (CA) and Juvenile Rehabilitation (JRA) into the new Department of Children, Youth, and Families (DCYF). It is possible, even likely, that another regional structure will be considered as part of the integrated services work, perhaps to be adopted within the first 18-24 months of DCYF.

Option 2, the six-region model with “nested” sub-regions, is perhaps a middle ground where DCYF could start with the “old” DSHS six-region model and further subdivide it to address the community-centric goals of DCYF.

Option 3, 10 regions, will require more up-front work, but are more widely recognized to meet the most guiding principles set out in this project, and will allow DCYF to start out with a “new” agency regional model. Of the two 10-region models, the ACH regions, with the modification of splitting the Southeastern region into 2 regions, most closely align with the whole of DCYF work.

A common theme in all conversations and meetings regarding the regional structure was that there is no right answer – generally, regions need to be “not too big and not too small” and they need to be developed to serve communities, first and foremost.

Recommendation: After consideration of the three preferred options, the DCYF Transition Team settled on adopting the DSHS six-region model, with the intention of pursuing the development of sub-regions within that model as the agency continues to refine its service delivery approach (see Appendix D). This structure will facilitate transition from an Information

Technology (IT) perspective, allow DCYF to start with its own new regional structure, and with the eventual sub-region development, will honor the prevailing input to create regions that can be community-based.

NEXT STEPS

1. Solicit input on the specific impact to partners the change in structure might result in.
2. Develop a feedback loop from this report and the DCYF leadership decision to share with those who provided input and other interested parties.
3. Plan for tribal consultation once a recommended model is chosen.

BACKGROUND

Intent of Regional Structure

We need to determine the number, size and location of the regions for DCYF in order to inform the integrated services model, overall administrative structure and regional office leadership needs. The determination of regions should be balanced between the need to understand, represent and serve individual, unique communities with the need to maximize administrative, facility and staffing costs. Ideally and eventually, a DCYF goal is to integrate services at the local level and determine the right product mix specific to that community. Regional DCYF leaders should be thinking about the needs of at-risk children and families in their area and improving the referral network to work for them.

The regional structure also has significant implications for the back-office functions of Human Resources (HR), Information Technology (IT), fiscal, facilities and other administrative duties. Finally, the regional structure will impact how program services are provided across the spectrum of current DEL and DSHS/CA programs, most of which are offered on a statewide basis.

Guidelines Considered

Staff started by recommending five principles to guide this discussion and decision-making process. During the course of the Dec. 1 workshop, participants added in a few more, for a total of 12.

**Initial criteria proposed by DCYF staff*

- Size – Enables regional staff to be deeply knowledgeable and responsive to regional needs*
- Effectiveness – Promotes cross-program synergy and results for children and families *
- Cost – Are cost-effective and efficient*
- Alignment – Facilitates alignment with other regional structures*
- Identity – Taps into regional energy and accountability for their communities*
- Client demographics – Are arranged around unique communities and their population demographics

- Funding and partnerships – Focuses on how funding flows to local communities
- Other system boundaries – Notes importance of aligning with partner structures
- Tribal territories – Does not split up land within tribal territories
- Function of the program – Clarifies the primary purpose the regions are meant to achieve
- Adequate capacity – Are large enough to have bench strength
- Practicality – There is clear agreement on what is moveable

Staff and Stakeholders

To date, over 150 people have been invited to provide input in creating the DCYF regional structure (see Appendix B). Notes from these meetings are detailed in Appendix A.

- 30 staff and stakeholders participated in the Dec. 1 workshop in Yakima, Wash.
- 27 staff and stakeholders provided input through an online survey.
- Staff from the Children’s Home Society collected and shared input from foster families across the state.
- Agency partners from Department of Health, Health Care Authority (HCA), DSHS and Department of Commerce provided suggestions and advice.
- Approximately 12 stakeholders participated in one-on-one or small group interviews to collect their input.
- All 29 tribes were invited to participate in a conference call.

Regional Models Considered

Fifteen existing regional structures were considered as models for DCYF, as listed below and sorted by the number of regions in each (see Appendix C for a full set of these maps):

1. Department of Social and Health Services Regional Map (CA) (3 Regions)
2. Department of Early Learning Child Care Licensing Regions (4 Regions)
3. Child Care Aware of Washington (6 Regions)
4. Department of Social and Health Services Six Region Map (CA) “old version” (6 Regions)
5. Department of Early Learning Child Care Subsidy Regional Map (7 Regions)
6. Accountable Communities of Health Regions Map (9 Regions)
7. Educational Service Districts (9 Regions)
8. Regional Services Division Map of Counties (WA Attorney General) (9 Regions)
9. Department of Social and Health Services WorkSource Regional Map (10 Regions)
10. Department of Early Learning Infant/Toddler Regional Map (10 Regions)
11. Early Learning Regional Coalitions (10 Regions)
12. Department of Early Learning Early Support for Infants and Toddlers (ESIT) Regions (11 Regions)
13. Workforce Training Board Regions (12 Regions)
14. Court Jurisdictions (County Lines) (39 Regions)
15. Washington State School Districts (296 Regions)

APPENDICES

- A. Meeting and Interview Notes
- B. List of Stakeholders and Staff Invited to Provide Input
- C. Full Set of Maps Considered
- D. DCYF Regional Map

APPENDIX (A) MEETING AND INTERVIEW NOTES

Following are summarized notes from various meetings, presentations, and conversations with staff and stakeholders regarding DCYF regional structure (listed in order of occurrence).

State Agency Partners | Nov. 30, 2017

Department of Health

- For three years, we've adopted ACH regions as a way of delivering services to Local Health Jurisdictions (LHJ).
- It started with marijuana prevention dollars. Then it moved tobacco work. Immunization is happening next.
- In our context, these are called "shared services" contracts.
- LHJs choose a lead LHJ to coordinate some grants they receive by region.
- LHJs wanted to preserve in the applications to be able to tell us if the ACH is a problematic (by project), but we've made a lot of movement toward ACHs.
- 35 LHJs, 39 counties
- Follow county lines
- LHJs and ACHs follow county lines.
- If not ACH, then there needs to be a crosswalk

Department of Commerce

- Counties or nonprofits
- Pass through most of our work

Washington State Health Care Authority

- If you are doing this, you can check in with the boards of the ACHs to get their opinions.
- We have regional service areas, we procure physical and mental health services by regions
- Cascade Pacific (Olympia, Wash.) covers 2, so there are 9 ACHs and ten regions.
- We have reports on our webpage
- Tribal lands are also helpful to look at.
- If you can align with ACHs that helps us.
- Different services have different regions

Office of Superintendent of Public Instruction

- Current regional structure
- Field based Program Officers
- What are the actual regions? How do they work?
- ESDs static
- Their own entities

- Not subunits
- Funding less state more entrepreneurial
- State funds math corps
- 9 is about right
- ACHs – can be too stretched – different histories and priorities
- Doesn't bring value add
- Doesn't create momentum in those communities
- Funding comes through and it doesn't feel like my communities
- There's a formula of value for size
- Very small LHJs – thinking similarly
- Funding – base model for small counties
- Healthy communities regions – was difficult, personalities
- DOH 35 jurisdictions – want more efficiency but will stay tied to county government structure
- What are the cross cutting activities
- Back office, nurse corps, IT, buses, what requires economies of scale
- DOH – epidemiology, research/data, TB, you can pay yourself, or contract with someone in Spokane to come
- What needs to be itinerant and what can I build on site?
- Reflective supervision
- Families and kids engaged in the system in disconnected ways
- How do you think about infrastructure – communication, planning, decision making – avoiding gaps and overlaps – single points of entry
- Could make it worse – have to go to the DEL, CA, or JRA infrastructure.

Stakeholder Workshop in Yakima, Wash. | Dec. 1, 2017

Approximately 30 staff and stakeholders met in Yakima for a workshop to discuss regional structure for DCYF. These are notes from that meeting:

The group reviewed the staff-proposed Guiding Principles and then added a few more:

1. **Size** – Enable regional staff to be deeply knowledgeable and responsive to regional needs
2. **Cross-Program Effectiveness** – Promote cross-program synergy and results for children and families
 - a. How do the regions allow programs to respond to other systems – splitting counties might be an issue?
 - b. How do families access and navigate the services? Using school districts is good from the family perspective?

- c. Community voice – organized so the state can have an organized way of organizing this voice.
- 3. **Cost** - Are cost effective and efficient
- 4. **Alignment** - Facilitate alignment with other regional structures
- 5. **Identity** - Tap into regional energy and accountability for their communities
- 6. **Client demographics vs Geographic Regions**
 - a. This came up several times throughout the day
 - b. Rural versus urban
- 7. **Funding Sources, Resource Allocation, and Partnerships** – use this as an opportunity to get outside of our typical funding silos.
 - a. We must have strong partnerships at the local level to make things work.
 - b. When regions are too big, this can become problematic.
 - c. Think about how regions might impact funding asks from a variety of sources
- 8. **Established Boundaries** – consider those of other systems such as counties, tribal nations, school districts and counties
 - a. Take into consideration all 29 tribes and tribal land
 - b. Problematic for DSHS and CA to break up counties due to courts
- 9. **Ensure Adequate Capacity** – that DCYF can locate enough staff to be responsive to community needs
- 10. **Understand practicalities of what is and is not moveable**
- 11. **Equity** – Related to services, access

Overarching things to consider:

- Why are we defining these regions? This is the region we define so that....
 - What do we want these regions to mean?
 - Is it about the need for an office or about how we analyze data?
 - Are you putting a commissioner in a region or...?
 - Are we hitting the right level of focus in communities?
 - What is the function we need to achieve?
 - What would we not want a region to make an independent decision about?
 - What authority will lie at the regional level?
 - How deeply do we want this regional piece to go? For example, if we have 6 regions, can we still have seven subsidy regions, 11 ESIT regions etc.? What regions will this new structure influence?
- How do we “nest” regions?
- Do an impact analysis:
 - Have another conversation with stakeholders to get input on potential impacts of decision
 - It might be helpful to have an idea of how much of a change whatever decision you would make would mean to which groups
 - Realistically, communities will try to understand how to align to the regions we create if that is how funding flows

- Union issues – anything we should explore here?
- How do people manage across jurisdictions?
- Most models split King and Pierce counties.
- Access to data – what are the common constraints or limitations?
- Mobility, flow of dollars, demographics versus geographic:
 - How do dollars flow, where do folks get services and how do the dollars flow to them?
 - When collaborating with the ACH or others you must understand how resources allocations take place
 - Mobility patterns – as the services grow – how do we look at the mobility patterns of how people move and how that impacts services?
 - What are the barriers to people being able to access services? Do our boundaries have an impact on that?

