



Comprehensive Plan Section 1 – Plan Summary

In its 1994 session, the Washington State Legislature established Community Health and Safety Networks throughout the state and charged them with developing locally driven plans to reduce youth violence.

The South King County Community Health and Safety Network (Community Network), formed in February 1995, is the largest single Network in Washington State. It includes eight school districts, 15 cities and areas of unincorporated King County. The population in the Network includes more than half a million people, and it has grown rapidly during the 1990s.

Over the past 9 months, the South King County Community Network has engaged in a variety of means to gather community data and input and shape its Comprehensive plan. In this process, input from disparate sources have consistently returned the same themes:

- Families in our communities are disconnected from each other.
- The pace, pressure and economics of modern community life no longer support families.
- Our children frequently feel alone.
- We must rebuild connection with each other, and renew our commitments to expressing and modeling healthy behavior, respectful relationships and high aspirations for our youth.

These are basic messages. They are simple. Simple does not mean easy. The Network looks forward to continuing to build communication, collaboration and a sense of enthusiasm and hope with its partners in South King County. How the Network will do this is described in this report.

The Community Network Board

The Youth Violence Reduction Act, E2SHB 2319, which established the Networks by an act of the 1993/1994 Washington State Legislature, included:

- A focus on providing for grass-roots community input on the structure and direction of publicly supported services for families and children;
- An effort to assure that input in planning community responses to the needs of families included input from varied community sectors;
- Direction to state agencies to respond to expressed community concerns by active participation in the Family Policy Council and by responding to the Networks' Comprehensive Plans.

Each of the state's Community Networks - 53 were organized in all - was charged by the Legislature with developing a plan to reduce youth violence in its area over the next 10 years. These Comprehensive Plans will guide the Networks in supporting the efforts of citizens, community based agencies, and local government in finding solutions to the problems facing families and children in local communities.

Key South King County community and agency representatives met in late 1994 and early 1995 to organize a network, recognizing early on that the South King County area had an identity and interests that were quite distinct from those of communities in the balance of King County. Ultimately, King

County formed seven distinct Networks, with the South King County Network including the school districts of: Kent, Renton, Highline, South Central (Tukwila), Auburn, Federal Way, Enumclaw (including Black Diamond), and Tahoma (Maple Valley).

The first meeting of the South King County Network was held in February 1995, and beginning in March 1995 the Network Board assumed an ambitious twice monthly meeting schedule. This schedule has continued throughout the development of the Comprehensive Plan.

The Community Planning Process

In August 1995, the South King County Community Network Board began a planning process which has led to the development of the draft Comprehensive Plan summarized here. The process has included a number of means to seek community input on how best to support South King County families. Through this process, the Network has also identified areas in which it was not successful in gaining the information and input it needs to work effectively in the community. Recommendations both for initial action focus and for continued work on planning and coordination are included in this plan.

Elements of the Planning Process

In developing the Comprehensive Plan, the Network is directed by the Family Policy Council to:

- Review available data regarding the prevalence and severity of seven problem areas and associated risk factors in the community;
- Seek community input on these problem behaviors, associated risk factors and the best strategies to address them;
- Review behavioral science literature and state of knowledge on the problem behaviors and risk factors;
- Identify the vision it will pursue in the community, the problems and risk factors it will prioritize and the strategies it will pursue to reduce these prioritized problems in the community; and finally,
- Provide input to the legislature and state agencies on regulatory, legislative and funding adjustments that will help to increase coordination of services, reduce duplication and increase service effectiveness in addressing community problems.

The South King County Network's planning process, to fulfill these requirements, has incorporated the following elements:

- Interviews with Board members, key individuals in the community and representatives of community based agencies to identify the scope of concerns within South King County;
- Review of locally generated needs assessment and local and state review of data related to problem behaviors in South King County communities;
- Community meetings in each of the Network's eight school districts to hear the input of community members on the problem behaviors and again to hear input on preferred strategies for addressing the problems prioritized by the Network Board;
- Meetings with existing community coalitions addressing youth and youth at risk issues in each of the school district areas;
- An inventory of existing community services to provide a framework for Network members to understand the scope of services existing in the community;
- A widely distributed community survey (10,000 copies in over 70 community sites) seeking input on preferred strategies to address prioritized problem behaviors.

