



Human Services Recommendations Report 2001 Annual Update

King County, Washington

Developed by the King County Interdepartmental Human Services Team

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I. Executive Summary

Purpose of the Human Services Recommendation Report 2001 Annual Update

The *Human Services Recommendations Report 2001 Annual Update* is a one-year progress report implementing the recommendations in the *Human Services Recommendation Report for 2001-2003* (HSRR). It provides an update of activities to date, the accomplishments that have occurred, and identifies the next steps for the following year. For King County's regional role in human services, the *Annual Update* includes progress made on the eight recommendations from the HSRR—four Family Support and Early Childhood Services Recommendations and four Youth Services Recommendations. For King County's local role in human services, the report introduces a new proposed Aging Services Funding Policy and an update on activities reviewing Unincorporated Area Services.

Family Support and Early Childhood Recommendations for 2001-2003

- Recommendation 1 *King County will continue to support model family support and early childhood programs.*
- Recommendation 2 *King County will continue to forge partnerships in support of inclusive, quality, accessible and affordable childcare.*
- Recommendation 3 *King County will explore expansion of home visiting programs for parents of newborns.*
- Recommendation 4 *King County will strengthen internal and external coordination for family support and early childhood services.*

Youth Services Recommendations for 2001-2003

- Recommendation 1 *King County will track and evaluate the various community-based "service linkage models" now being piloted for high-risk youth, and identify the model(s) most able to demonstrate an impact on the juvenile justice system. The most successful will be considered for possible continuation/expansion, and/or replication.*
- Recommendation 2 *King County will continue participation in subregional partnerships to promote improved, better coordinated responses for at-risk youth. A priority in the implementation of subregional human service plans for County discretionary funds will be to address needs of at-risk youth and their families*
- Recommendation 3 *King County will foster a regional perspective to address youth recreation issues, and continue to support youth recreation and education programs for youth in unincorporated King County.*
- Recommendation 4 *King County will strengthen internal and external coordination for youth services.*

First Year Accomplishments

- A new proposed Aging Services Funding Policy was transmitted to the King County Council in July 2001. The policy describes the use of County funds for senior programs in accordance with the *King County Framework Policies for Human Services*.

- Phase I review of Unincorporated Area Services was completed. An *Overview: King County's Unincorporated Areas* was broadly distributed to stakeholders, community service providers, and the Unincorporated Area Councils.
- The Family Support/Early Childhood Work Group worked with the community and completed a *Most in Need* definition. The Children and Family Commission evaluated three Early Childhood Home Visiting programs and, based on those evaluations, made funding changes. The King County Children and Family Commission and the Health Department are the two lead agencies to implement the four Family Support and Early Childhood Services recommendations.
- The Community Services Division is coordinating the response for the Youth Services recommendations. Work teams are designing evaluation tools to effectively review programs impacting the juvenile justice system; and working on protocols to improve coordination between systems serving youth. The Department of Parks and Recreation, Active Youth and Sports Commission is producing a *2001-2002 State of Youth Sports* report.
- There is improved overall internal County department coordination on all human services planning and analysis. County departments within the Executive Branch continue to work closely with the Judicial Branch Juvenile Court and the Sheriff's Office to implement the youth services recommendations and better connect youth to necessary services. One example is the federally funded *New Start* program located in White Center and serving southwest Seattle, and the Highline and Tukwila School Districts. *New Start* serves at-risk gang/criminal justice involved youth and young adults and provides comprehensive employment, education, alternatives to detention, community service, and a multitude of other services.
- Key to the success in the implementation of the *Human Services Recommendations Report for 2001-2003* is the on-going "check-in" with community partners on a regular basis. King County plays many roles in human services—planner, advocate and fund developer. We work hard to maintain community partnerships that are so vital to improve human services and to continue to build even stronger families and communities.

Next Steps

- Aging Services Working with stakeholders, King County will develop common standards to track aging services to unincorporated residents. Once the standards are established, senior centers will be evaluated. Increased advocacy for senior services on behalf of suburban cities and unincorporated areas at the Area Agency on Aging and for continued state support for long-term care remains a high priority for King County.
- Unincorporated Area Services Phase II of the unincorporated study will be to review current human services and to examine barriers to accessing services. Once additional demographic data is available from the 2000 Census, the Community Services Division will update the *Overview: King County's Unincorporated Areas*.
- Family Support/Early Childhood King County will continue to provide leadership in the family support and early childhood system to ensure that a regional system of services is available for all

families and children. There will be continued focus on developing private/public partnerships and technical assistance to launch effective initiatives for these programs.

- Youth Services A King County Community Juvenile Justice Symposium is scheduled on August 28, 2001. The purpose of the Countywide forum is to increase awareness, communication and knowledge regarding current juvenile justice efforts and to produce strategies for on-going and meaningful community participation. Starting in August 2001, a juvenile justice prevention and intervention newsletter will be developed and distributed to stakeholders involved with at-risk youth and the juvenile justice system. Work will continue to improve the overall youth-serving system, including protocols to help communities direct all at-risk youth to necessary services.

II. Introduction

The Human Services Recommendations Report: 2001 Annual Update summarizes the status of implementing the recommendations from the three-year report, Human Services Recommendations Report for 2001-2003. This document will focus on a new proposed Aging Services Funding Policy, work to date on a review of human services in the unincorporated areas of King County, progress on Family Support and Early Childhood recommendations, and the extensive work implementing the Youth Services recommendations in conjunction with the Juvenile Justice Operational Master Plan.

Background

- **King County Framework Policies for Human Services**
- **Implementation Guidelines**
- **Human Services Recommendations Report for 2001-2003**
- **Human Services Recommendations Report: 2001 Annual Update**

During the fall of 1999, the King County Council adopted the *King County Framework Policies for Human Services*—the overarching policy document that provides the direction for human services in King County. Through the *Framework Policies*, King County articulates its highest level goals, clarifies the King County role in human services, and expresses priorities and policies for the use of County current expense funds. Implementation Guidelines were also adopted to provide specific steps that King County will follow—in cooperation with community partners and other governments—to carry out the human services policies.

A requirement of the Implementation Guidelines is for the Executive to submit to the King County Council a *Human Services Recommendation Report* (HSRR) every three years. Using the goals and policy direction in the *Framework Policies*, the HSRR serves as the more detailed blueprint for how those policies will be put into practice. Specifically, the HSRR expresses the County’s focus in human services for the next three years. After several months of intensive work and community input, the King County Council adopted the first three-year report—*King County Human Services Recommendations Report for 2001-2003* in the fall of 2000.

For the first HSRR, specific focused areas were selected for review. In King County’s regional role for human services, an in-depth review of Family Support/Early Childhood Services and Youth Services was completed. These two areas have the largest amount of discretionary current expense funding and are a funding priority for King County. Four recommendations were developed for each service area with action steps to implement the recommendations within the next three years.

In addition to the in-depth reviews, brief reviews were conducted in several areas. In King County’s local role for human services, Aging Services and Unincorporated Area Services received a brief review. More work is necessary in these two service areas. The *2001 Annual Update* includes the progress to date, including the completion of a new proposed Aging Services Funding Policy.

In years when no three-year Human Services Recommendations Report is due, the Implementation Guidelines direct the Executive to submit to the Council an *Annual Update*. The *Annual Update* is a

“snap shot” of the implementation activities to date, and an opportunity to describe the progress on the recommendations from the HSRR.

Requirements for the Annual Update

The *Annual Update* will describe:

- Progress made in carrying out the recommendations of the three-year plan.
- Any proposed modifications to the recommendations laid out in the three-year *Human Services Recommendations Report*.
- Any evaluation results that have been generated in the past year.
- Recommended areas of focus for the year ahead.

King County’s Community Goals

King County adopted five Community Goals to achieve in its activities and investments in human services. The set of goals guide King County’s involvement in human services. These goals are widely embraced by organizations and governments throughout the region—United Way of King County, City of Seattle, *Building Health and Human Services in South King County: A Business Plan for our Community 2000-2002*, King County, and other entities.

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- | | | | | |
|--|---|--|---|---|
| ▪ <i>Food to eat and a roof overhead</i> | ▪ <i>Supportive relationships within families, neighborhoods, and communities</i> | ▪ <i>A safe haven from all forms of violence and abuse</i> | ▪ <i>Health care to be as physically and mentally fit as possible</i> | ▪ <i>Education and job skills to lead an independent life</i> |
|--|---|--|---|---|
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Funding Priorities

King County continues to rely primarily on the general guidance of the *Framework Policies* in determining funding priorities for the use of current expense funds. HS-1 and HS-2 are policies that describe King County’s regional and local roles in human services. HS-13 is the policy that outlines the use of King County’s Current Expense and Criminal Justice Funds (CX and CJ) for human services purposes. HS-15 specifies that local services are not to be funded in incorporated areas. HS-17 promotes regional participation in human services to encourage local governments and the private sector to become active in providing support for human services. Below is a brief summary of these policies that direct King County’s human services priorities.

HS-1: Regional Role—for All County Residents and Communities

King County’s regional role in human services shall be to help assure access to a range of prevention, intervention, and rehabilitative human services for residents in King county regardless of jurisdiction, with an emphasis on serving those most in need.

It is the position of King County that support for regionally organized human services is a shared responsibility among state and local governments—including the cities of King County—and the private sector.