Straw Poll One

Workshop participants voted on all possible regional models proposed, to get a sense of alignment.

- **3 Regions – No Votes**
 - Is there something about this model that we want to retain? DSHS went from six to three as a cost savings measure?
 - Theoretically it didn't really go to three regions – this could be better to have consistency – not sure this really happened
 - But so massive, cultures that you didn't really break up
 - This created some sub-hubs
 - Not the same as the old regional model – old region one and two, now region one, restructured their sub-hubs
 - East west split of central and eastern
 - Difficult when some are put into the Spokane region, because it is much more central – things might be contiguous but not always the same – geography versus demographics
 - CA – Benton Franklin are part of Central WA
 - Centralized things
 - What is efficient financially may not be effective
 - Not community based
- **4 Regions – No Votes**
 - Doesn't make sense to just stick with Licensing regions
 - Need to split up King and Pierce counties.
 - Licensing breaks up counties
 - Geographic areas of central and east – very large and hard to build relationships

- **6 Regions – 9 Votes**
 - Example of this is the CCA model
 - Six region structure really worked for CA before, worked for the number of intakes, tribes, regional aspect. Had a split between King and Pierce counties.
 - Regional supports when you get too big, it is hard to support, but if you get too small, that can be an issue as well – need to have back-ups.
 - Need to have economies of scale – and leverage opportunities. Smaller regions can take this away.
 - Six works, but always crossing over
 - If you have a larger area, just need to have sub categories in those communities. Differences in their region and how folks identify their own regions.

- **7 Regions – No Votes**

- **9 Regions – 5 Votes**
 - Local presence is better if you have something like nine.
 - ESDs are formed around school districts, they won't break up a school district boundary
 - They are divided up on FTEs
 - Geography isn't really an issue.
 - When regions we work with become really big and we have to figure out the point of contact it gets tough.
 - Have to have access to governance and those that make policy decisions – how do I know who to go to?
 - Relationships are key.
 - ESDs operate more collaboratively now.

- **10 Regions – 13 Votes**
 - A King and Pierce counties split is important here.
 - Want to keep small enough to have the local voice.
 - In general most school district boundaries follow county boundaries.

- **11 Regions – No Votes**
 - Not aligned by county

After the initial straw poll, workshop participants divided into three groups to focus on the three structures with the most votes (six, nine, 10 regional models), and considered the pros and cons of each one.

Six Regions Group

Pros	Cons
<ul style="list-style-type: none"> • Can have a nested model • Keeps tribes together • Cost efficiencies • Consistency in contracts, interpreting and monitoring • Longitudinal data • Might be subject to change 	<ul style="list-style-type: none"> • Didn't meet the guiding principles • Size/travel constraints • Not as community based – community voice • Many not be easily aligned with ESD Region • Overarching concern – about how integrated services model informs regional decision

Nine Regions Group

Pros	Cons
<ul style="list-style-type: none"> • Families are familiar with schools – used as a guiding principle • Districts tied to funding that can be leveraged • Size – not too big and not too small 	<ul style="list-style-type: none"> • King and Pierce are combined, together, too big • Crosses county lines

Ten Regions Group

Pros	Cons
<ul style="list-style-type: none"> • Aligns with EL coalitions, close to aligning with ESDS and school districts • Separates King and Pierce • Counties are whole – which preserves court relationships • Closer to community needs and resources • More equitable division of resources • Reducing geographic span of control 	<ul style="list-style-type: none"> • Splits tribal communities • Lose economy of scale in contractors • May limit services in rural areas • Administrative costs would be higher • You create barriers/resource guarding with more regions • More change for more people • Diluting program/resource supports • Existing 10 region models might not divide service population well, would need to be analyzed

Straw Poll Two

Workshop participants narrowed their votes down to the three models (six, nine, and 10 regions).

- Six Regions – Got several votes
- Six “nested” Regions – Got several votes
- Nine Regions – Got one vote
- 10 Regions – Got several votes (with some suggestions about using the six “nested” model to get to 10)

Participants left the workshop with the recommendation to staff that we focus on one of three models: six regions, six regions plus “nested” sub-regions, and 10 regions.

Foster Parents via Children’s Home Society | Dec. 4, 2017

Upon careful review of the Regional Services Division map for the state Attorney General’s Office (AGO) and a conversation with a parent’s attorney, one suggestion would be to follow this regional map and make King and Pierce counties their own separate regions (just like Snohomish is) due to the large number of filings. It seems to create a good balance between rural counties having their voice heard while counties with large numbers of filings have more attention for accountability while ensuring regional differences for all.

Other Input Gathered From Foster Parents:

- Three is too few
- Caution about having too many if it is going to cause more ‘red tape’ for families
- The AGO map works for some feedback from a Thurston parent about which neighboring communities would work well for partnership in their community.
- Ensuring policies are consistent across regions is important so we do not hear scattered things happening and creating inconsistency for families.
- One of our partnering stakeholders mentioned DCYF should match the regions up with the ACH and Medicaid purchasing regions which would help with unique regional resources, providers, etc. Which is nine—so that lines up with ESD recommendation too.
- Another parent from East of the mountains said they like the idea of aligning them with the educational districts if it opens up room for further collaboration and prevention.

Early Learning Advisory Council (ELAC) | Dec. 5, 2017

During a standing meeting, ELAC members shared the following input on the regional model development:

- Do it in a way to keep tribal nations intact
- There are nine ESD regions; could adopt that then split Puget South Educational Service District (PSESD) (King/Pierce) into two to get 10

- Why did DSHS go from six to three? Heather responded it was a cost savings.
- The regions need to be small enough (10 is good) so that the DCYF representative can attend the regional advisory meetings.
- The regional coalition boundaries should match the new DCYF boundaries.
- Whatever is decided on regionalization (make sure) that service to families is at the forefront.

Early Learning Regional Coalitions | Dec. 18, 2017

<ul style="list-style-type: none"> • How do you/will you interact with DCYF? • What additional criteria should we consider in this decision? • What are the pros/cons of the recommendations being considered? • Are there other stakeholders who have an important voice in this conversation? 	<ul style="list-style-type: none"> • We would love to know how we are going to interact with DCYF as coalitions. Do you have any thoughts on that? We will still have a need for the ELRCs. Don't see our relationship having to change. • Parent advisory group? Sent them the survey. • Child Care Aware? Sent survey, a few participates in Yakima and here on this call. • Knowing the ESD, ACH and ELRC maps are all similar seems like a good place to start. • If the ACH model is the one you go with maybe separating it out a little differently given the struggles that have come out of ACH Columbia using that map to date. • I think families would be served better if Kitsap merged with Pierce. Wouldn't want to go too big though • Under ach model separate out the Yakima region – does it make sense its two regions or three? Benton and Franklin stand alone or separate them out? Benton/Franklin are the largest within the region and spread out so it can be a challenge to provide services. • ESD fits better with a family centered focus for DCYF. • Prefer the ESD over ACH structure. • Recommend using the ELRC regional map, how most of work works anyway.
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Tribes | Dec. 18, 2017

Here are the discussion highlights from the conversation with tribes:

- Nine or 10 regions is too many to keep track of
- Keep in mind that there are Tribes that connect with multiple counties
- There are models (of “virtual” regions) with the Feds that the Tribes like, ex. Region XI AI/AN Head Start
- One thing that has been problematic is the regional structure doesn’t follow DSHS structure.
- Looking at the options, it made it a hardship on the larger Tribes to work with the county courts.
- The concept of having a virtual region sounds likely to work.
- If I had to look at the options, the ACH, with the Greater Columbia area divided could work.
- Can consider the Virtual Tribal Region if each individual Tribe writes their service area.
- Looking at these maps, the only one that doesn’t split up the tribal regions is the DSHS map.
- We like the idea of regions that cover other areas of services. Yakama and Colville seem like they will be the ones divided. For instance, the ACH/ESD models are very close, which would also pretty much cover the Behavioral Health Organization regional areas. We are in favor of more regions. However, we would want to hear from Colville, especially, since most regional models split that tribe in half.
- One issue we had with six regions is we have a lot of Tribes in region six, so it made it difficult to manage. One of the things is on the eastside is the Kalispell service area and population is smaller and spread through Republic and Spokane counties. Their court process works with a divided service population.
- Tribes have a hard time when they are split between regions/counties/etc. because there is not a lot of consistency amongst regions. Some models would cause the Yakama Nation to be split a little bit as well on the south end of their reservation. It would be good to hear their thoughts as well.
- There could be seven regions and not just six. Region one is almost half the state? Maybe it is population based?
- Tribes ended the call asking if there will be Tribal Consultation on this.