- Board working sessions to prioritize problem behaviors and risk factors to address (November) and to identify outcomes and initial strategies to pursue (May).
- Broad distribution of the draft plan to seek community input and to continue the process of community consultation and collaboration which the Network has identified as a key focus for its work.
- Ongoing consultation with and technical assistance from the Seattle/King County Department of Public Health.

The Comprehensive Plan identifies broad 10 year outcomes the Network will pursue, and a plan for initial action in its first 2 years. It also includes a review process to assure that the Network regularly evaluates progress towards its goals and makes mid-course corrections that are responsive to community conditions, needs and input.

Targeting Problem Behaviors and Risk Factors in South King County

In this year’s planning process, the Network adopted the framework laid out in the legislation and by the Family Policy Council and focused on the analysis of risk and protective factors that are believed to shape community problems. This framework draws strongly on the work of Drs. Hawkins and Catalano at the University of Washington Social Development Research Group. This planning model has been tested in a number of communities nationwide, but its application in communities on a statewide basis is a unique effort.

The Network is aware that this model has elements that have been useful to many communities in planning approaches to youth substance abuse and youth violence. It is also aware that some concerns have been raised about the applicability of the model to other problem behaviors targeted by the Youth Violence Act.

As the Network continues to plan and act in the community, it will continue to explore other models for addressing and understanding the incidence and causes of community and family problems, and seek to integrate this knowledge in its work.

In its planning, the Network has also become aware of the limitations of data available to help community members understand the incidence and impact of problems facing the community. The Network’s planning incorporated the data provided by a variety of state and local sources. As the Network continues to work with community partners, it is committed to identifying gaps and inconsistencies in data, and working with agencies at state and local levels to improving the quality of data available.

Review of Data and Key Individual Interview Results

The Network reviewed data and local needs assessment related to each of the problem behaviors identified in the Youth Violence Reduction Act:

Child Abuse and Neglect	Domestic Violence
School Drop Out	Teen Pregnancy
Teen Substance Abuse	Teen Suicide
Youth Violence	

Two aspects of the Network's review of community data and input are noteworthy. The first is the extent to which South King County communities are experiencing problems which are widespread throughout the State. South King County is not alone. And the second is the extent to which the community's ability to address these problems is affected by basic economic, social and family pressures and changes.

The Network examined data and needs assessment results related to each of the seven problem behaviors identified by the Legislature. The quality and availability of hard data in each of these areas varies. Some lacks definition and consistency, particularly from school district to school district within the Network.

The available data, however, indicates that South King County communities are on the whole affected by these problems at close to the same rates and levels as most communities in the balance of the state. There are individual variations - for example, the rates of youth suicide in the South King County Network are higher than both the state rate and the Seattle Network rate, and the rate of diagnosed sexually transmitted diseases among 15 to 19 year olds - a clear indicator of risk for teen pregnancy - are almost 20% higher in South King County than in the state generally.

(Sources: *WA State Youth Risk Assessment Database* - WA State Dept. of Health/Dept. of Social and Health Services; *Lost Youth: Teen Pregnancy and Birth in King County*, SKC Department of Public Health; *An Assessment of Teen Suicide*, WA Dept. of Health).

Generally, however, the incidence of problem behaviors as reflected by available data are in fact in line with statewide levels. Rates of problem behaviors and risk factor indicators that are reported vary considerably from school district to school district within the Network.

In addition to data provided by the Youth Risk Assessment Database compiled with the Washington State Department of Health and the Department of Social and Health Services, the Network reviewed locally generated needs assessment data from a wide variety of sources, and interviewed a sample of key individuals in the community. These individuals included service providers, Network board members, school personnel and youth advocates. Their input was consistent with the input ultimately heard in community meetings and meetings with youth-oriented coalitions held in each of the Network's school districts.

Community Meetings on Problem Behaviors and Risk Factors

Over 100 persons participated in 8 community meetings - most being representatives of existing community-based service providers, school staff and board members, and parents.