HS-2: Local Role—for Unincorporated Area Residents

King County's local role in human services shall be to help ensure that residents of unincorporated areas (both urban and rural) have access to a broad spectrum of human services, and to provide directly for those services which are considered a "local" responsibility. King County supports regional human service systems in part to help provide access for unincorporated residents.

HS-13: Priorities for Use of CX/CJ for Human Services

In the use of its CX and CJ funds for human services, King County shall give priority to services which help accomplish the following:

- To help provide access to a basic array of human services for residents of unincorporated King County, according to need.
- To help assure access to a basic array of human services for persons most in need, regardless of where they live.
- To reduce the impacts on the County's juvenile justice and adult criminal justice systems.

HS-15: Use of CX/CJ for Certain "Local" Services Not Allowed in Incorporated Areas

For incorporated residents, King County shall not routinely use CX/CJ to fund certain services that are typically organized and delivered on a local basis, such as: family, youth and senior social and recreation programs targeted at the general population; local food and clothing banks; and community-specific information and referral. King County will support these kinds of programs only for residents in unincorporated areas.

HS-17: Promoting Regional Participation in Human Services

King County shall encourage local governments and the private sector to become active in providing support for human services.

In preparation for the 2002 budget, King County departments turned to these *Framework Policies*, and specifically HS-13, for policy direction on the funding priorities for human services. Major shortfalls are expected in the current expense fund for the next several years. Given the magnitude of the current expense shortfall, an across the board reduction to human services would reduce the effectiveness in core lines of critical business. In order to preserve core service areas to the most vulnerable populations, it may be necessary to get out of certain lines of business altogether in order to not lose impact and effectiveness in the other lines of business.

HSRR Implementation Process

- **King County Children and Family Commission**
- **Interdepartmental Human Service Team and Juvenile Justice Operational Master Plan Oversight Committee**
- **Family Support/Early Childhood Work Group**
- **Juvenile Justice Evaluation Work Group**
- **Youth Services Work Group**

There are several “working teams” coordinating various aspects of the implementation of the *Human Services Recommendations Report for 2001-2003*. Thanks to the work of the Commissioners and staff, the King County Children and Family Commission continues to provide an overall oversight role of the implementation process. The Interdepartmental Human Services Team (IHST) that was formed to develop the HSRR, remains the lead group to implement all recommendations in the report. Key to the success of better coordination of human services is the need for partnerships throughout the community to improve human services in the region. All of the working teams have made it a priority to participate in local community planning efforts to ensure that community input and involvement are part of the HSRR. A *Human Services Recommendations Report for 2001-2003 Coordination and Monitoring* diagram (see page 9) outlines the working teams and connections with other initiatives.

Immediately after the King County Council adopted the HSRR in late fall 2000, the King County IHST took steps to implement the report recommendations. IHST includes representatives from the various departments in King County involved in human services (see Acknowledgements page ii for a list of members). IHST works closely with the Juvenile Justice Operational Master Plan Oversight Committee in reviewing youth services, specifically evaluating programs to determine if their impact reduces the number of youth involved in the juvenile justice system.

Staff from the Children and Family Commission and Health department have convened a Family Support/Early Childhood Work Group to implement the four recommendations. The intra-agency group meets monthly and has helped improve internal County coordination of services for children and families along with better partnerships of external initiatives with other organizations.

The Community Services Division is the lead agency to implement the four recommendations from the Youth Services section of the report. Two work groups have been formed—one group is focused on evaluation work, and one group is working at the community level to develop a better youth-serving system to serve at-risk youth. The Juvenile Justice Evaluation Work Group focus is on Youth Services Recommendation #1—the recommendation that determines how to track and evaluate juvenile justice programs in King County. This is a multi-agency effort with participation from several County departments and a representative from the City of Seattle and Seattle Police Department. The other multi-agency work group, the Youth Services Work Group, has selected the Highline School District as the first subregional target area to improve a coordinated response for at-risk youth in order to implement Youth Services Recommendation #2. The Parks and Recreation Department is responsible for addressing Youth Services Recommendation #3—youth recreation and education programs. This work is carried out through the King County Active Sports and Youth Recreation Commission.

Working with the community, the Community Services Division developed the proposed Aging Services Funding Policy and completed Phase I in reviewing human services in the unincorporated areas.

Community Input and Discussion

A critical element to the success of implementing the recommendations in the *Human Services Recommendations Report for 2001-2003* is to develop strong partnerships and to build links between the County’s service system, communities, and schools. King County continues to work with our partners in subregions to establish and carryout mutual human service priorities. King County human service planners participate in many of the local planning tables and coalitions throughout the County and are

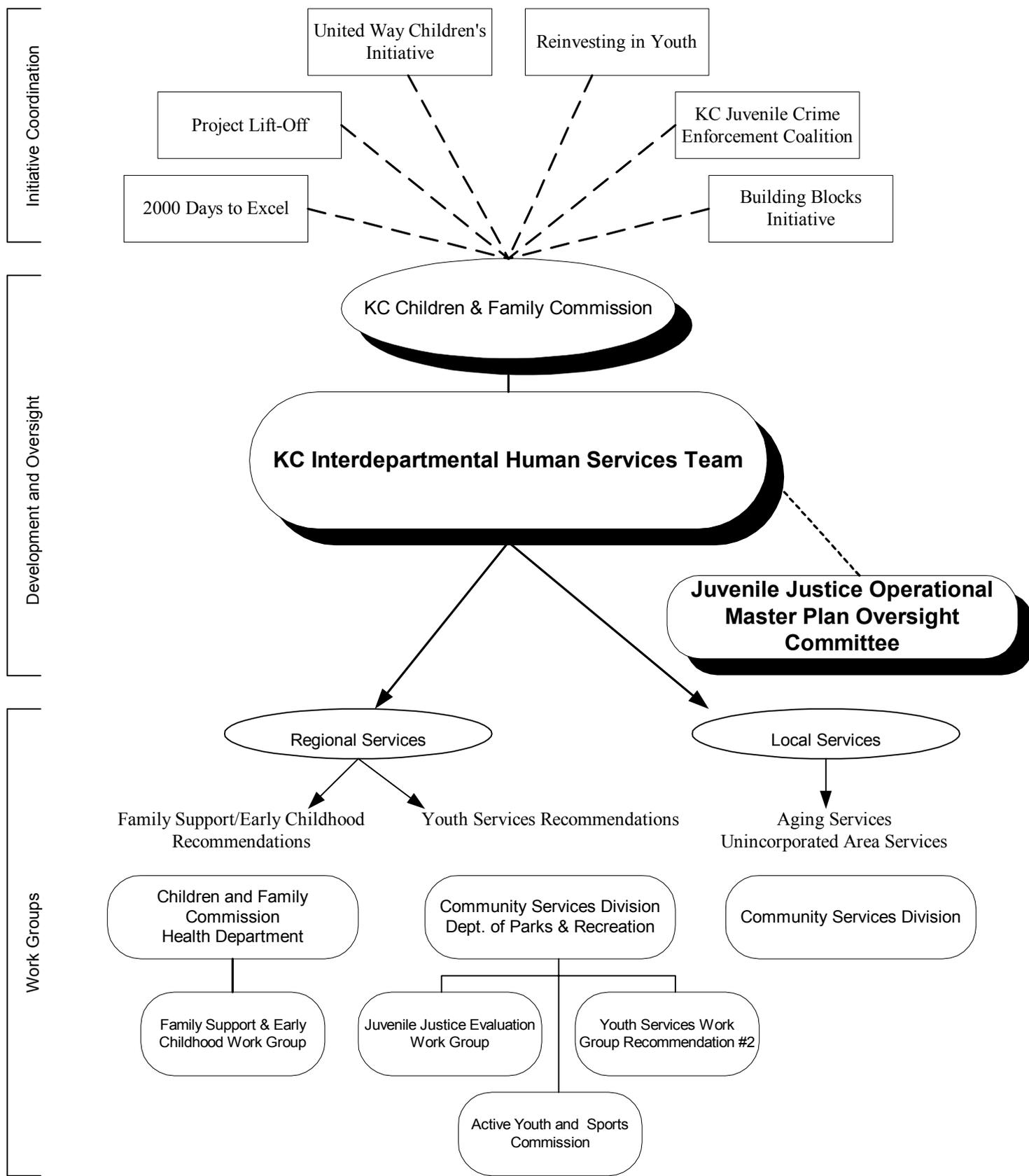
directly involved with several local and Countywide human service initiatives. Work programs from the various teams have been developed and shared with community groups. On a regular basis, there is a “check-in” with human service coalitions to discuss the process, gather input, and hear any concerns. (See Community Involvement Process section on pages 43-46.)

Citizen Oversight

The King County Children and Family Commission plays a substantive and active role in assisting the Interdepartmental Human Services Team to implement the HSRR recommendations. Staff to the Commission participate on the IHST and all work groups. On a regular basis, there were presentations at Children and Family Commission meetings, and input was received to improve various aspects of this document. The Aging Services Funding Policy was reviewed and comments were included in the final version of the proposed policy. The Commission has always emphasized a strength-based community approach to services for children and families and citizen input, as the work is developed. These themes continue to guide King County’s overall approach and commitment to human services.