Association of Educational Service Districts | Dec. 19, 2017

During a phone call with representatives of the AESD, it was noted that some ESD and school district boundaries cross over county lines, which could complicate child welfare matters in local county courts.

Below are the differences between ESD boundaries and county boundaries. This affects eight of the 10 ESD regions, six counties out of 39, and nine school districts out of 295.

- Northwest Washington ESD 101 (Spokane) – All districts in Ferry, Lincoln, Pend Oreille, Spokane, Stevens, and Whitman counties and Othello (1 district) in Adams County
- ESD 105 (Yakima) – All districts in Kittitas and Yakima counties, Royal and Wahluke districts in Grant County and Bickleton and Golendale in Klickitat County
- ESD 112 (Vancouver) – All districts in Wahkiakum, Cowlitz, Clark, Skamania Counties, Naselle and Ocean Beach districts in Pacific County, (8) districts in Klickitat County (see ESD 105)
- Capital Region ESD 113 (Olympia) – All districts in Grays Harbor, Lewis, Thurston counties, Raymond, South Bend, Willapa Valley districts in Pacific County, 6 of 7 districts in Mason County (see ESD 114)
- Olympic ESD 114 (Bremerton) – All districts in Clallam and Jefferson Counties, All of Kitsap except for Bainbridge Island, North Mason in Mason County (see ESD 113)
- Puget Sound ESD 121 (Renton) – All district in Pierce and King Counties, Bainbridge Island in Kitsap County (see ESD 114)
- ESD 123 (Pasco) – All district in Asotin, Columbia, Garfield, Walla Walla, Franklin, and Benton Counties, Othello in Adams County (see ESD 101)
- North Central ESD 171 (Wenatchee) – All of Chelan, Douglas, Grant, and Okanogan Counties, except (2) districts in Grant County (see ESD 105)
- NWESD 189 (Anacortes) – All of Island, San Juan, Skagit, Snohomish, and Whatcom Counties

However, the ESDs often work across boundaries to provide services where needed and county divisions should not be seen as an obstacle to overcome.

Survey Summary | Jan. 9, 2018

To gather input from a wide range of staff and stakeholders, we developed a short narrative survey to collect input from individuals unable to join in-person or phone meetings on this topic. There were 27 responses to the online survey that was mailed out to over 100 individuals.

These are the Seven Questions Asked in the Survey:

1. What partners do you work with who have a regional service delivery model?
2. What regional structure does or will work best for your organization/program, and why?
3. Is there a regional model that doesn't or won't work for your program, and why not?
4. What is the best number of regions for DCYF? (Options were three to 10 or other)
5. Why did you choose the answer you gave in the previous question?
6. What geographic boundaries should the DCYF regional structure follow, and why?
7. Is there anything else we should consider when determining the regional structure for DCYF?

Here are Key Themes From the Survey Responses:

1. Respondents named only a few regional models that were not considered during the Dec. 1 workshop or in subsequent meetings and calls. The additional, or “new” models include:
 - Some that do not reflect statewide regions (Voices of Tomorrow...)
 - Some that may be relevant, but not broadly enough to the entire spectrum of DCYF services (Service Alternatives, Secret Harbor, Division of Vocational Rehabilitation, Division of Disability Services, Bureau of Indian Affairs, Federal Emergency Management Agency)
 - Others appropriate to consider (Indian Health Services, AGO-Regional Services Division)
2. When asked what model/structure might work best, responses included:
 - Do not bisect Educational Service Districts; align with them
 - Six worked well in the past
 - Allow for regions to represent communities
 - Designate a region specific to tribes (non-geographic)
 - Regions should be family-centric
 - Build on existing regional models
 - Align with Child Care Aware of WA regions
3. The components that respondents said will NOT work in a new DCYF regional model include:
 - Not the economic development areas (there are too many at 32)
 - King should be its own region
 - Don’t lump tribes into a regional structure
 - Eastern WA won’t work as a single region; too large
 - Current DSHS regional structure (of 3) does not work well
 - CCA region in Central WA is too geographically large
 - Don’t focus on needs of agency over customers – families should come first!
 - Keep regional boundaries stable (don’t change them as caseloads vary, like DEL licensing)
 - Not too big, not too small
 - Four DEL licensing regions are too large
4. When asked about the “ideal” number of regions, here’s what the survey results show (note these results mirror the top models suggested by the Dec. 1 work group):
 - 3 regions (four responses)
 - 4 regions (one response)
 - 5 regions (two responses)
 - **6 regions (six responses)**
 - 7 regions (three responses)

- 8 regions (one response)
- 9 regions (four responses)
- **10 regions (six responses)**
- 12 regions (one response)

Here are the Reasons for Some of the Answers Above (Similar to Our “Guiding Principles”):

- Six-12 tend to work best (not too big, not too small)
- Minimum of six
- Three is not reasonable
- Three seems to work well
- Six worked well in the past (shared multiple times)
- Four regions plus a tribal region
- Need to collaborate and be community-focused
- Good to align/match ESDs, CCA, ELRCs, ACHs, WCCC, BHOs, WorkSource – build on what is already in place
- Regionalize along traditional community lines
- Eastern Wash. needs multiple regions
- There is no magic number
- Aim for consistency (of program delivery and interpretation) within and between regions

5. When asked about how to draw specific geographic boundaries, survey respondents made the following points:
- DCYF should pay attention to travel patterns to facilitate person-to-person interactions
 - A tribal region should not have physical boundaries but instead be statewide
 - Consider clusters of counties that facilitate focus on hyper-local communities
 - You could take years redrawing boundaries that will never satisfy everyone
 - Focus on scale and economy of region, not just geography
 - Focus on what will best accomplish the mission
 - Just align with SOMETHING (ESD, ACH, CCA)
 - Make sure new regional structure does not become top-heavy
 - Staff a DCYF in every county seat
 - Consider a model where private agencies work only with one region, regardless of the location of their foster homes
 - ESD regions are well-established, include counties, align with school districts, and have capacity to serve regional communities

6. And finally, when asked what else we should consider in this process, respondents supplied the following:
- Consider creating regional hubs for services
 - Think about bilingual structure to support immigrant and refugee communities
 - Develop Washington Administrative Code (WAC) specific to tribes only
 - Mission of new agency should be facilitating developmental milestones in the context of family and community strengths
 - Consider a model to rekindle the “community” aspect of the services provided, especially for a new agency with a new focus
 - What do families need regarding support services?
 - Determine what the infrastructure actually does to help you achieve your goals
 - Take your lead from local community successes
 - Regardless of the number of regions, services should be available and accessible throughout the state.
 - Be sure to involve stakeholders to develop a consumer-oriented structure
 - Consider connection to local community organizations serving the population of abused children
 - Make sure you can reach all major population centers within 90 minutes in each region
 - Need a hybrid regional/local implementation model
 - Consider population and caseload forecasts, and keep it simple
 - Do not deprioritize small and rural communities
 - Do not break up tribal lands across multiple regions

**APPENDIX (B) DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES REGIONAL
STRUCTURE WORKSHOP STAKEHOLDER LIST | DEC. 1, 2017**