The problem behaviors consistently identified as priorities in these community meetings were Child Abuse and Neglect, Domestic Violence and Teen Violence. Child Abuse and Neglect and Domestic Violence were clearly identified by participants as creating a foundation of risk for later youth involvement in substance abuse, delinquency and violence.

The risk factors most widely identified by community meeting participants were family management problems, low neighborhood attachment and community disorganization, and parental involvement in problem behaviors - particularly substance abuse and violence.

Youth Meetings on Problem Behaviors and Risk Factors

Community meetings were primarily adult experiences, so to reach youth, focus groups were convened in each school district area through late night recreation programs, existing youth groups and in high school classes. A total of 327 youth participated in these meetings - reflecting a significant diversity of socio-economic class, ethnicity, and involvement with services.

Youth presented a somewhat different picture of the problem area priorities than adults - they consistently named substance abuse as the highest priority to address. They agreed with their adult counterparts that teen violence was also a high priority, and indicated in the substance of their remarks that experiencing child abuse and neglect is a consistent problem among their peers.

The risk factors named by youth reflected to some extent their focus on substance abuse. They include the influence of friends who engage in problem behaviors and the availability of drugs in the community. Youth also identified risk factors identified by the general community meetings: poor family management and parental involvement in problem behaviors.

Coalition Meetings

At the midpoint of community meetings, the Network Board recognized that community meetings were not drawing the broad cross-section of the community that they had hoped to attract. The Board recognized that there were significant numbers of locally based community coalitions in the Network's area, and that the knowledgeable members of these groups could best be approached in the context of their own meetings and ongoing coordination of services. The Network initiated contacts with community coalitions, identifying which of the coalitions met criteria of being:

- Broadly based;
- Valuing the participation of diverse community sectors;
- Representing ongoing planning for youth in the community; and
- Having a prevention focus consistent with the Network's prevention focus.

These coalitions offered the Network time on their agendas and provided valuable input to the Network's planning. Information shared in the community coalitions mirrored input in the community meetings and from key individuals, particularly focusing on lack of parenting skills and supports, the negative effects of community transition and mobility, and the stress of economic uncertainty on South King County families. The coalitions involved in this first round of meetings included:

- Kent Community Council for At-Risk Children and Youth
- Renton Communities in Schools
- Enumclaw Youth Task Force (now the Plateau Youth Coalition)
- Auburn Youth 2000

Common Themes in Community Input

In addition to the identification of priority problem behaviors and risk factors, some consistent themes emerged throughout the community input processes. These themes ultimately shaped the both the Network's identification of its priorities and its framework for continuing work reflected in this plan.

- Youth in South King County communities lack appropriate, safe places to be youth - to "hang out" with friends safely and to have their interests and talents engaged.
- Families are stressed economically, and this contributes to lack of time and energy for family gatherings and time for quality parent/child interactions and communication.
- Communities are experiencing extremely rapid growth and diversification. As a result, communities lack a strong core and families are isolated. Youth, often on their own in these communities for hours each day, cannot identify trusted adults to whom they would turn for support or help.

- Lack of adequate transportation - particularly within the Network area between communities - frustrates youth trying to gain access to recreational, social and service resources.
- Community based agencies have not been able to respond fully to the new pressures that have accompanied community growth, family isolation, and transportation difficulties within the South County Network areas.
- Some of the strongest resources on which youth outreach and participation can be built in South County communities are in the local Parks and Recreation facilities and in school-based programs.
- There are significant community resources and efforts at coordination already in place in South King County communities. The Network can be most valuable in linking with and supporting these efforts, rather than by re-creating the wheel.
- Services are shaped by individuals, youth and parents who are active, assertive and involved in the community. These are often those least in need of services; while those most in need are the least heard in shaping services. We need to develop strategies to hear from the potential service clients more consistently.

Board Identification of Priority Problem Behaviors and Risk Factors

Based on its review of data and community input, the Network Board opted to maintain all seven problem behaviors as priorities in South King County, believing that all are significant in their impact and should be the focus of community concern. At the same time, the Network recognized its own limitations and identified that it would direct its action in the first two years of the plan to four of the problem behaviors:

- Youth substance abuse
- Youth violence
- Child abuse and neglect
- Domestic violence.