Human Services Recommendations Report for 2001-2003

Coordination and Monitoring



III. Aging Services

Purpose of the Revised King County Aging Services Funding Policy

The purpose of the proposed revised Aging Services Funding Policy is to update the funding policy that has been in place since 1989, and, per the *Human Services Recommendations Report for 2001-2003*, to provide direction for the County's role in the aging services network. The proposed policy was reviewed and revised in accordance with the implementation guidelines contained in the *Final Report: King County Framework Policies for Human Services*, September 1999. Implementation of the proposed funding policy will result in some funding changes for service providers beginning in 2002. Diagram A (pages 11-12) shows a comparison of the current Funding Policy, the proposed Funding Policy and the budget implications of the proposed policy, if adopted by the King County Council.

The proposed funding policy provides guidance on how the County should direct increases and decreases in current expense funding for aging services. Consistent with the *Framework Policies*, the proposed policy also defines the County's role as a local service provider and advocate for services. This role is similar to that of municipalities in incorporated cities. Specifically, the County has a role in supporting local services such as senior centers, Adult Day Health and Adult Day Care, and other services which increase access to a broad array of services for unincorporated County residents. The proposed Aging Services Funding Policy was developed through a King County interdepartmental effort, and data, information and input were sought from the community and various external stakeholders.

Key Findings

- King County's current role as local provider of aging services for unincorporated residents is appropriate, according to the parameters set forth in the *Framework Policies*.
- Continued funding of currently funded senior centers is appropriate, as long as the centers serve unincorporated residents.
- Continued funding of Adult Day Health and Adult Day Care is consistent with the County's local responsibility for unincorporated residents.
- As emphasized by stakeholders and enumerated in the *Framework Policies*, the County should strengthen its advocacy role with regional funders for both, incorporated cities and unincorporated areas.
- Advocacy is needed to obtain Medicaid reimbursement levels for Adult Day services that fully reimburse providers for services.
- Consistent with the *Framework Policies*' prohibition on use of current expense funds for services that benefit incorporated residents only, the County must cease funding aging programs serving only Shoreline residents.
- Further review is needed to determine the extent to which needed aging services are reaching unincorporated residents.

DIAGRAM A

Proposed Aging Services Policy Changes Funds from DCHS: Community Services Division

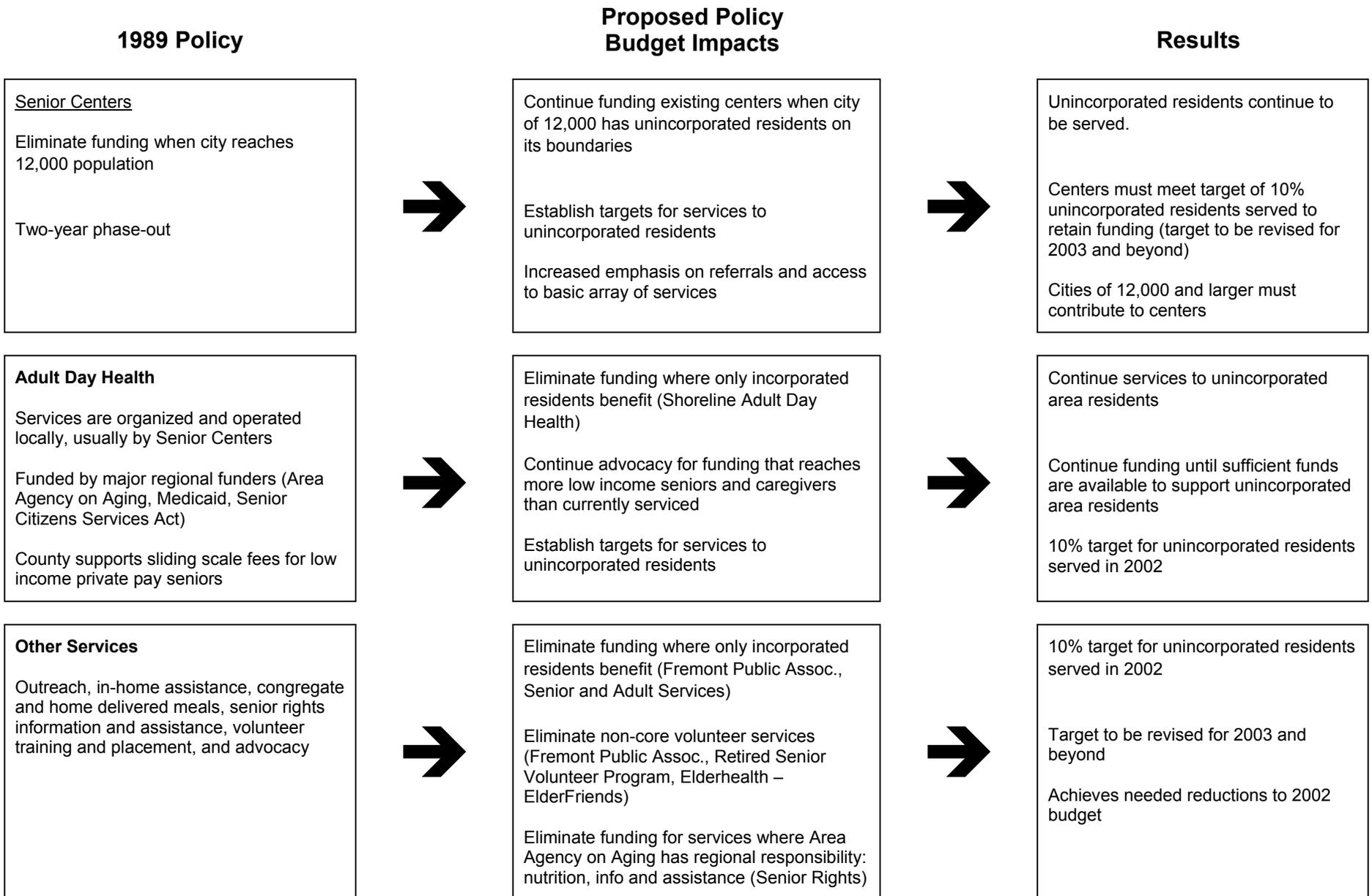


DIAGRAM A

**Proposed Aging Services Policy Changes
Funds from DCHS: Community Services Division**

1989 Policy

Current policy eliminates funding for Northshore, Maple Valley, Highline, and Evergreen Club (Federal Way) centers

Framework Policies eliminate funding for Shoreline Adult Day Health and FPA Senior and Adult Services



**Proposed Policy
Budget Impacts**

No senior center reductions; adds Lakeland Senior Center

Continues Framework policy reductions of local services that benefit city residents only



Results

2002 funding levels are the same under either policy

No transition funds available to cushion reductions because of financial situation

Advocacy Role

Sponsoring member of Area Agency on Aging

Funder of Washington Adult Day Services Association



Continue role in Area Aging on Aging

Emphasize advocacy for unincorporated areas, for cities and for regional services to all King County residents

Continued funding of Washington Adult Day Services



Both unincorporated and city residents receive needed local and regional services

Context and Considerations

The *Human Services Recommendations Report for 2001-2003* reviewed all currently funded current expense human services, some in detail and some briefly. In the brief review of Aging Services, a commitment was made to review the 1989 Aging Services Funding Policy to determine whether it was consistent with the *Human Services Framework Policies*, and to recommend changes if needed. The policy had been in use without change since 1989.

The scope of the study as described in the *HSRR* was 1) to examine the funding policy and the recommended changes based on the *Human Services Framework Policies*, and 2) to review the extent to which human services were reaching unincorporated residents according to need. This report deals with the examination of the funding policy. The second task will be undertaken in 2002 in conjunction with review of other services for unincorporated residents.

The Council's human services budget panel, in its discussion of the Executive's 2001 recommended budget for the Aging Program, requested that the review of the funding policy occur early in 2001.

Process of Developing Recommendations

The process to develop the new Aging Services Funding Policy first assessed aging services against the guidance of the *Framework Policies*. The section on assessment of current human services activities (using CX funds) specifies the following steps:

- Assess against the guidance of the *Framework Policies*;
- Assess against the results of Countywide and subregional assessments of needs and strengths;
- Assess against other resources available to address need;
- Assess against program evaluation results; and
- Incorporate stakeholder involvement in developing recommendations including stakeholder input, internal King County coordination, and citizen oversight through the Children and Family Commission.

Assessment against the Guidance of the Framework Policies

The first step in conducting the assessment was to compare the Aging Services Funding Policy to the relevant *Framework Policies* in order to determine consistency or lack thereof. The relevant *Framework Policies* were (see Appendix A):

HS-1: Regional Role—for All County Residents and Communities

HS-2: Local Role—for Unincorporated Area Residents

HS-13: Priorities for Use of CX/CJ for Human Services

HS-15: Use of CX/CJ for Certain “Local” Services Not Allowed In Urban Incorporated Areas

The second step was to research questions left unanswered by the *Framework Policies*. This was the issue of whether Adult Day Health programs were “mandated” services to be provided regionally. The relevant Framework Policy in this area was HS-14: CX/CJ Not to be Used in “Mandated” Service Areas.

The third step was to develop a set of recommendations that would address issues raised. While for 2002, the proposed budget is reducing some community-based human services funded from the current expense fund; the recommended policies needed to be broad enough that they could direct increases as well as decreases in funding.

Senior Centers

The *Framework Policies* had clearly placed Senior Centers in the category of local services but had not been able to resolve the question of whether Adult Day Health and Adult Day Care Services were local or regional services. Other services for seniors were not specifically addressed in the *Framework Policies* report.