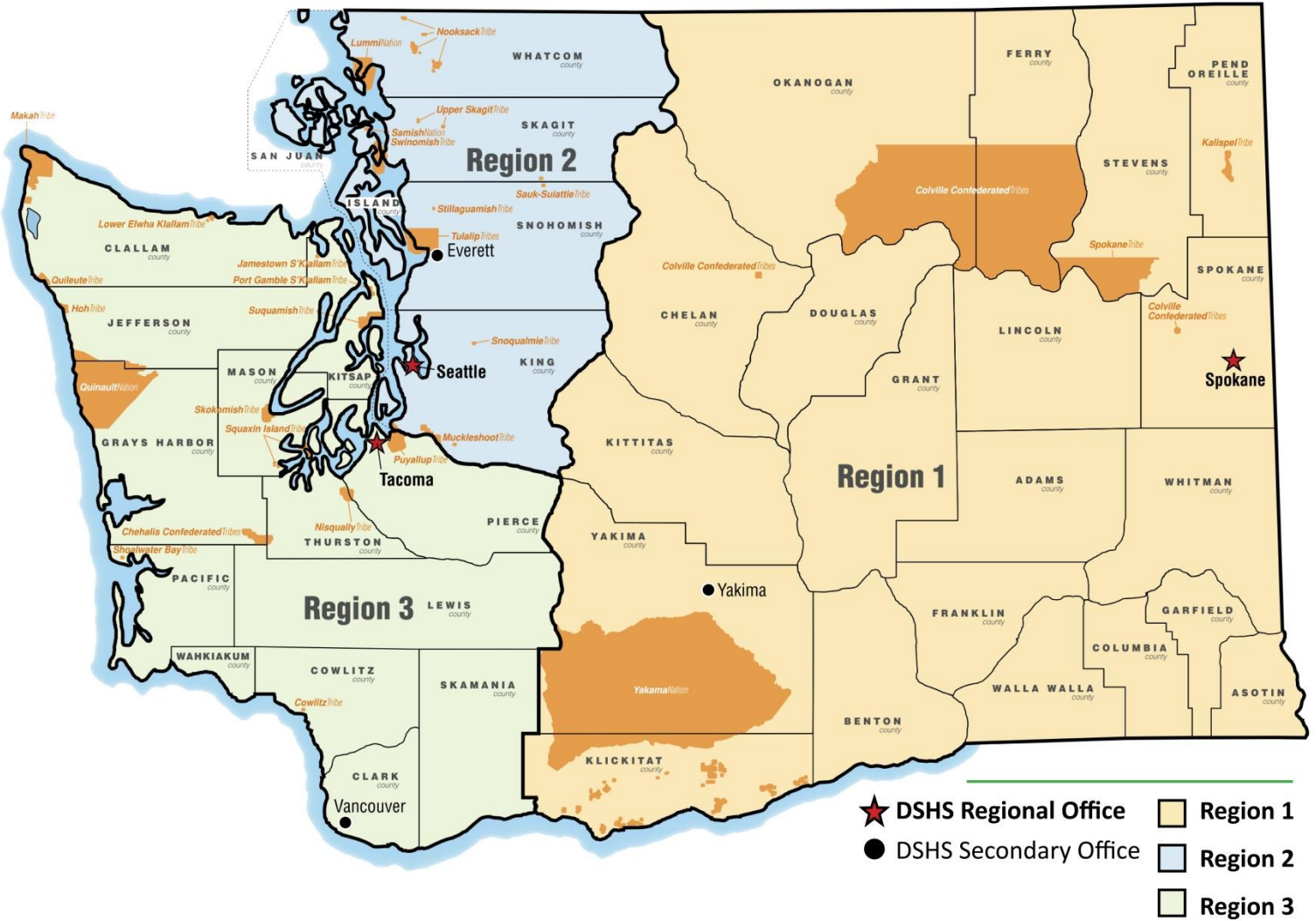
Organization	
A Place Called Hope	First 5 Fundamentals/ Project Child Success
Amara	Foster Parent Assoc. of WA State
American Indian Community Center, Spokane	Fostering Change WA
Ashley House	FPaws & Fostering Change
Benton County WAJCA	Family Preservation Services of Washington
Benton Franklin Health District	Friends of Youth
Brigid Collins	Harborview Center Sexual Assault/Traumatic Stress
Children's Administration	Institute for Family Development
Catholic Charities	Imagine Institute
Catholic Community Services	Institute for Family Development
Catholic Family Charities	Jamestown S'Klallam Tribe
Central WA Comprehensive Mental Health	Janus Youth Programs Inc.
College Success Foundation	JRA Community Reentry & Parole Programs
Chehalis Tribe	Juvenile Court Services, San Juan County
Child Care Aware of WA	Kalispel Tribe of Indians
Children's Alliance	Kittitas County Public Health
Children's Home Society	Lighthouse Inc.
Cocoon House	Mason County
Coleman's Family Services	Mockingbird Society
Colville Confederated Tribes	Muckleshoot Tribe
Community & Family Services Foundation	Multi-Cultural Family Services
Comprehensive Mental Health Center	My Brother's Keeper
College Success Foundation	The Native Project
DEL Parent Advisory Group	Navos
DEL Subsidy Policy Unit	Nuestros Ninos
DoveTailing	Nisqually Indian Tribe
DSHS - CA Tech Services	Olive Crest
ESD 101	One Church One Child of WA State
DEL – Early Learning Advisory Council	Office of Public Defense
Empowering Inc.	Opportunity Council
ESD 105	Office of the Superintendent of Public Instruction
ESD 112	PacMtn Workforce Development Council
Essentials for Childhood	Partners for Our Children

Organization	
PICC	Team Child
Pierce College	Thrive WA
Pierce County Alliance	Treehouse
Pioneer	Treehouse for Kids
Pioneer Human Services	Voices of Tomorrow
PSESD	Volunteers of America
Quinault Indian Nation	WAJCA - Kittitas County
Rural Resources	WASA
San Juan County Health & Community Services	Webb and Associates
School's Out WA	West Wound for Christ
Secret Harbor	WFSE
SEIU 925	Whatcom Family Network
Service Alternatives Inc.	WSA Head Start & ECEAP
SOWA	Yakama Nation
Spokane County	Yakima Community College
Spokane Tribes of Indians	Yakima Valley Farm Workers Clinic
Squaxin Island Tribal Council	YMCA of Greater Seattle
Squaxin Island Tribe Family Services Department	Youth for Christ
Squaxin Tribe	Youthnet
State Board for Community/Tech Colleges	

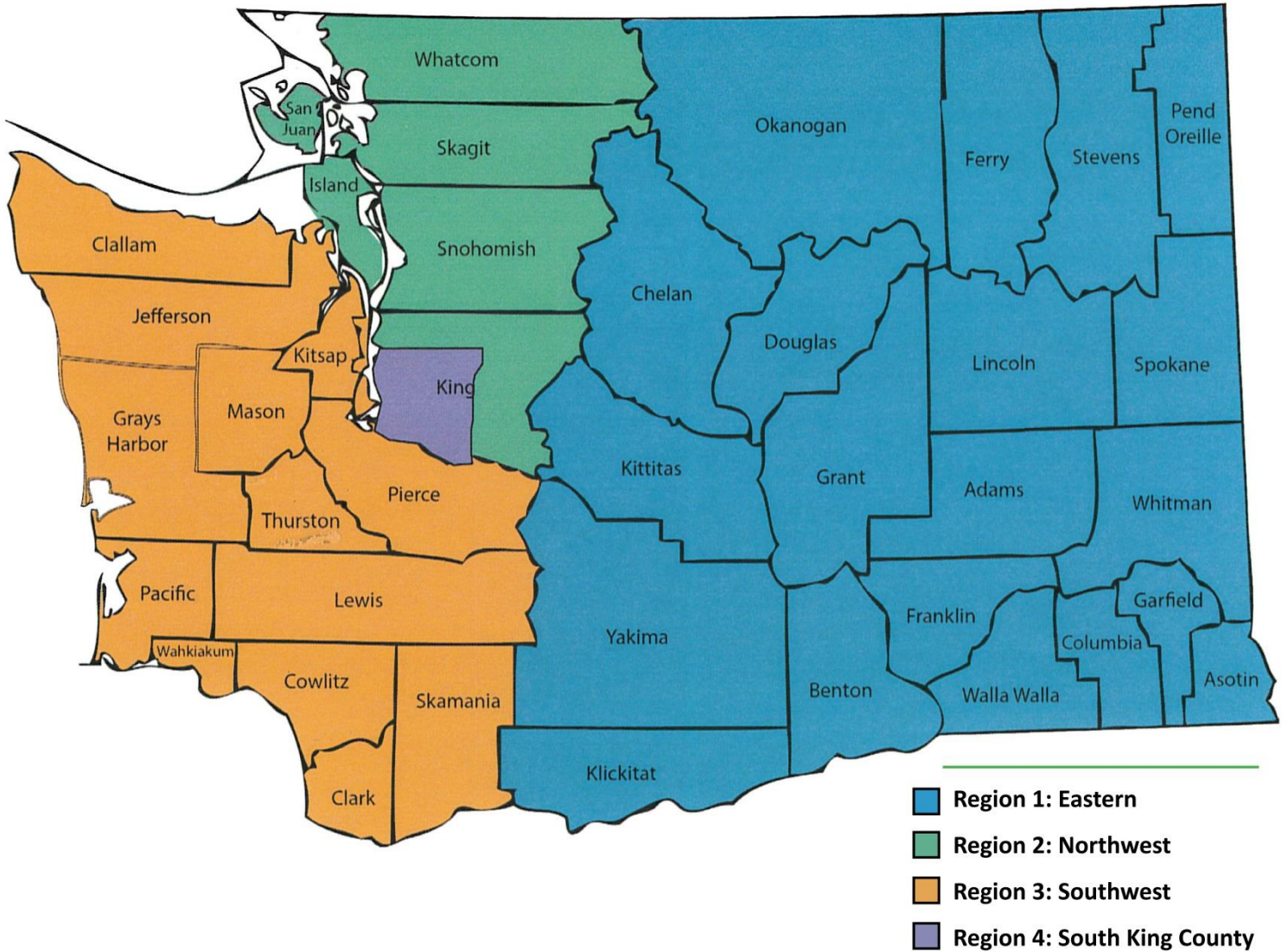
APPENDIX (C) DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES REGIONAL STRUCTURE: LIST OF REGIONAL MAPS

1. Department of Social and Health Services Regional Map (CA) (3 Regions)
2. Department of Early Learning Child Care Licensing Regions (4 Regions)
3. Child Care Aware of Washington (6 Regions)
4. Department of Social and Health Services Six Region Map (CA) “old version” (6 Regions)
5. Department of Early Learning Child Care Subsidy Regional Map (7 Regions)
6. Accountable Communities of Health Regions Map (9 Regions)
7. Educational Service Districts (9 Regions)
8. Regional Services Division Map of Counties (WA Attorney General) (9 Regions)
9. Department of Social and Health Services WorkSource Regional Map (10 Regions)
10. Department of Early Learning Infant/Toddler Regional Map (10 Regions)
11. Early Learning Regional Coalitions (10 Regions)
12. Department of Early Learning Early Support for Infants and Toddlers Regions (11 Regions)
13. Workforce Training Board Regions (12 Regions)
14. Court Jurisdictions (County Lines) (39 Regions)
15. Washington State School Districts (296 Regions)