In order to address these problems, the Network Board identified risk factors which are significant across the Network’s communities, and which underlie each of the problem behaviors targeted. As a result, the Board prioritized:

Reducing these risk factors	Increasing these protective factors
<ul style="list-style-type: none"> • Involvement with friends who engage in problem behaviors 	<ul style="list-style-type: none"> • Opportunities for youth to build and practice skills
<ul style="list-style-type: none"> • Family management problems 	<ul style="list-style-type: none"> • Opportunities for youth to bond with others who have healthy behaviors and standards.
<ul style="list-style-type: none"> • Low neighborhood attachment and community isolation. 	<ul style="list-style-type: none"> • Opportunities for youth to be recognized for appropriate skills and contributions.

These risk and protective factors became the focus of the community resource assessment and the community survey. They were also discussed in community meetings and interviews with key individuals as the Network turned its focus to defining outcomes and strategies to pursue.

Assessing Existing Community Resources

Throughout the planning process, Network Board members expressed concerns about identifying community resources that already exist to meet the needs of family and youth. They particularly expressed a desire to include resources that are not formally organized agencies and so are often overlooked in needs assessments. However, to fully undertake this task, assessment is best focused very locally and on the resources to meet specific needs.

In undertaking an inventory of resources for the whole South King County area, and cutting across a wide band of problem behaviors, the Network concentrated on:

1. Building a description and overview of the community services that support families and youth throughout the Network area;
2. Identifying the range of resources addressing the problem behaviors and risk and protective factors identified as priorities;
3. Identifying whether services incorporate evaluation in their delivery, and if so what uses they make of evaluation; and
4. Identifying gaps and barriers to the delivery of services as identified by the targeted agencies.

The inventory creates a basic framework for understanding the scope of the human services and family support systems in South King County. It also provides a base of information on which local communities can expand their description of local and informal community resources.

Several aspects of the inventory are worth special discussion.

Identifying the full range of resources which address risk factors and protective factors for the targeted problem behaviors is extremely difficult. Most services have not been organized with this framework, and so the process of understanding the linkage between services and the risk/protective factors involves considerable interviewing and consideration of program structure. The only area in which this is not true is in the area of substance abuse prevention, which is the area in which the risk/protective factor model was initially developed. Even in violence prevention, where the risk/protective factor model also has considerable exposure, there are a number of competing models, also research based, around which services are found to be organized.

Identifying and connecting with informal resources is even more challenging as there is no central or publicized source of contact for these resources.

Resources are not evenly distributed across the South County area, and so are not accessible to all residents. The most evenly distributed resources in South King County communities are those which are: school based and part of a core set of school programs funded by the state or supported by the Puget Sound Educational Service District; or which are administered by King County (for example, the Youth and Family Service Network agencies). Because the South King County Network also suffers a lack of cross-city public transportation, this lack of service dispersion can make access to services for families in need a significant barrier to getting help.

Knowledge of available services by community members is also unevenly distributed. Some services lack effective publicity and community outreach strategies, and families in need are unable to access them because they are unaware of their availability.

The extent to which evaluation is incorporated in service delivery varies widely. Where they exist, evaluation processes vary significantly in their scope and in the use to which information gathered is put in program development and management. The South King County Human Services Planners, in conjunction with United Way of King County, is convening a working group to identify common outcomes and evaluation strategies. The Network is exploring how best to cooperate with this working group in setting outcomes and evaluation expectations for the projects it supports.

Services specifically oriented to community members from communities of color and limited English speaking and/or refugee communities are primarily located in the City of Seattle. Most services in South King County do not have regular on-site access to multi-lingual or multi-cultural staff, nor can they afford regular translation services. Services sited in Seattle will see South King County residents, but generally only if those persons come to Seattle for services. Some agencies provide outreach or translation services but these are quite limited. Even limited outreach represents a significant staff time and transportation investment. Often, this must be undertaken without additional reimbursement for these costs from funders.

The amount of local investment in human services by municipal governments varies significantly. This affects the distribution of services to residents in different communities.