The 1989 Aging Services Funding Policy funded senior centers in the unincorporated County and in small cities. When a city where a center was located reached 12,000 population, County funding was reduced over a two-year transition period. The *Framework Policies* clearly state that County funding of local services is for the benefit of unincorporated residents, not for the benefit of residents of municipalities. The recommended change is that funding continue to be provided for senior centers which are located where they can serve neighboring unincorporated areas both rural and urban. In 2002 and beyond, centers must demonstrate that they do serve unincorporated areas and must obtain funding from municipalities served that have a population of 12,000 or more.

Consistent with the Framework Policy HS-15, King County will no longer provide CX funds to support senior centers that are located in municipalities that do not have unincorporated areas at their boundaries.

The *Framework Policies* direct that the County's local human services role is about provision of access to services for unincorporated residents, according to need. The rationale of the existing funding policy is that senior centers were funded as a venue for a range of services for the aging population. This rationale is consistent with the *Framework Policies*. The revised policy requires that the centers provide access to a defined range of services in order to continue to receive County funding.

Adult Day Health and Adult Day Care

The *Framework Policies* report questioned whether Adult Day Health and Adult Day Care was a regional or local service. In some ways it is both. The Adult Day Health and Adult Day Care facilities funded by King County also receive funding from the major regional funders, DSHS-Medicaid and the Area Agency on Aging which administers Federal Older Americans Act and state Senior Citizens Services Act funding. The facilities, however, are locally organized and operated and are most often associated with the senior centers funded by the County.

County funds are not used to support clients who are eligible to receive funding through the regional funders. Instead, County funds support a population that is medically similar to those who are regionally funded: very old, frail, in need of rehabilitative services, and at risk of needing 24-hour institutional care if the day care is not available. These clients are low-income and meet the Medicaid income threshold. Their assets exceed the threshold, making them ineligible for government subsidies. The client or caregiver pays as much as they can per day (average payment is \$34), based on a sliding scale fee schedule. County funds and provider fundraising make up the difference in cost up to the current average rate of \$55 a day.

The 1989 funding policy embraced adult day centers for their role in preventing isolation of seniors in rural areas and funded centers that were associated with the County funded senior centers. The proposed funding policy would continue to provide funding to adult day health and adult day care facilities in areas adjacent to unincorporated areas, both rural and urban, on the same basis as the senior centers; i.e. a minimum service level for unincorporated residents. Further, the County would continue to provide specialized care for those with Alzheimer's disease at the only facility that has a program for those in the advanced stages of the disease as long as space is set aside for unincorporated area residents.

Consistent with Framework Policy HS-15, King County will no longer provide CX funds to Adult Day Health and Adult Day Care facilities in municipalities that do not have unincorporated territory on their boundaries, except for the Alzheimer's care cited above.

Other Services

The current policy provides guidance on other services in that they will be supported as extensions of basic County-supported services and must be targeted towards vulnerable elders who reside in areas served by County-funded agencies. The proposed policy contains a broad clause which focuses on support for services which promote or increase access to services by residents of unincorporated King County, according to need.

The intent of the proposed policy is to reserve the capacity to:

- Fund services other than Senior Centers and Adult Day Health and Adult Day Care according to the broad criteria that local services must benefit unincorporated residents according to need; and
- Provide funding to support the other County human services roles specified in the Framework Policies—planning and advocacy; partnerships for development, design and implementation of better services; and resource development.

Underlying this policy is the assumption that the needs of and service priorities for unincorporated seniors will change over time. Review of these needs will result in a periodic shift in the emphasis of services.

In 2001, the "other services" category of services was found to include at least one service that benefited only incorporated residents. It is likely that the financial situation of the County will result in elimination of some additional services that are low priorities according to the needs that have already been reviewed in the Community Services Division Strategic Plan and the Area Agency on Aging Four Year Plan.

Assessment Against the Results of Countywide and Subregional Assessments of Needs and Strengths.

The *Framework Policies* in HS-13 establish priorities for the use of CX/CJ funds for human services. The priority that addresses local services states "to help provide access to a basic array of human services for residents of unincorporated King County, according to need." The use of the phrase "according to need" contrasts with the priority for regional services, which is to help assure access to services for persons "most in need, regardless of where they live." In reviewing the results of Countywide and subregional assessments, the standard used for aging services was a demonstrated need for the services

provided. Only when choices based on available funds had to be made for 2002 was there any consideration of the ranking of the need(s) addressed by a service.

As a Sponsor of the Area Agency of Aging (AAA), King County's role is to be involved in the Countywide coordination of funding for aging services. As the Area Agency on Aging for King County, the City of Seattle Aging and Disability Services administers federal, state and local funds for services for older people and adults with disabilities. The AAA is responsible for funding services which fulfill the priorities in the Older Americans Act and the state Senior Citizens Services Act. The King County Department of Community and Human Services Director represents the entire county outside the city of Seattle.

The Area Plan on Aging 2000-2003, developed by Aging and Disability Services, provides guidance on allocating AAA discretionary funding for aging services region-wide. The Area Plan established four issue areas as priority needs: Health, Long Term Care, Housing, and Family Caregivers. These issue areas are to be addressed through objectives that were established through the planning and review process conducted by Aging and Disability Services. County CX services are complementary in that they address Long Term Care and Family Caregiver issues for the benefit of unincorporated residents through Adult Day Health and Adult Day Care services. CX services directly address two of these issues: Long Term Care and Family Caregivers. The remaining two issues will be reviewed as part of the process for determining what services should be included in the broad array of services that must be accessible through senior centers.

The King County Community Services Division Strategic Plan highlighted issues from seven subregions of King County. Results from phone surveys with statistically valid samples from all of the subregions revealed that transportation and affordable housing are issues common to all groups, including seniors. The findings from these interviews indicated that transportation was a region-wide concern, as lack of transportation can be a major hurdle to accessing services. The phone survey process was thorough and extensive. As a result, the data collected was considered to be relevant for review as part of this assessment.

Follow-up on the survey resulted in the identification of more specific issues for seniors. One of the recommendations presented would allow us to use CX funding to address rural transportation issues related to Americans with Disabilities Act (ADA) regulations. These transportation issues are difficult for King County Metro to address because of limitations on the use of ADA funds.

Assessment Against Other Resources Available to Address Need

The difficult financial situation of Adult Day Health and Adult Day Care Services was highlighted in the recent state legislative session where Medicaid funding, which is discretionary on the part of Washington State, was proposed to be cut 50% by the Governor, 25% by the House of Representatives, and the Senate did not propose any cuts. Due to successful advocacy efforts, the Governor recently signed an operating budget that fully funds Adult Day Health. There is clearly a need for continued advocacy for reasonable funding levels, Medicaid reimbursement of the full cost of services, and appropriate recognition of Adult Day Health as a part of the spectrum of community long term care services. Continued funding of the Washington Adult Day Services Association is recommended in order to fulfill the County's advocacy role in this service area. The policy recommends continued funding for this program area until such time

as resources are adequate to support Adult Day Health in unincorporated areas. Currently the centers depend heavily on County funds to continue to operate.

The findings that other resources are available to senior centers in cities of 12,000 or more led to the proposed requirement that centers in cities of 12,000 or more must receive some city funding in order to continue to receive County funding. This is consistent with HS-17: Promoting Regional Participation in Human Services.

Assessment Against Program Evaluation Results

The Community Services Division had not recently done any formal program evaluation of aging services. Evaluation of senior centers had been scheduled for 2001 but staff resources were not available to do both the evaluation and policy development. The evaluation will be postponed until agreement is reached about the range of services that need to be accessed through Senior Centers, and until the new/common standards for reporting activity and outcomes have been developed by providers and the County. Both of these changes are required in the proposed policy. The development of outcome based performance measures for all programs is also required.

The Adult Day Health facilities affiliated with Senior Services of King County have developed outcome based performance standards and the first year's data was reviewed. The standards were appropriate to the type of services provided and the results were positive for those served.

Involvement of Stakeholders in Development of Recommendations

The involvement of stakeholders in the development of recommendations was a critical element in developing the proposed Aging Services Funding Policy. The Community Services Division conducted a survey and held community meetings to gather community input to develop the proposed policy. Several themes were expressed: concern for strong representation at the AAA of municipalities, as well as unincorporated areas; the roles of King County, the AAA, and municipalities; and clarification on establishing an appropriate target for serving unincorporated residents. As a result of feedback received, the section on advocacy in the proposed ordinance was changed to strengthen the importance of the County's regional role on the AAA.

Recommendations for King County's Role in the Aging Services System

It is recommended that King County continue to support the infrastructure and services in the aging services system as follows:

- Continue provision of local services consistent with HS-2: Local Role
- Continue funding senior centers to provide access to a broad range of services, consistent with HS-15: Use of Current Expense/Criminal Justice Funds for certain "local services" not allowed in incorporated areas

- Continue to support adult day services as a local service until regional funding is adequate to serve the needs of unincorporated residents consistent with HS-2
- Fund other services according to need, consistent with HS-13: Priorities for use of Current Expense/Criminal Justice Funds for Human Services
- Strengthen other human services roles enumerated in the Framework Policies, with emphasis on advocacy

2001–2003 Priorities:

- Advocacy for full funding of Adult Day Health as a long term care option
- Advocacy for transportation options for the real needs of seniors, especially those outside of the County ADA boundary

Next Steps

- Working with community agencies, develop new/common standards for reporting activity and outcomes.
- Evaluation of senior centers
- Implement 2001-2003 priorities related to increased advocacy (as identified above).