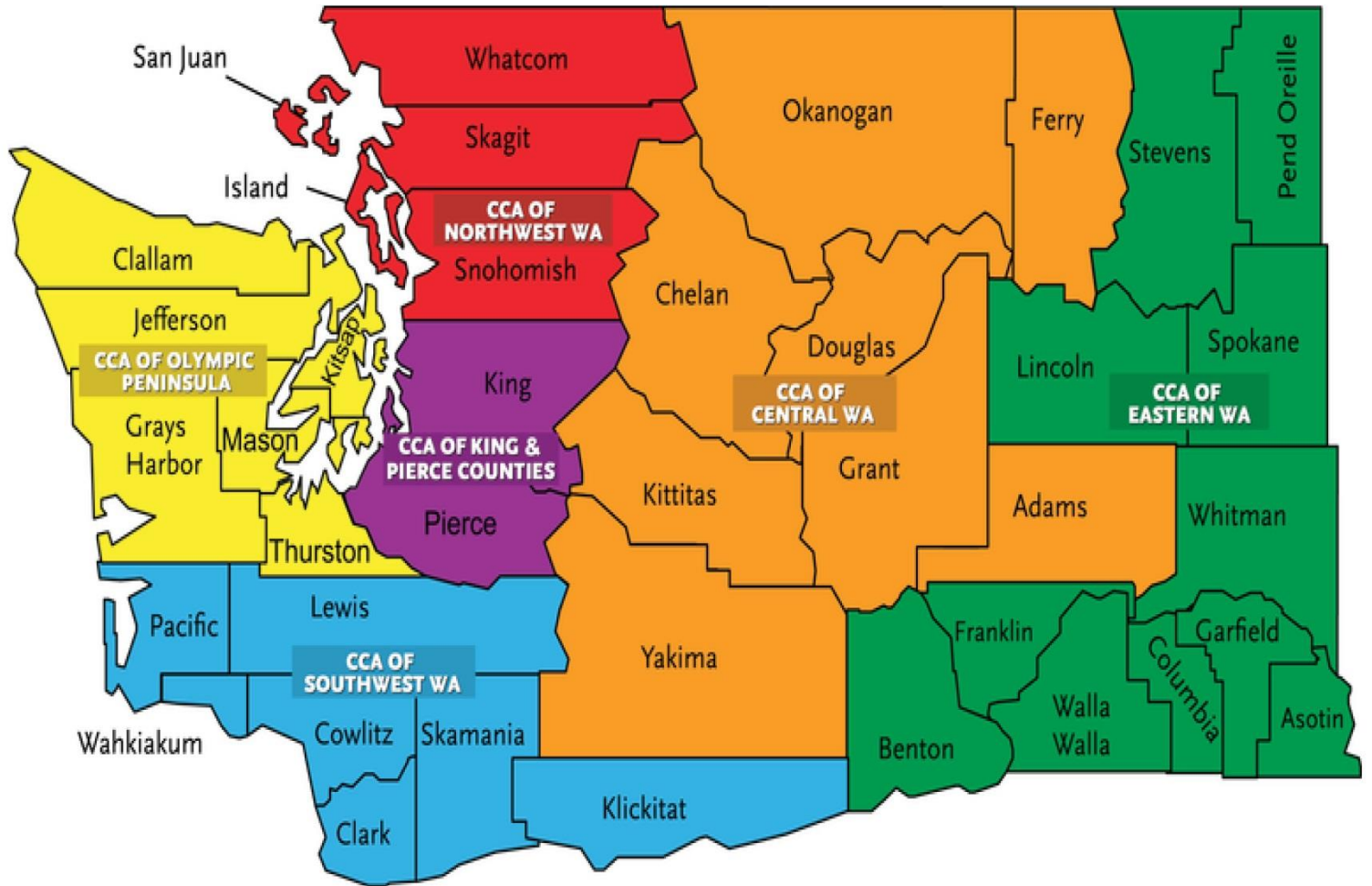
Department Of Social and Health Services Regional Map (CA) (3 Regions)



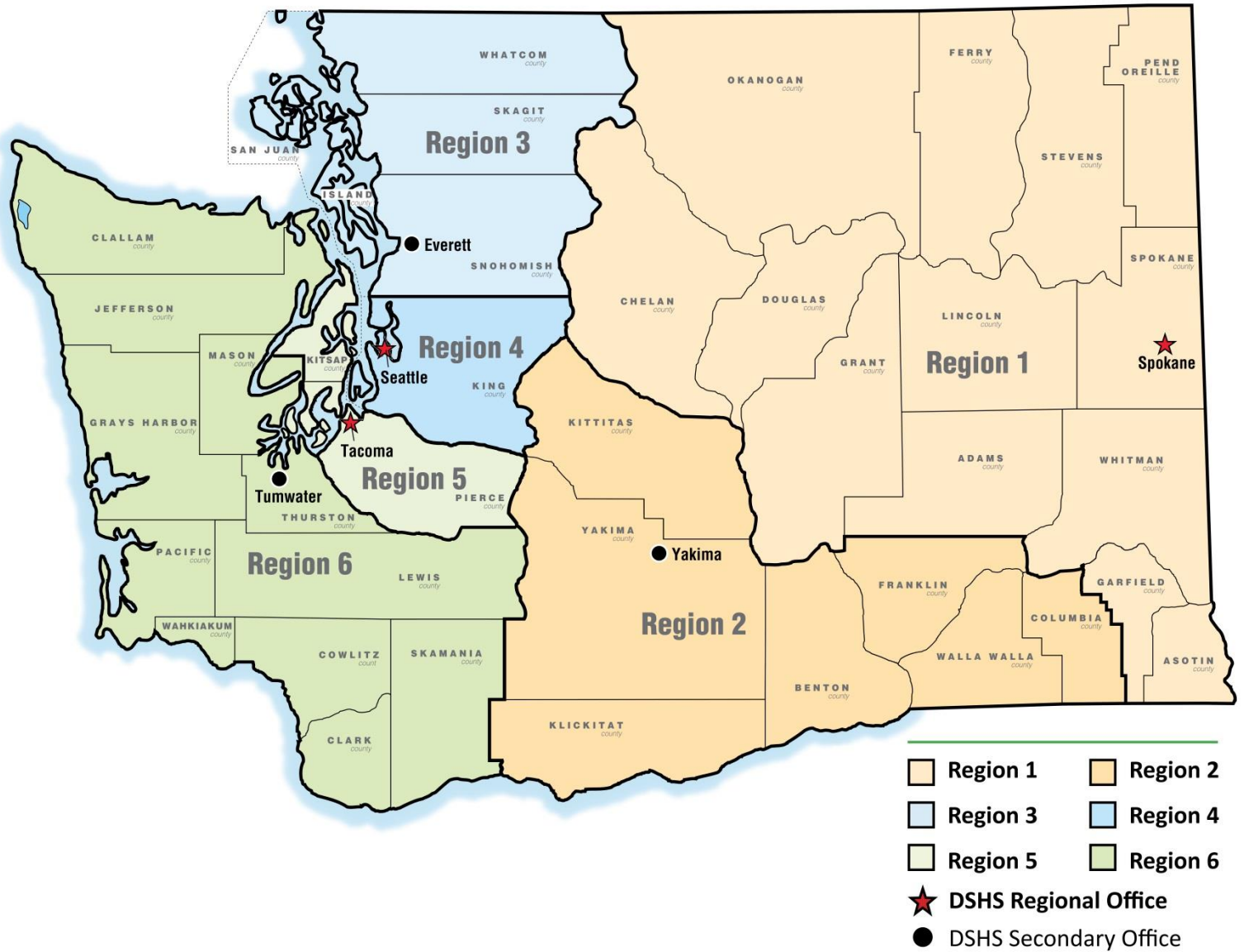
Department of Early Learning Child Care Licensing Regions (4 Regions)



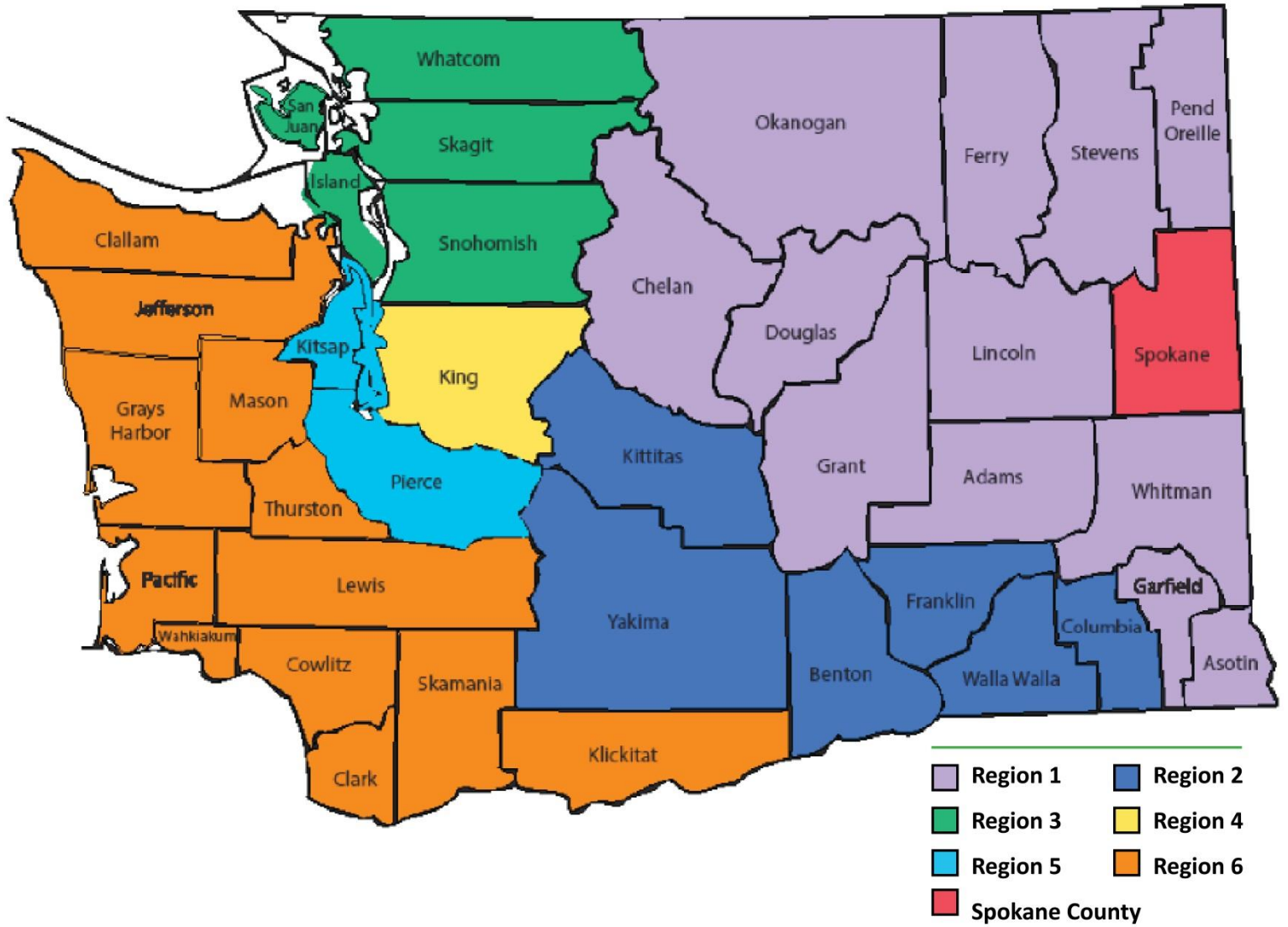
Child Care Aware of Washington (6 Regions)