Service providers are expressing considerable anxiety about their capacity to weather changes in funding and in organization of services at the federal, state and local level. Particularly in health, mental health and substance abuse services, service providers report that the rapid reorganization of services over the past several years has introduced uncertainty and poor morale to their staff and so affects the delivery of service in subtle ways. Virtually all providers reported that their funding is not sufficient to allow them to serve all of those who are in need of services. This particularly affects strategies for outreach - since there is little point in increasing outreach if services cannot be delivered to new clients who are uncovered.

Inter-agency communication and cooperation are needed on a case basis. While coalitions are starting to build this communication, more communication is needed by line workers so that families and youth receive the comprehensive, sometimes wrap-around services they need.

Environmental factors in the community affect both the ability of families to weather difficulties and the ability of services to reach and serve community members. These environmental factors include:

- *Lack of adequate and affordable housing* for low income families contributes not only to homelessness and crisis but also to frequent mobility as families try to find housing they can afford. This lack of residential stability affects the ability of families to form bonds with helping resources.
- *Economic stress and uncertainty* aggravates some family problems and increases risk for family dysfunction and youth problems. Some working families also lack adequate time to spend together and with their children.
- *Healthy and safe activities for youth are needed.* Organized recreation and safe community activities have not kept pace with the number and diversity of youth in South King County communities.
- *Service providers and clients perceive that people who need services are stigmatized by the general community.* Negative comments and characterization of people who receive public assistance, or who need help learning to manage their families, cause community members to

avoid seeking service, and contribute to community resistance to funding and supporting needed family supports and services.

Seeking Community Input on Strategies to Address Priority Problems

Having set its focus areas, the Network revisited communities, coalitions and youth to seek their input on identifying strategies to pursue in addressing community problem behaviors and risk factors.

Community Meetings

Approximately 111 persons participated in this round of community meetings. Half were people who had not attended the first round of meetings. Again, feedback from community meetings was fairly consistent across the areas - and consistent with other sources of feedback.

Three major themes were identified in the gaps and barriers in community support systems for families and youth:

- Lack of parent involvement and responsibility in the lives of their children.
- Parents lacking the skills to be effective parents.
- Lack of mobile services for families in need - especially the lack of home visitation and outreach services.

Community members also echoed several themes that emerged in interviews with service providers:

- Transportation is a barrier for persons needing services.
- Teams are needed to support and provide wrap around assessment and services to families with children at risk.
- Youth lack opportunities to build skills and participate meaningfully in the community - whether through their family or through community activities.

In commenting on developing effective strategies to address the Network's priority problems and risk factors, community members expressed several priorities:

1. Community mobilization around the problem behaviors, including:
 - Incorporating youth skill building in school curricula - especially anger and stress management, conflict resolution and social skills development;
 - Bringing diverse community sectors together to increase community involvement with youth;
 - Developing school, provider, and business partnerships.
 - Developing mobile outreach services to target service delivery in community based sites and involve parents who have not taken advantage of services.
2. Early Childhood Education
3. Parent Education/Training

Youth Meetings

In youth meetings, which were more open-ended in structure than adult meetings, a total of 218 youth participated in meetings at teen nights, Lighthouse program sites, and Youth Council meetings (Auburn and Kent). The most consistent themes which emerged from these meetings focused on the need for:

- Increased effective communication in the home;
- Increase activities for youth and also for youth and parents together as families;

- Increased skill building opportunities for youth in school curricula and in community activities - again stressing anger and stress management, communication, conflict resolution and refusal skills for drugs and alcohol.

Coalition Meetings

Community based coalitions in South King County were re-contacted to seek input on strategies for addressing problem behaviors and risk factors. Coalitions which were able to participate in these meetings, or provide input on strategies, included: the Federal Way Family Network, Auburn Youth 2000 and the Auburn Youth Council, and the Kent Community Council for At-Risk Children and Youth. The feedback from community coalitions was consistent with input of both the adult and youth meeting groups.

Community Survey

10,000 copies of a community survey were distributed in over 70 community sites throughout South King County. A total of 714 surveys were returned.