IV. Unincorporated Area Services

Context and Considerations

The *Human Services Recommendations Report for 2001-2003* contained a brief review of unincorporated area services with recommendations for a more in-depth review. These recommendations called for data gathering concerning the following questions:

- Are mandatory and regional services reaching unincorporated residents?
- What discretionary services are present in the unincorporated areas and who provides them?
- What are the barriers unincorporated residents have to accessing human services? How can these barriers be addressed?
- How effective are the current human services investments specifically targeted to unincorporated areas?
- What role can King County play within its limited discretionary resources to meet the human services needs of residents of unincorporated areas?

Aging Services Were First

The issue of access to human services had been raised most frequently in the rural unincorporated areas when the Community Services Division (CSD) conducted a subregional planning process from 1997 to 2000. When only unincorporated responses (urban and rural) to the resident survey conducted for the planning process were separated out, inadequate public transportation was one of the top five issues. This had not been a significant issue until the unincorporated responses were isolated. Lack of activities, lack of jobs that pay enough, and lack of affordable medical care were also major issues for unincorporated residents. (Survey results are included in Appendix B: *Overview: King County's Unincorporated Areas.*)

During the first six months of 2001, the Community Services Division concentrated on reviewing the aging services funding policy. Aging services had been provided for unincorporated and small city residents since 1974 and were one of the most significant human services investments in the unincorporated area. The recommended changes to the funding policy should result in more service to unincorporated area residents and changes in the service mix to increase access to other services and advocacy with other funders to get appropriate levels of service for unincorporated residents. In developing revisions to the aging services policy, three of the five above questions were addressed. The second phase of the aging study will address whether mandatory and regional services are reaching unincorporated residents and how effective are the current human services investments.

Phase I: Information about Unincorporated Areas and Residents

CSD began the assessment of unincorporated services against the results of Countywide and subregional assessments of both needs and strengths for all services by developing in the fall of 2000 a profile of the unincorporated area and its residents—*Overview: King County's Unincorporated Areas* (see Appendix B).

The purpose of the profile was to provide objective data on who lives in the unincorporated areas that would be needed to develop King County's role in human services for unincorporated areas. The Overview contained demographic data, a housing profile and the results of a survey of unincorporated residents by County subregion developed for the CSD strategic plan. The telephone survey of each subregion contained sufficient numbers of unincorporated residents that their responses could be isolated and reviewed. The survey results showed that like all King County residents, affordable housing and traffic congestion are defined as top priorities in unincorporated areas. The absence of "adequate" public transportation was high on the problem list of unincorporated but not incorporated residents. Affordable medical care was a more prominent issue than in incorporated areas.

The profile was broadly distributed to 200 stakeholders, County and community service providers, and presented to three of the six Unincorporated Area Councils (UACs). The three presentations were met with considerable interest and specific requests were made for information on the human services provided in each UAC's area and on the service needs of their residents. Once additional local level demographics are available from the 2000 Census (probably in August 2001), the Overview will be updated and provided to the same audiences.

When presentations were made to those funders and providers who had participated in CSD's subregional planning process, the value of providing basic information was clear. Many of the recipients had not realized that 82% of the unincorporated population lived in relatively densely populated urban areas. Nor had they any idea of the numbers of unincorporated residents within each subregion. The picture these individuals had of the unincorporated areas as only thinly populated rural areas changed. Six of the seven planning subregions have unincorporated residents for whom access to services is an issue.

Next Steps

The second phase of the unincorporated area study will be to review current services and to examine barriers to accessing services, with the intent of making recommendations to expand the access of unincorporated residents to both local and regional services. It will include:

- A review of the regional services provided by King County to determine whether services to unincorporated residents are proportionate to those provided to incorporated residents. If unincorporated residents are not proportionately served, why not? Do funders, providers and local stakeholders have the same or divergent views of the reasons for this disproportionality?

- A review of service strategies that have been used to increase access to regional and mandatory services including those used by other cities as local service providers and possible subregional partnerships.
- A review of other possible sources of funding to support increased access to services.

V. Family Support and Early Childhood Services

Family Support and Early Childhood Services received an in-depth review in the *Human Services Recommendations Report for 2001-2003*. The report included four recommendations and the King County Children and Family Commission in conjunction with Public Health are the lead agencies to implement the recommendations working in an intra-agency work group. The Family Support and Early Childhood Work Group meets regularly and team members also participate in other planning processes representing King County's role in this important service area. (See Appendix C Family Support and Early Childhood Services Implementation Work Plan)

The services funded in this area are the foundation for healthy development of children and families. It is during these early years that there exists a critical, time-limited window of opportunity for both the reception of enriching and strengthening input, and for the infiltration of dysfunctional and destructive behavior. Once this developmental window closes, the mind has been wired or mapped to respond in a way that will forever affect the child throughout his or her life. Once mapped, a mind's ability to change or rehabilitate is both difficult and costly. The community can maximize the window of opportunity for enriching input among high-risk families by promoting healthy child development through home visits, parent training, preschool and other programs. The first five years of life may provide the most powerful opportunity for preventing future involvement with the criminal justice system.

Family Support/Early Childhood Recommendation 1

King County will continue to support model family support and early childhood programs.

The King County Children and Family Commission (CFC) continues to support model family support and early childhood prevention/early intervention programs. The adoption of the *Human Service Framework Policies* strengthened this commitment by requiring the promotion of best practices and programs with proven results serving those most in need.

The expectation is that each CFC funded program will meet and sustain a very high standard of program effectiveness that have proven results and promote healthy families in a way that reduces delinquency related risk factors. Two parallel approaches are used to track and measure the success of the projects. First, all contracts include measurable outcomes that directly link to three or more of the Communities Counts indicators. Technical assistance has been provided to each agency in the development of a methodology to collect, analyze and report data related to these outcomes. CFC staff conduct an annual monitoring site visit and provide on-going technical assistance to each contractor. Program evaluation is the measure of the overall impact of the services delivered over an extended period of time. Evaluations are generally completed during the final year of the project or every four years for on-going projects. The evaluation is rigorous and programs are held to high standards that have been demonstrated through proven research to be most effective. The CFC has a long-standing commitment to intensive evaluation and funding programs that couple best/promising practice with demonstrable effectiveness.

In the fall of 2000, the CFC evaluated three Early Childhood Home Visiting programs. Two of the programs were in the eighth year of funding and had participated in two prior evaluations. The third program was in the third year of funding.

The evaluation pointed out two key findings that required restructuring the strategic allocation of Early Childhood funding. First, the South King County Healthy Families program's focus of universal access did not align with the *Framework Policies* in serving only "most in need." Since universal access is a key strategic component of the Healthy Families model, the CFC offered a seven-month contract to the lead agency for the South County Healthy Families Consortium, while a Request for Proposal (RFP) was conducted.

When the Early Childhood RFP was released, applicants were restricted to serving South King County in an effort to maintain the much needed intensive home visiting in this area. The Early Childhood RFP outlined components of "best/proven" practice and included the "most in need" definition. One application was submitted by Public Health and community partners (including the members of the South King County Healthy Families Consortium). The application proposed a Nurse Family Partnership Model replicating the David Olds model. The Nurse Family Partnership Model is a proven research-based model that has been tracked for over fifteen years. It cites numerous short-term and long-term positive outcomes for both mother and child and a proven long-term cost to benefit ratio. The Children and Family Commission accepted the application and the program is scheduled to begin August 1, 2001.

The second evaluation finding identified the need to increase funds to the Highline Hospital Home Visiting program. Dollars offered in the Early Childhood RFP were lowered and the difference was reallocated to the Highline Hospital program to effect a more even distribution of funding resources. This increase of funding will allow the Highline project to increase the number of interpreters (sorely needed), computerize their data collection, and increase the number of participants in the program.

Another task of the Children and Family Commission during 2001 involved completion of an extensive literature review of "best and promising practice" models to confirm its contracted programs fall into these categories. All Family Support and Early Childhood programs funded by the Children and Family Commission were also scrutinized for alignment with the priorities of the *Framework Policies*. In a few cases, programs, while providing valuable community service, were found to fall into the category of "local" responsibility, as described in HS-15. The funding for these projects will not be carried forward by the CFC after 2001 and are part of the CFC proposed budget reduction for 2002.

A significant accomplishment occurring in 2001 was the linkage of CFC provider contracted outcomes to the *Communities Count 2000 Social and Health Indicators Report*. (This report will be published every two years.) For the 2001 contract period, agencies have either demonstrated, or are developing measures to show, a convincing linkage between contracted outcomes and at least three of the 29 social and health indicators listed in the *Communities Count 2000 Report*. Several agencies have gone to great lengths to clearly establish and measure such connections.

By linking program outcomes to the Communities Count indicators, programs are able to demonstrate how their services impact specific social and health indicators. This provides taxpayers and policy makers assurance that the funding is well spent, the programs are making a difference, and services are strengthening and affirming the quality of life for the diverse populace of King County.

Family Support/Early Childhood Recommendation 2

King County will continue to forge partnerships in support of inclusive, quality, accessible and affordable child care.