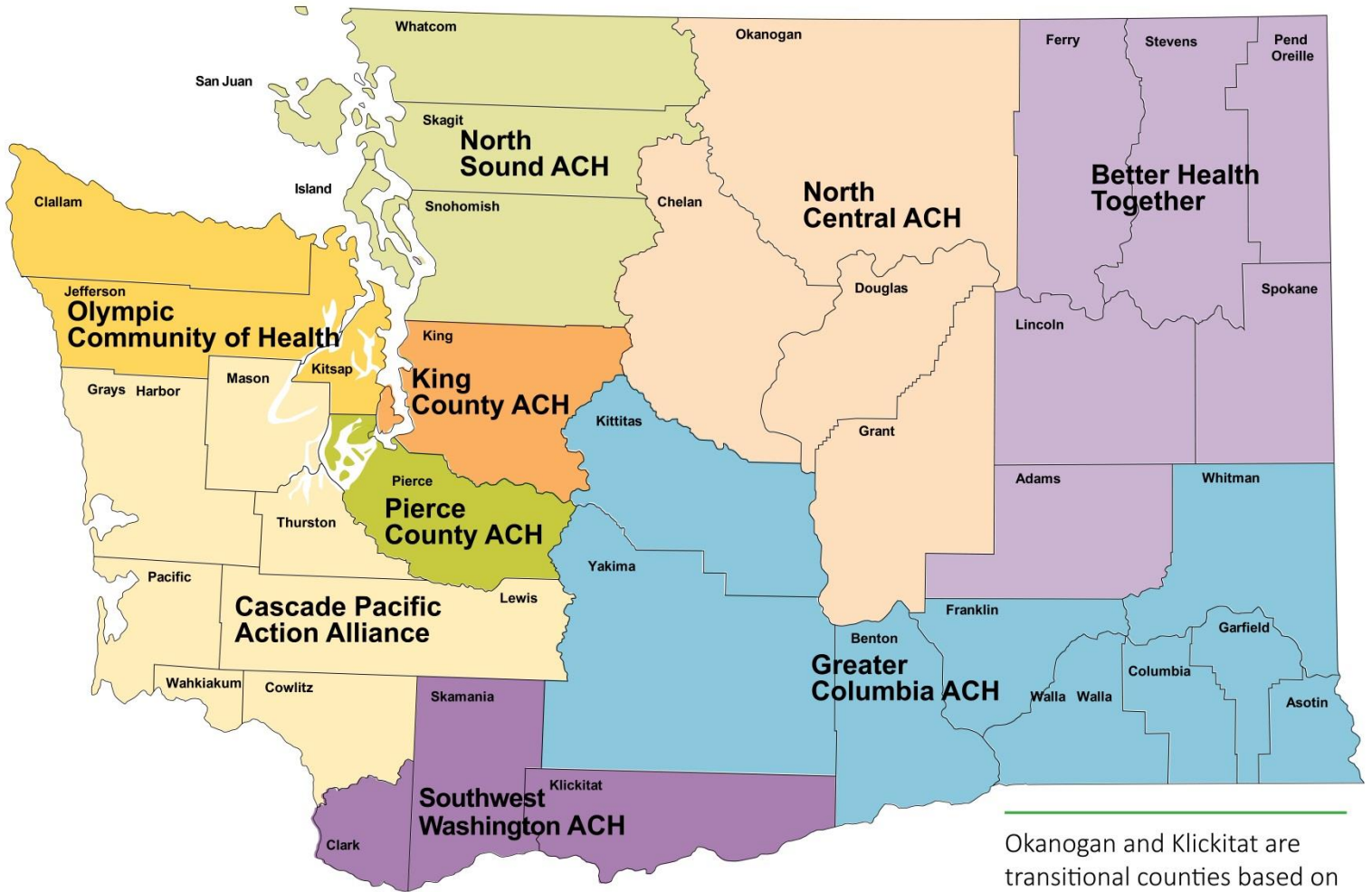
Department of Social and Health Services Six Region Map (CA) "old version" (6 Regions)



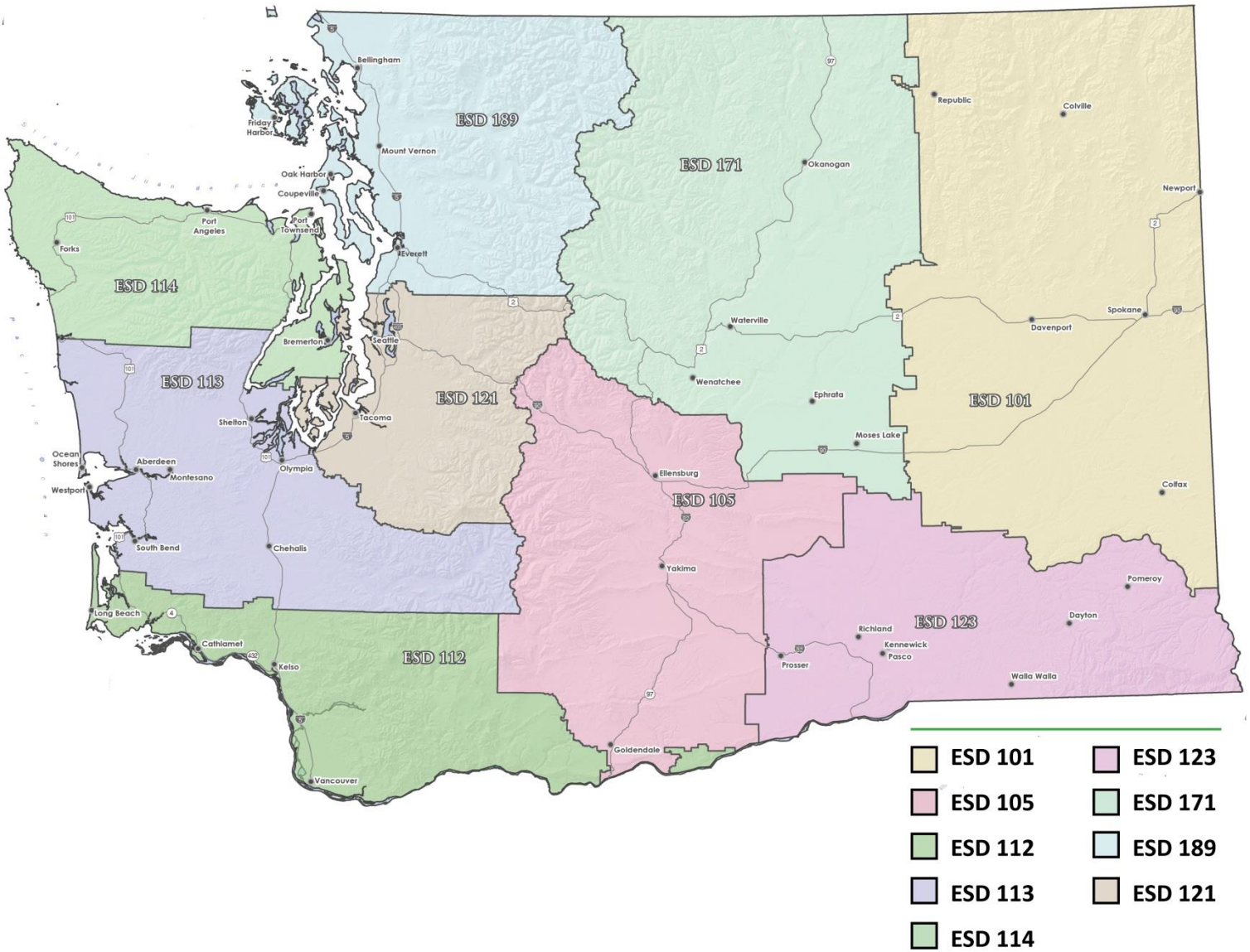
Department of Early Learning Child Care Subsidy Regional Map (7 Regions)