The survey had several purposes:

- To seek input from people who might not attend community meetings on their priorities for action in South King County communities.
- To provide the opportunity for input on the Network's planning process.
- To inform the community of strategies that have been proven to be effective through research.

Some key elements of the survey response follow. Most responses mirrored the recommendations heard in community and youth meetings.

- Respondents indicated that the focus for the delivery of strategies to reduce problems should be predominantly in schools and in homes. Most responses were targeted to populations at some risk - whether new mothers and infants, particular neighborhoods, or teens in school.
- Five of the eight school districts selected teens in school most frequently as the first focus for funding and effort. In Renton and Highline/South Central, neighborhoods were the first focus - perhaps reflecting the somewhat more urban character of those districts. In Federal Way, there was a strong focus on targeting strategies to parents.
- The majority of respondents noted a lack of opportunities for youth, including recreation, and summer and after-school employment. Youth responding to the survey reported concerns about lack of youth employment opportunities much more frequently than did adults.
- In responding to questions about strategies to strengthen families, respondents most frequently supported education on parenting. In particular for teen parents, parents and kids together, new parents -- even a community-wide campaign.
- Respondents were asked about their perception of family involvement in community events, including churches, school and civic events. Only 8% felt that families were involved enough. Almost 42% thought that there was little involvement in community activities. These findings seem to mirror the reports of community transition and disaffiliation heard in community meetings and coalition meetings.
- Finally, one question asked about barriers to service. In this area, there was a significant difference between responses on the survey and responses in the community. Services not being adequately publicized was one of the most frequently cited barriers to service use by survey respondents - along with services being too expensive and the use of services not being

supported by parents. This may suggest that significant community education is needed to inform families of low cost and no cost services available in the community.

Setting Outcomes Which the Network Will Try to Achieve

Tools and Collaboration

As the Network met to consider community input on resources and needed strategies in the community, it received communication from the Family Policy Council outlining a promising strategy for developing specific work plans and increasing collaboration with the community. The Network adopted this framework, and has identified its preferred outcomes for the problem behaviors and risk factors it has prioritized. The Network will work in a collaborative process with qualified community-based providers to identify the specific strategies it will support in Network communities.

In building its specific workplan for the coming two years, the Network will rely on a variety of tools, including:

- Direct funding of services in targeted areas;
- Collaboration with local coalitions to develop joint efforts and to increase communication between funders, providers and community members;
- Policy and legislative advocacy to increase coordination of services, lower barriers to service, and recommend that state agencies increase collaboration and support to Networks and their identified priorities;
- Participation in community education and outreach to increase the awareness of and participation by families and youth in needed services.
- Participation in efforts to increase grassroots involvement in shaping locally defined prevention strategies and solutions to community-identified problems.

Decategorization

As part of its workplan, the Network remains aware of the Legislature's request for decategorization recommendations. As part of the planning process, the Network convened and supported the work of the King County Networks' Decategorization Workgroup. Ultimately, the King County Workgroup deferred development of a cooperative decategorization process. The Networks grasp how powerful a tool decategorization can be, and want to be responsible in using a tool with such great potential impact.

The South King County Network opted, therefore, to adopt the following approach to addressing decategorization issues:

- The Network will request that a budget analyst from the State Office of Financial Management be assigned for sufficient hours over the coming year to help the South King County Network members understand specific aspects (funding, impact, etc...) of the 14 state programs targeted.
- The Network will focus its efforts on those programs most germane to its prioritized problem behaviors and risk factors.
- The Network will seek to "Do No Harm", and so will be careful and deliberate in its discussion of decategorization issues.
- The Network will support and participate in existing local efforts to coordinate services, and where appropriate, will cooperate with other networks around shared priorities.

- Based on this process and consultation, the Network may make specific recommendations to the Family Policy Council and the Legislature on decategorization issues - including regulatory relief suggestions.

The Vision of the Network

As the Network set its priorities for outcomes to pursue, it became clear that one set of outcomes constitutes a core statement about the Network’s mission and vision. These outcomes define goals for improving family management and supporting healthy family and child development:

- Families will have the skills and capacity to provide clear expectations, standards and beliefs to their children, which will result in healthy behaviors by those children.