Working with other governments and local community partners, King County continues to develop partnerships to support inclusive, quality, accessible and affordable child care services. The King County Child Care Program (KCCP) works closely with the City of Seattle, Department of Social and Health Services, King County Housing Authority, community colleges, Child Care Resources, and other community-based agencies to coordinate child care training and quality services, fund development, and increase the availability of child care throughout the region. One area of focus is the connection of child care to early learning and out-of-school time for children.

There are numerous initiatives in which KCCP has partnered with many organizations to provide training, fund development, and increase child care services. Among those are the Northwest Finance Circle, Opening Doors to Child Care, Full Cost of Child Care Training, Strategies to Expand Program Success (STEPS), Washington State Child Care Coordinating Committee, Teacher Education and Compensation Helps (T.E.A.C.H.), Muckleshoot Child Care Facility, Early Learning Opportunity Fund, Project Lift-Off, and the Employer Champions Child Care Accreditation Campaign.

KCCP has continued its groundbreaking partnership with King County's Culturally Relevant Task Forces (African American, Asian-Pacific Islander, Latino, Homeless, Native American and Gay and Lesbian) to implement action steps that increase access to high quality, culturally relevant child care for all families. KCCP is a core participant in the Culturally Relevant/Anti Bias Leadership Group (CRAB) that provides training and technical assistance to community agencies on issues of racism and cultural relevance in child care.

Recently, KCCP, in collaboration with Renton Technical College, submitted a proposal to provide research based early childhood training/education for child care teachers serving low-income children in South King County. The goals of the training are to increase the literacy and child development skills of teachers to better prepare children for kindergarten.

As mentioned earlier in this report, due to the significant challenges faced with a current expense budget crisis, reductions to the human services budget will be necessary. One area under consideration is the child care subsidy program. The program was originally established to serve families who reside outside of Seattle, and set, as a priority, services to unincorporated area residents. In the child care program goals, one stated strategy is to promote development of an overall child care system and to "Encourage suburban city participation and coordinate with the existing program in Seattle and with the state DSHS Program..."¹ King County will continue to serve through 2002 current child care enrollees residing in unincorporated areas, and will encourage suburban cities to participate in the funding of the child care program for their residents. The degree to which the program continues beyond 2002 will be evaluated based on the 2003 revenue picture and the degree to which suburban cities participate.

The King County Children and Family Commission will continue the implementation of this recommendation through large system-wide initiatives. These include Project Lift-Off, Employer Champions for Children, the United Way Children's Initiative and the Opportunity Fund. The Children's Initiative seeks to make real and lasting improvements in the way we care for and support young children and families. The Opportunity Fund seeks to increase collaboration among public and private funders and

¹ Proposed Funding Policies and 1988-90 Expenditure Plan for the Health and Human Services Fund, May 3, 1988.

community organizations to fund programs that foster high quality, accessible, and affordable out-of-school learning opportunities for children and youth in King County.

Family Support/Early Childhood Recommendation 3

King County will explore expansion of home visiting programs for parents of newborns.

Public Health and the Children and Family Commission coordinate this recommendation. In partnership with the United Way Children's Initiative, Public Health applied for home visiting expansion funds from Social Venture Partners, Success by Six, and the March of Dimes. Although receiving positive feedback from the first two funders no money was awarded. Both funders have encouraged reapplication next year. The March of Dimes awarded \$14,000 to support development of a Community Advisory Team for the purpose of exploring creative avenues to expand intensive home visiting programs. Representatives on the Advisory Team will include Public Health, CFC, King County Council, University of Washington School of Nursing, Talaris Institute, and other community experts in this field.

The Children and Family Commission funded Public Health and community partners in the development and implementation of two intensive home visiting teams in South King County. This new program is scheduled to begin on August 1, 2001.

The expansion of intensive home visiting is an on-going effort and will continue throughout the next year.

Family Support/Early Childhood Recommendation 4

King County will strengthen internal and external coordination for family support and early childhood services.

An internal work group was formed to address the Family Support/Early Childhood Services recommendations and priorities of the *Framework Policies*. Staff from the Children and Family Commission and Public Health convene the work group. Membership also includes representatives from the Department of Community and Human Services—Developmental Disabilities Division, Community Services Division Child Care Program and WSU Cooperative Extension/King County; Parks Department; and Office of Regional Policy and Planning, King County Jobs Initiative.

The Family Support/Early Childhood Services Work Group completed a “most in need” definition and coordinated the public process to obtain feedback from the community regarding the definition. A draft definition was written and provided via e-mail and US mail to an extensive mailing list for comment and review. In addition, two community meetings were held soliciting additional community comment. The King County Children and Family Commission and the Interdepartmental Human Services Team adopted the Most in Need definition (see next pages).

The workgroup views this definition as a guiding tool for the County agencies that contract with the community. Members believe strongly that the services must be made available to children and families that have barriers to access services.

Definition of Most in Need Family Support/Early Childhood

INTRODUCTION

King County government is committed to supporting the development of healthy families and dedicating resources to the most vulnerable families. The following *seven characteristics* are intended as a framework for achieving positive results in building strong families whose members can lead productive lives. The focus is not on problems but building on individual family strengths and assisting families in building positive assets.

- **Safety:** Family members are safe from all forms of violence.
- **Health:** Family members are physically and mentally healthy and have access to basic health care.
- **Sense of Belonging:** Members feel a sense of belonging with those who care for them.
- **Social Integration into Community:** Families have a network of support in the community, along with opportunities to help and support others.
- **Human Development:** Family members develop to their fullest capacity.
- **Learning and Skill Building:** Family members acquire skills and knowledge to support them throughout their lives, and have access to educational opportunities. Parents are involved in their child's learning.
- **Economic Stability and Opportunity:** Families are consistently able to meet their own basic needs and have the chance to pursue economic self-sufficiency.

Note: Special thank you to the Washington Family Policy Council who developed the Seven Characteristics of a Thriving Family.

MOST IN NEED DEFINITION

The programs the County will fund with family support/early childhood dollars will be directed to programs that support families that are the furthest from the characteristics described above. The target population for each individual program will be determined by using this criterion as a guide. Priority for services shall be evaluated based on the families and children's ability to access services.

Families are considered *Most in Need* if they experience one or more of the following:

- Abuse of alcohol and/or drugs
- Affected by chronic mental illness, developmental disabilities, depression and/or post-traumatic stress
- History of criminal activities
- Homelessness
- Risk of poor birth outcomes
- Special needs children: developmental delays, mental health, physical limitations
- Teen parents
- Violence: domestic violence, and/or child abuse and neglect

(Definition of Most in Need, cont.)

CONTRIBUTING FACTORS

Families are considered *Most in Need* if they experience two or more of these factors:

- Health issues; lack of medical insurance, lack of access to health care, lack of access to dental care, chronic health problems, and/or physical limitations.
- Immigrant/refugee
- Institutionalized racism
- Involvement in the child welfare system and/or in foster care
- Isolation and lack of social supports
- Lack of educational, life skills, social skills, literacy, and lack of educational achievement.
- Limited or no English
- Poverty
- Substandard housing or unstable housing
- Unemployment or unstable employment

External coordination has occurred in several areas:

- United Way Children’s Initiative, which is exploring ways to expand partnerships around home visiting programs for new parents. The Initiative is also the convener of all stakeholders in the Family Support/Early Childhood arena to facilitate community coordination and cooperation. Public Health and CFC are active members of this community coalition.
- Project Lift-Off—Opportunity Fund, Employer Champions, Readiness to Learn, Refinancing the Child Care System. This initiative is looking to improve the quality and accessibility of early learning and after school programs for children in King County. A federal grant application has been submitted to assist in funding the implementation of this work.
- North and East County Healthy Start Coalition, a collaboration that participates in the Home Visiting program, and Healthy Start.
- FACES (Family and Children Early Supports)—A South King County consortium that is exploring, identifying and developing strategies to bring a comprehensive range of services and supports to the children and families of South County.
- Health and Safety Networks are located in seven different areas of King County and target healthy families and children as a major priority.
- Literacy Program has been designed and will soon be implemented to provide library books to young families at South County Women Infant Children (WIC) sites. The goal is to increase the number of children ready for kindergarten by increasing the number of families that read or tell stories to their children every day. Success will be measured using a kindergarten teacher survey tool. This is a collaborative effort with Highline School District, King County Library System, King County Children and Family Commission, and the Public Health Department.
- City of Seattle Family Support Recommendations Workgroup. This group is looking at the reallocation of the dollars spent in the Educational Levy for Family Support. Currently the CFC funds three family support programs in the City of Seattle and hopefully through this process Seattle will begin to fully or partially fund these programs.
- Family Support Washington provides training and technical assistance to foster and advance Family Support in Washington State. Family Support Washington is affiliated with Family Support America.

- Family Resource Coalition of Washington is building a membership organization working at the grassroots level to empower the Family Support movement in Washington State through training, education and advocacy.

Next Steps

- King County will continue to provide leadership in the Family Support/Early Childhood system to insure that a regional system of services is available for all families and children.
- King County will provide technical assistance and any available resources to help launch effective initiatives that will support healthy development of children and families.
- King County will continue to develop private/public partnerships that assure strategic investments are made that positively support children and families.

VI. Youth Services

Youth Services programs also received an in-depth review in the *Human Services Recommendations Report for 2001-2003*. The HSRR includes four recommendations and the Community Services Division is the lead agency to implement the recommendations. Two work groups have been formed—one group, the Juvenile Justice Evaluation Work Group focus is on the evaluation work; the other group, a Youth Services work group, is working at the community level to develop a better youth-serving system to serve at-risk youth.