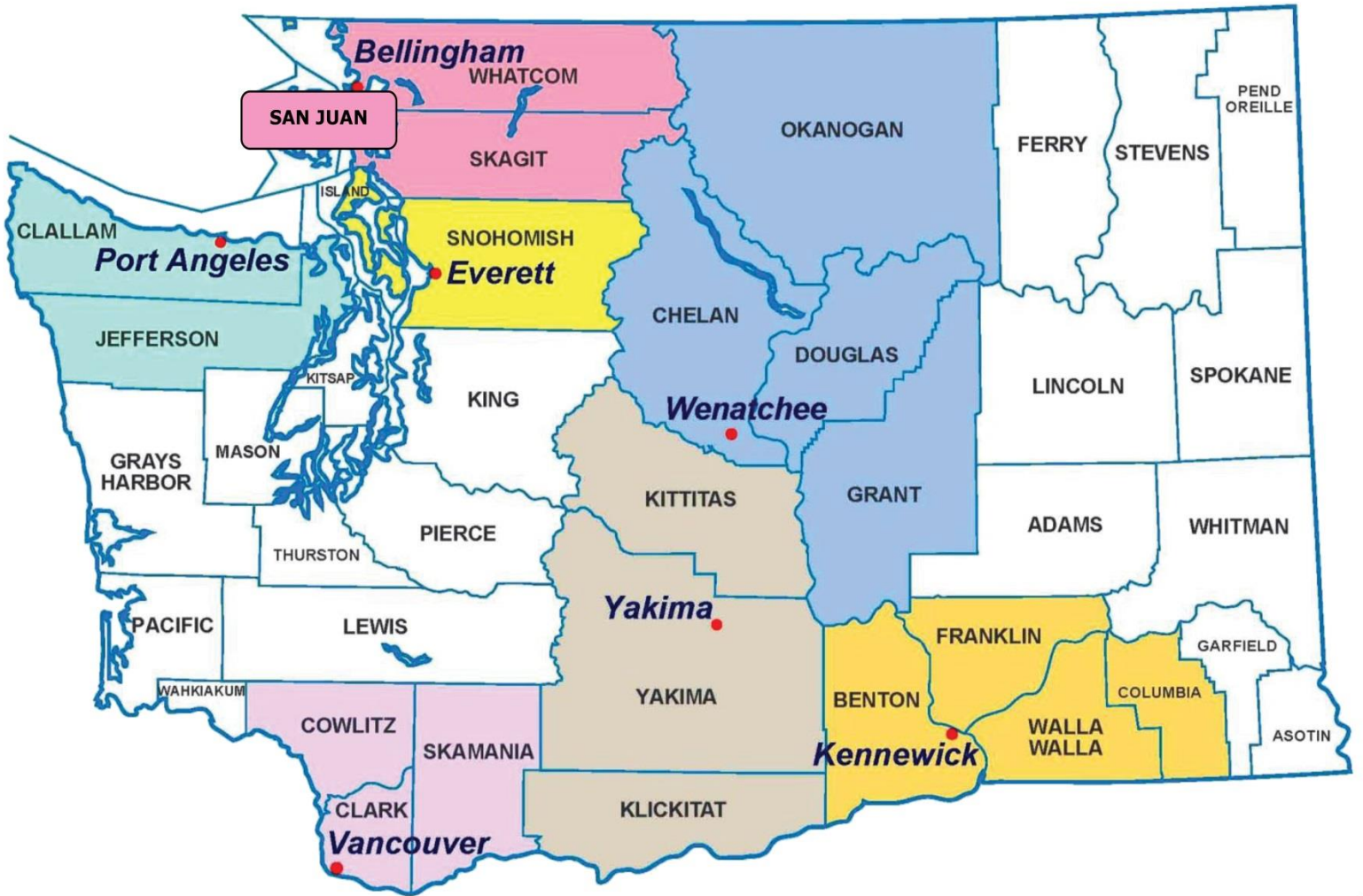
Accountable Communities of Health Regions Map (9 Regions)



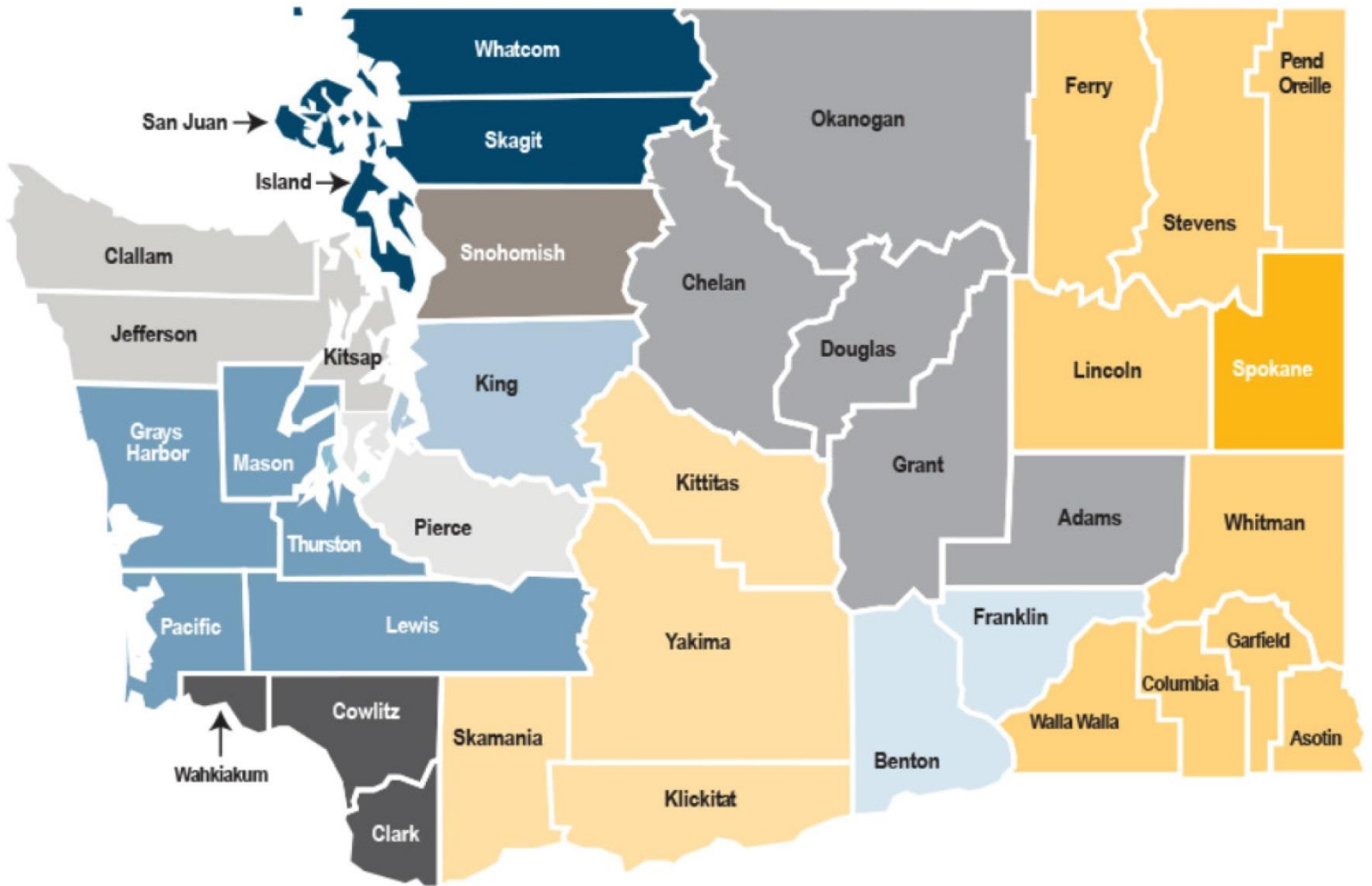
Educational Service Districts (9 Regions)



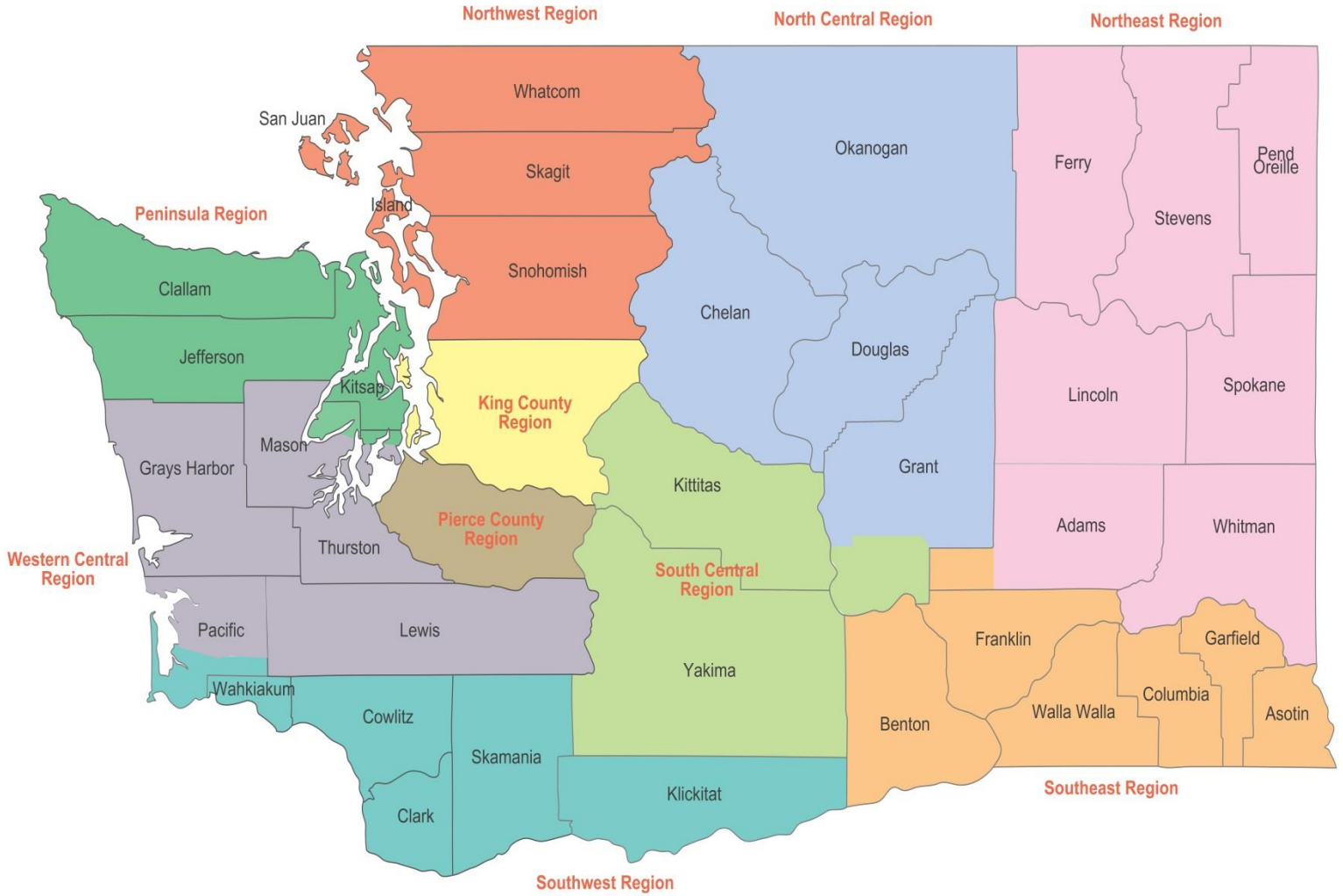
Regional Services Division Map of Counties (WA Attorney General) (9 Regions)