And

- All children and youth will have the support and guidance they need to develop clear standards and beliefs.

The core statements go on to provide a framework for achieving these goals that includes roles for individuals and groups in partnership with each other:

- Participation of adults with healthy standards and behaviors in children’s lives will be increased.
- Parents will be more involved in school and community activities.
- Parents will be involved in community activities which improve and support their parenting roles.
- Collaboration between community organizations and sectors will be increased.

The specific outcomes which the Network will pursue to reach these goals are outlined on the following pages.

Outcomes	Potential Strategies
Problem Behavior Outcomes	
Youth Substance Abuse	
<ul style="list-style-type: none"> • Increase the age at which first alcohol and/or tobacco use is reported by youth. <p><u>Indicators:</u> report in Adolescent Health Risk Survey and BRFSS.</p>	<ul style="list-style-type: none"> • Youth will have increased factual knowledge of alcohol and other drugs and their effects.
<ul style="list-style-type: none"> • Reduce the number of youth who possess or use alcohol, tobacco, illegal drugs or drugs obtained without the care of a health professional. <p><u>Indicators:</u> Adolescent Health Risk Survey, BRFSS, school disciplinary actions, DUI and Minor in Possession citations.</p>	<ul style="list-style-type: none"> • Youth will have increased options for participation in school/community activities/organizations and employment. • Participation of adults (who have healthy standards and behaviors) in children’s lives will be increased.
Youth Violence Outcomes	
<ul style="list-style-type: none"> • Decrease the rate of youth involved in violent 	<ul style="list-style-type: none"> • Increase the participation of youth in

crimes or crimes in which weapons are used.	community diversion and victim reconciliation processes.
<ul style="list-style-type: none"> Indicators: Violent incidents in schools will be reduced. <p>The number of gang-related incidents will be decreased</p>	<ul style="list-style-type: none"> Decrease the lag time between occurrence of a criminal incident and punishment/rehabilitation consequence.
	<ul style="list-style-type: none"> Communication between schools and police will be increased.
	<ul style="list-style-type: none"> Parent involvement in reconciliation/justice proceedings will increase.
	<ul style="list-style-type: none"> Increase youth employment.
	<ul style="list-style-type: none"> Early childhood education.
	<ul style="list-style-type: none"> School curricula for social competencies.
	<ul style="list-style-type: none"> Increase opportunities for youth to develop and use skills through mentoring, or other techniques that link skill development with expectations for performance.
Child Abuse and Neglect Outcomes	
<ul style="list-style-type: none"> Decrease the number of incidents that require referral to CPS <p><u>Indicator:</u> Accepted CPS referrals, domestic violence cases tagged for victims under age 1.</p>	<ul style="list-style-type: none"> Gear more system resources to prevention, rather than intervention.
<ul style="list-style-type: none"> Decrease community rates of repeated CPS referrals. <p><u>Indicator:</u> Accepted CPS referrals that are repeat referrals.</p>	<ul style="list-style-type: none"> The process by which child abuse and neglect reports are addressed will be clarified/available to the community
	<ul style="list-style-type: none"> Families will have the skills and capacity to provide clear and reasonable expectations, standards and beliefs which will result in healthy behaviors.
	<ul style="list-style-type: none"> Children and youth will have the support and guidance they need to develop clear standards and beliefs which result in healthy behaviors.