Youth Services Recommendation 1

King County will track and evaluate the various community-based “service linkage models” now being piloted in King County for high-risk youth, and identify the model(s) most able to demonstrate an impact on the juvenile justice system. The most successful will be considered for possible continuation/expansion, and or replication.

In November 2000, the Juvenile Justice Evaluation Work Group (JJEWG) was formed to begin working on HSRR Youth Services Recommendation #1. Work group membership includes participants from King County DCHS Director's Office and Community Services Division, Public Health, Juvenile Court, City of Seattle, Seattle Police Department, Children and Family Commission, and Juvenile Justice Operational Master Plan (JJOMP).

The approach for addressing recommendation #1 involved dividing the work into four specific, yet related, project areas (refer to Juvenile Justice Evaluation Work Group Project Area schematic, page 33). The four project areas, addressed below, include:

- I. Identify Successful Project/Program Criteria**
- II. Develop an Evaluation Guide for Community-Based Juvenile Justice Intervention Programs**
- III. Evaluation of New Start Program**
- IV. Track and Evaluate Community-Based Prevention and Intervention Programs**

I. Identify Successful Project/Program Criteria

The first project area undertaken by the JJEWG is to "Identify Successful Project/Program Criteria." The JJEWG will develop three resources for this project:

- A. Resource Menu A menu compiling national and local information and data on programs that have demonstrated their ability to successfully reduce juvenile delinquency.
- B. Successful Project/Program Criteria A list of criteria that identifies and defines components of successful/effective projects or programs serving youth currently involved with or at high risk for becoming involved in the juvenile justice system.
- C. Outcomes and Performance Measures A list of outcomes and performance measures associated with reducing impacts on the juvenile justice system.

King County policymakers and staff will use the resources to complete work in other project areas and help inform funding and policy decisions. In addition, the resources would also be available to service providers, community members, other funders, planners and stakeholders working with at-risk youth and

youth involved in the juvenile justice system. The JJEWG is identifying potential partners, both internally and externally, to assist in developing a website or other mechanism for accessing resources and other information.

(See Appendix D King County Juvenile Justice Evaluation Work Group Identify Successful Project/Program Criteria Work Plan)

A. Resource Menu

- JJEWG will be developing a draft resource menu to identify national and local proven and promising services, treatments or intervention programs that target the needs of youth who are at high-risk for involvement in the juvenile justice system or are currently involved with the system.
- The resource menu will be based on work already completed by research institutions around the country, such as the Center for the Study and Prevention of Violence (University of Colorado) and the Washington State Institute of Public Policy.
- In order to be included in the various research compendiums, programs must meet required minimum criteria in several areas including evidence of significant deterrence effects (related to delinquency, violence, drug use, school dropout), research design, multiple site replication, etc.
- The resource menu will provide users with a variety of information, including some or all of the following: description of the type of intervention or service, expected outcome, level of intervention, risk/protective factors impacted, target population, resources needed to implement, evidence of effectiveness, history of intervention, contact information, etc.
- A mechanism will be developed to review and update the menu on a regular basis to include programs meeting the minimum criteria. In addition, the menu will provide information on how programs or services, not listed, can be included in the future.
- The menu is intended to be a guide to current research on programs that work, to be used by community service providers, community members, planners, policy makers, etc.

B. Successful Project/Program Criteria

- The purpose of this project area is to establish a criteria list that identifies and defines components of successful or effective projects/programs serving at-risk youth or youth already involved in the juvenile justice system (both prevention and intervention).
- The list will be developed using existing research on programs and projects that have achieved positive outcomes related to reducing impacts on the juvenile justice system.
- The criteria list will include items consistent with research and best practices as well as King County Framework Policies, HSRR, and JJOMP principles.
- In order to ensure that this is not a static list, a mechanism will need to be developed in order to stay current with research and best practices and to adjust or update the list as necessary.
- Providers, funders, community members and other stakeholders can use these criteria and components for planning, evaluation, and quality improvement purposes.

C. Outcomes and Performance Measures

- Consistent with the human service field, JJEWG has defined outcomes to be the expected impact on clients whereas performance measures are how the program must perform to achieve its outcomes.
- JJEWG will draft two preliminary lists of outcomes and associated indicators associated with juvenile justice intervention. One applies to systems or cross-system priorities. For example, it could include

reducing re-offending, improving school performance, and reducing the overrepresentation of youth of color in secure detention.

- The second list of outcomes and indicators applies to agencies and programs according to their mission. Again, recidivism is an outcome but also at this level outcomes could include changing risk and protective factors.
- Once developed, the work group will take these outcomes to stakeholder groups for feedback.
- JJEWG will work with appropriate entities to develop standardized ways for data to be collected on these outcomes and indicators both internally and externally.
- Similar to outcomes, we will also draft performance measures that reflect whether or not programs are operating in ways that are related to achieving their outcomes and seek input from stakeholders. For these performance measures, we will work with community providers to develop the mechanisms for collecting and reporting data.

II. Evaluation Guide

The focus of this project area is to develop an evaluation guide for community-based juvenile justice intervention programs. This guide will be used for the evaluation of the New Start Program (see below). In addition, the evaluation guide will serve as a resource for intervention programs and juvenile justice reform efforts to conduct consistent and sufficiently rigorous evaluations.

- One important focus of this guide is to help measure whether programs are impacting youth in ways that directly or indirectly reduce juvenile delinquency.
- In order to evaluate programs to a sufficient level of rigor, JJEWG will work on developing mechanisms for programs to evaluate their participants in comparison to a similar group of youth who did not receive the service.
- The result of this guide will be to enhance feedback to programs in order to improve service delivery and program quality and provide feedback to funders regarding the impacts of programs on the juvenile justice system.

III. Evaluation of New Start Program

Both the HSRR 2001-2003 and JJOMP Phase II reports refer to the "service-linkage model" as a possible approach to reducing impacts on the juvenile justice system for youth involved and at-risk for becoming involved in the juvenile justice system. The New Start program located in White Center was identified as a demonstration project for this model. The program evaluation is on-going and a written report will be completed later this year. From this evaluation, we will gain information regarding the success or effectiveness of the New Start program, specifically, and the service-linkage model, in general. This information as well as lessons learned from the development and implementation of this type of program will be shared with other initiatives and community providers. In addition, this model will be evaluated for possible expansion or replication.

IV. Track and evaluate prevention and intervention programs

In addition to formal program evaluations, King County plans to continue to move toward on-going, consistent monitoring of outcomes and performance measures related to juvenile justice impacts for all contracted service providers. In order to collect and report data consistently, the following tasks will be completed in this project area:

- Clarifying data parameters and mechanisms for tracking and evaluating service linkage models, cross system initiatives and other programs.

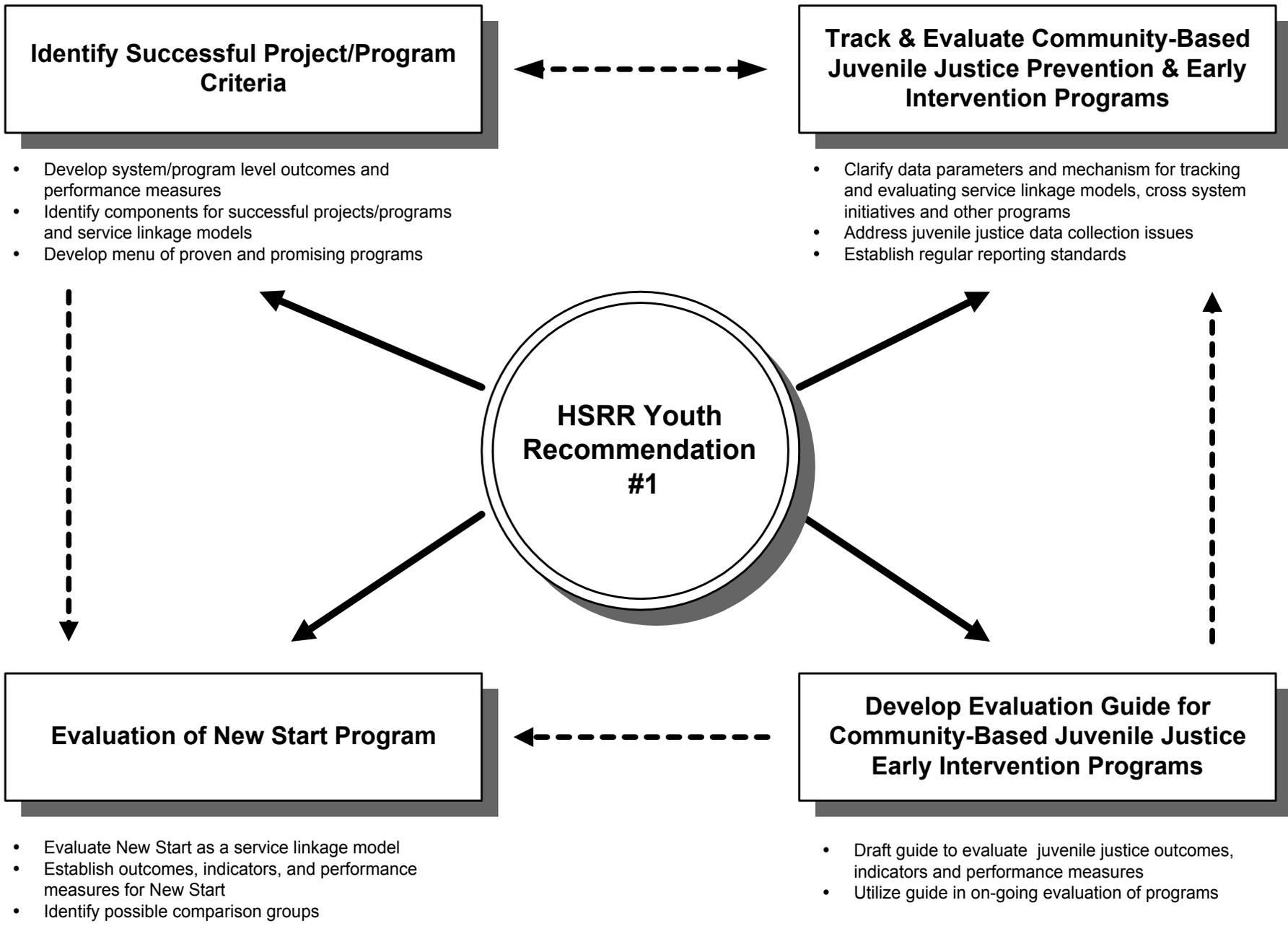
- Establishment of regular reporting mechanisms and standards for all King County contracted youth intervention and prevention services.
- Addressing juvenile justice data collection issues to improve collection of juvenile justice data both internally and externally.