Department of Social and Health Services WorkSource Regional Map (10 Regions)



Department of Early Learning Infant/Toddler Regional Map (10 Regions)



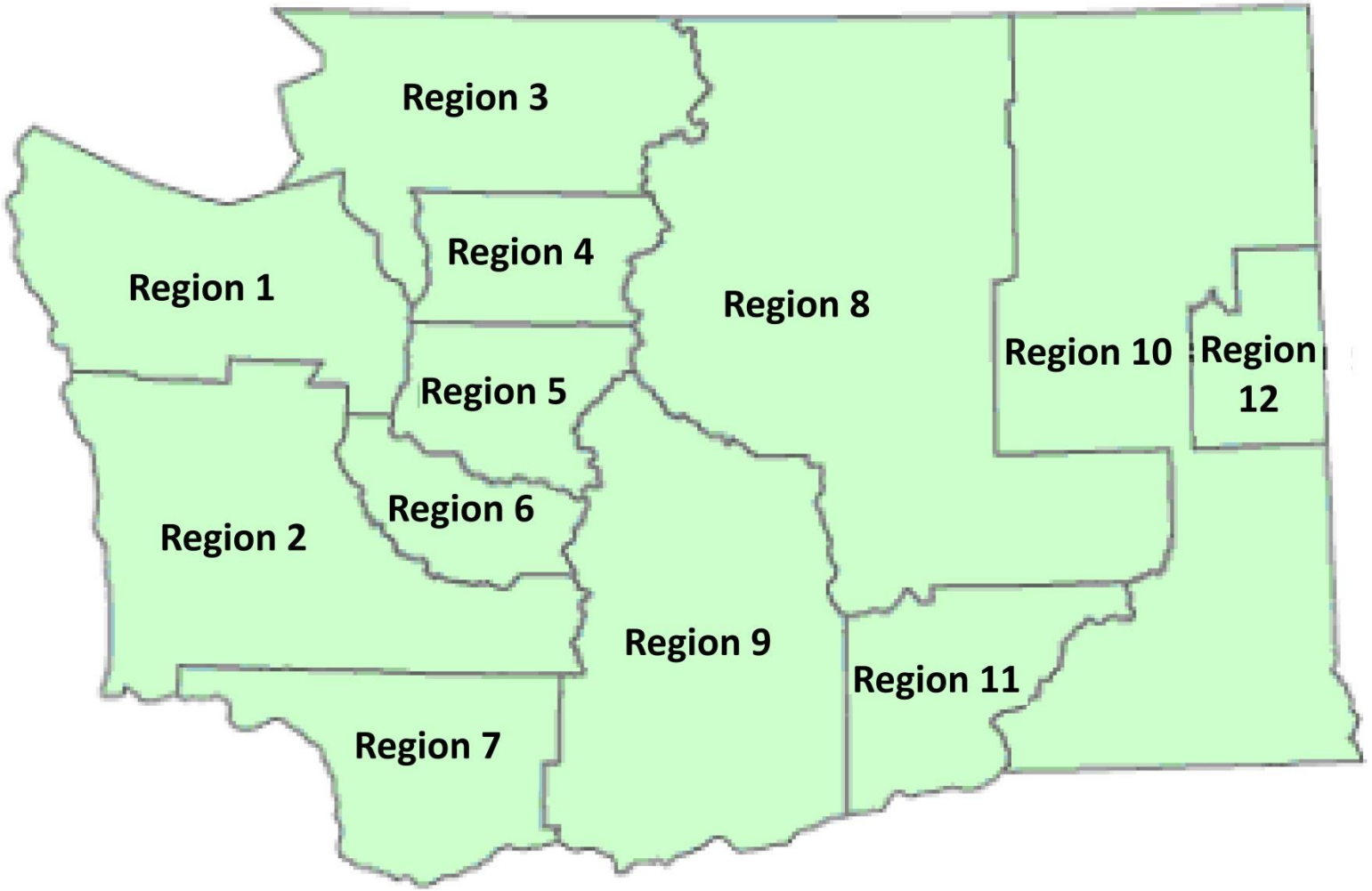
Early Learning Regional Coalitions (10 Regions)



Department of Early Learning Early Support for Infants and Toddlers Regions (11 Regions)



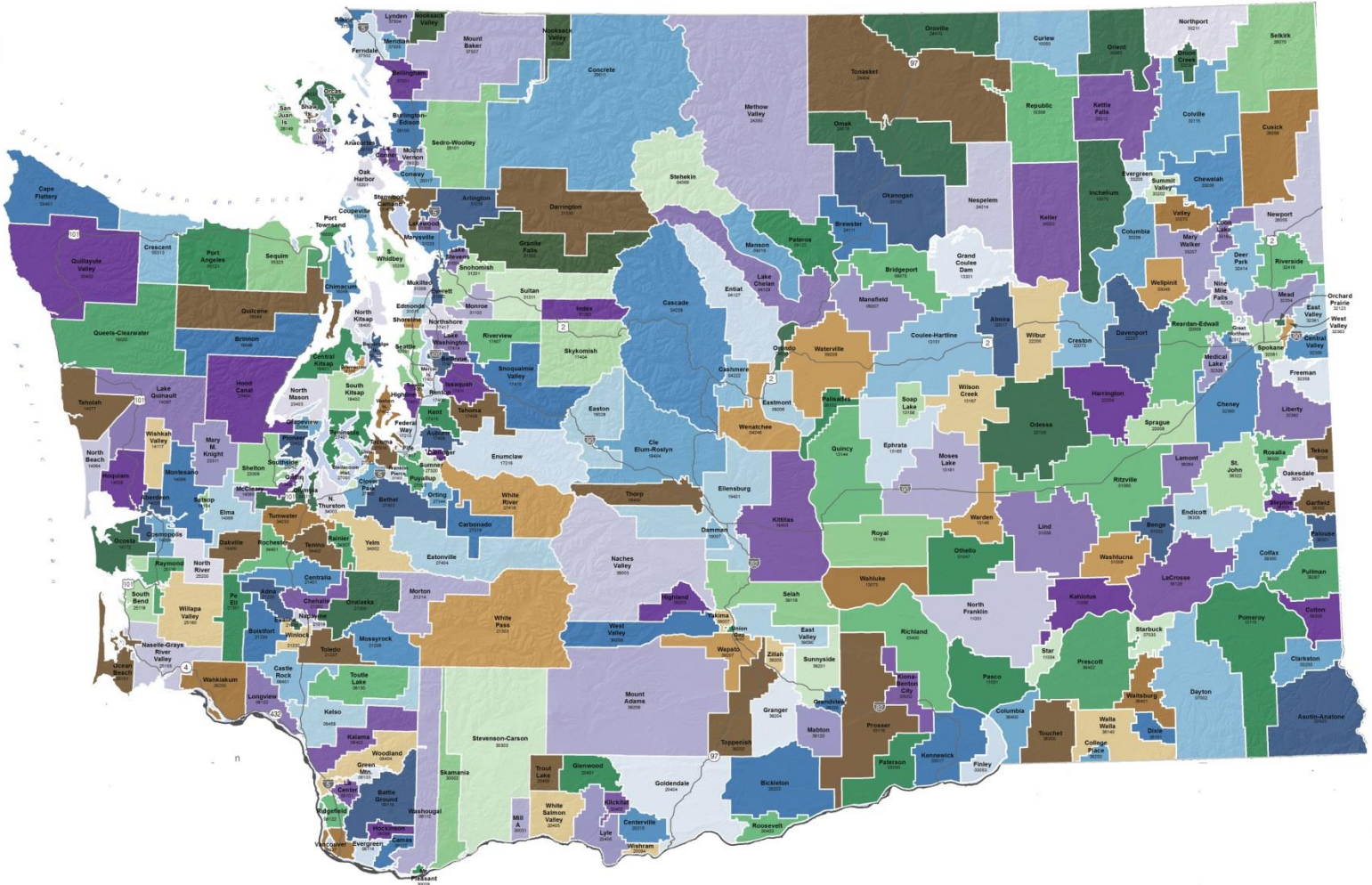
Workforce Training Board Regions (12 Regions)



Court Jurisdictions (County Lines) (39 Regions)



Washington State School Districts (296 Regions)



APPENDIX (D) DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES REGIONAL STRUCTURE