	<ul style="list-style-type: none"> • Prenatal and early infancy supports.
	<ul style="list-style-type: none"> • Increase opportunities for youth exposed to child abuse and domestic violence to receive counseling and therapeutic day care.
	<ul style="list-style-type: none"> • Parent training.
Domestic Violence Outcomes	
<ul style="list-style-type: none"> • The incidence of domestic violence will decrease. 	<ul style="list-style-type: none"> • Increase prosecution for domestic violence offenders.
<ul style="list-style-type: none"> • The effects of domestic violence on children will be decreased. 	<ul style="list-style-type: none"> • Increase participation in domestic violence treatment for offenders.
	<ul style="list-style-type: none"> • Increase community awareness and lower community acceptance of domestic violence.
	<ul style="list-style-type: none"> • Increase opportunities for youth exposed to child abuse and domestic violence to receive counseling and therapeutic day care.
Risk Factor Outcomes	
Low Neighborhood Attachment Outcomes	
<ul style="list-style-type: none"> • The number of neighbors who know and recognize each other will be increased 	<ul style="list-style-type: none"> • Increased participation in blockwatch programs.
<ul style="list-style-type: none"> • Increased participation in community meetings by adults. 	<ul style="list-style-type: none"> • The number of children regularly left unsupervised will be decreased.
<ul style="list-style-type: none"> • Increased participation in community/youth organization. 	<ul style="list-style-type: none"> • Increased community volunteerism.
<ul style="list-style-type: none"> • Increased community events (picnics, parades, etc..) 	<ul style="list-style-type: none"> • Increased participation by parents in children's lives.
	<ul style="list-style-type: none"> • The number and variety of neighborhood-based healthy activities for youth will be increased.
	<ul style="list-style-type: none"> • Increased collaboration among community organizations.
	<ul style="list-style-type: none"> • Increase community policing strategies.
Peers Who Engage in Harmful Behavior	

Outcomes	
<ul style="list-style-type: none"> Decrease violence in the schools. 	<ul style="list-style-type: none"> Involvement in school/community activities will be increased.
	<ul style="list-style-type: none"> Outcome measures will be integrated in any strategy selected.
	<ul style="list-style-type: none"> Coordination between schools/police/community will be increased.
	<ul style="list-style-type: none"> The number of healthy and safe activities for youth in schools and communities will be increased.
	<ul style="list-style-type: none"> There will be increased opportunities for culturally diverse populations in the community.
	<ul style="list-style-type: none"> Youth involvement in community problem solving will be increased
	<ul style="list-style-type: none"> Tutoring of younger children by youth.
	<ul style="list-style-type: none"> School curricula for social competencies.
Family Management Problem Outcomes	
<ul style="list-style-type: none"> Families will have the skills and capacity to provide clear expectations, standards and beliefs to their children, which will result in healthy behaviors by those children. 	<ul style="list-style-type: none"> Participation of adults with healthy standards and behaviors in children's lives will be increased.
<ul style="list-style-type: none"> All children and youth will have the support and guidance they need to develop clear standards and healthy beliefs. 	<ul style="list-style-type: none"> Parents will be more involved in their children's lives.
	<ul style="list-style-type: none"> Parents will be involved in community activities which improve and support their parenting roles.
	<ul style="list-style-type: none"> Collaboration between community organizations and sectors in responding to youth and family needs will be increased.
	<ul style="list-style-type: none"> Prenatal and early infancy supports.
	<ul style="list-style-type: none"> Parent training.

Review and Evaluation

The Network is aware that the work it has accomplished in setting this plan is only the first phase of its work as a community network - and is, in fact, anxious to get on with the next phases of its work. In these next steps, the Network will seek to support community efforts, build bridges between existing community efforts, and participate in existing local planning and coordination.

Evaluation measures for the projects which the network supports will be set collaboratively with community coalitions and providers involved in further defining strategies.

The Board is responsible for defining ways to seek, review and integrate input from community and stakeholder groups on its progress towards its own goals, and will do so on a biennial basis. This input will be tied specifically to the outcomes that are defined through community collaboration.

Conclusion

The expectations, timelines and outcomes expected of the community health and safety networks were built on a model that may work well in smaller communities with more straightforward community and service structures. In an area like the South King County Network - with many coordinating agencies, government structures, and service systems - those expectations have required a level of sophistication and analysis that have been a challenge to meet - and would be for any community and voluntary board.

The Network Board members have given their committed efforts and time to this task, and are aware that this effort is only the beginning of their work. At the same time, in the process they have reviewed sources of data and input from disparate sources that consistently returned the same themes. This consistency has given the Network some confidence that the themes reflected here are indeed significant in the experience of South King County communities.

The job of restoring connection and mutual support for families and youth in our communities is one that must involve each of us. We each have separate gifts to offer this effort. Together those gifts and capacities can make a whole community working together for a healthy and safe future for our youth. The South King County Community Network looks forward to continuing to explore with its community partners what each of us can offer to this most important task.