V. Current Work and Next Steps

The Juvenile Justice Evaluation Work Group is currently working on completing working drafts of the products outlined in the "Identify Successful Project/Program Criteria" (resource menu, successful criteria list, outcomes and performance measures). These will be presented to the King County Community Juvenile Justice Symposium scheduled for August 28, 2001.

Upon the initial completion of the first project area, the next area of focus for the JJEWG will be to develop a draft evaluation guide and complete the evaluation of New Start. The information gained from the resources developed and completed evaluation will be utilized for on-going evaluation of outcomes related to reducing impacts on the juvenile justice system for youth programs funded by King County. Recommendations will be developed related to how King County will utilize evaluation resources and findings in making funding and policy decisions.

**Juvenile Justice Evaluation Work Group
PROJECT AREAS**



Youth Services Recommendation 2

King County will continue participation in subregional partnerships to promote improved, better coordinated responses for at-risk youth. A priority in the implementation of subregional human service plans and for County discretionary funds will be to address needs of at-risk youth and their families.

The first meeting for the work group formed to address HSRR Youth Services Recommendation #2, was held May 18, 2001 at the White Center Public Health Department. Work group membership includes representation from the King County Department of Parks and Recreation, Mental Health, Chemical Abuse and Dependency Services Division, Public Health, King County Community Services Division, King County Housing Authority, Children and Family Commission, Superior Court, Sheriff's Office, City of Seattle/Reinvesting in Youth Initiative, Annie E. Casey Foundation and community providers—Ruth Dykeman, Neighborhood House, New Start. In addition, the work group is in the process of identifying members from school districts, The Casey Foundation, human service planners, and any other interested stakeholders.

I. Purpose

One of the initial tasks completed by the work group was to clarify goals, milestones, and components needed to fulfill the intent and purpose of the recommendation. The goal identified by the group is to "build upon existing services and coordination efforts within a specific area, to develop youth services protocols that establish "clear pathways" for all that work with youth and their families." The major milestones include (see Appendix E HSRR Youth Services Recommendation 2 -- Development of Protocols and Clear Pathways for Youth Work Plan):

- A. Establish Work Group Framework**
- B. Protocol Development Model or Approach**
- C. Identify Existing Services and Coordination Efforts**
- D. "Development of Youth Services Protocols and Pathways" Model—System Approach**
- E. "Development of Youth Services Protocols and Pathways" Model—Youth, Family and Community Approach**
- F. Expansion of Process to Other Subregions and Areas**
- G. Other Supports for Responses to At-Risk Youth**
- H. Community/Stakeholder Input Process**

II. Work Completed to Date

In addition to identifying the goals, milestones and components for the work group, the following work has also been completed to date:

- The workgroup has identified that in addition to the actual "Youth Services Protocols and Pathways" that will developed as a product of the workgroup, it is essential that the process and approach for developing this product be clearly documented. This will be completed as an additional report, tentatively titled "Development of Youth Services Protocols and Pathways." This documentation will be crucial in facilitating the expansion of the process to all subregions within King County, as indicated in HSRR Youth Services Recommendation #2.

- After much consideration, the work group proposed that the development of both the process and protocols initially be completed using the Highline School District as a pilot area. The recommendation refers to the selection of an entire subregion in which to complete the pilot work. Due to both the size of King County subregions, as well as the unique qualities of school districts and communities, and the need to build upon existing services and coordination efforts, it was decided that it would be more useful to select a smaller pilot area.
- The Highline School District Area was selected for several reasons—including the high number of juvenile offenders coming from this area identified in juvenile justice data, as well as the efforts and initiatives that are already underway to address youth-related issues.
- After the initial process for developing protocols has been completed and protocols have been established, the process will be expanded to include the rest of the South Urban subregion, as well as all other subregions in King County. The work group will develop a plan and recommendations for how best the expansion can be carried out.
- In order to determine how best to approach the development of protocols, the work group contacted other King County divisions and programs that have developed protocols related to their particular services areas.
- Using the information received above, the work group has begun to clarify and implement a "Development of Youth Services Protocols and Pathways" model to complete their work. The model involves a two-pronged approach—a systems approach and a youth, family, community approach.
- Currently in process is the identification of both coordination efforts and existing services within the Highline School District area.

III. Next Steps

The next steps to be completed by the work group include developing operating definitions for "at-risk" youth and "most-in-need" and to begin work on the system approach. The first step in this approach involves developing a process flow diagram for formal and informal systems involved in the identification, referral, assessment, and service provision to youth. This work will be completed through informational interviews and existing data related to youth services.

Youth Services Recommendation 3

King County will foster a regional perspective to address youth recreation issues, and continue to support youth recreation and education programs for youth in unincorporated King County.

The King County Department of Parks and Recreation is responsible for addressing Recommendation #3 in cooperation with the Department of Community and Human Services. The King County Active Sports and Youth Recreation Commission was established to develop a regional perspective to address the needs of active sports and youth recreation throughout King County. The Commission consists of 19 members; 13 representing each King County Council District and 6 at large members. It represents field sports, court sports, aquatic recreation, hobby groups, specialized recreation for persons with disabilities, and any other sport which requires facilities or fields, as well as, local youth groups. The Commission is staffed by King County Parks. Parks staff are working with the Commission to address the Youth Services Recommendation 3.

I. 2001-2002 State of Youth Sports Report

The King County Active Sports and Youth Recreation Commission is in the process of producing a report, due in May 2002, titled *2001-2002 State of Youth Sports Report*. The report will include:

- A regional inventory of all recreational facilities in King County
- Recommendations on ways to maintain and enhance interjurisdictional relations and create partnerships to maximize the use of recreational facilities
- Availability of sports and recreational opportunities for at-risk youth
- Identification of successful programs emphasizing developmental assets and youth involvement

II. Recreation and Education Programs in Unincorporated King County

The County is a primary provider of youth recreation and education programs in the unincorporated areas of King County. Programs, activities and events are developed and offered in a variety of formats and locations to meet youth and family needs. These programs provide opportunities to increase individual skills and knowledge, appreciate different cultures, explore new interests, or work together on community events and service projects. Programs focus on increasing positive developmental assets in safe, supervised settings. Large group programs such as teen centers or hours, Summer Playgrounds, After School Playgrounds and various day and specialty camps provide a haven for youth who would otherwise be unsupervised during school year afternoons or evenings and provide a place to go during summer daytime hours. Many youth programs also have a volunteer service component that help youth learn how they as individuals can help strengthen and improve a community. (Examples: food drives, outdoor clean up projects, creating and staffing craft or carnival booths for events with younger children, assisting with tutoring, etc.). In addition to the benefits for participants, these programs provide thousands of hours of temporary employment. Many of the workers are under age 21 and some are former program participants.

In the past year, Recreation staff worked in partnership with 44 community and governmental groups to enhance human service connections to programs, activities and special events. This included being part of human service policy development planning, state funded network and community focus teams to improve service delivery, increase services or find alternative funds. Service and resource information (including Medicaid referral) or human service agency volunteers are part of many family programs and events. Information is posted at community centers and registration sites. Staff interaction with youth or families in programs has fostered discussions that resulted in connections to homeless shelters, family counseling, food and clothing banks, tutoring services, etc. The fact that human service agency volunteers work in programs such as Family Nights or Indoor Playground programs has made families more comfortable asking questions or connecting with services. Recreation and educational programs are proving to be an important pathway to connecting youth and families to experiences and services that can improve their quality of life by developing healthy families and communities.

III. Next Steps

- Continue to participate in and develop partnerships as appropriate to offer recreational programs, activities, and events that meet youth and family needs and enhance human services connections.
- The major body of work for the next few months is to complete the *2001-2002 State of Youth Sports Report*. The report will be completed by May 2002.

Youth Services Recommendation 4

King County will strengthen internal and external coordination for youth services

In addition to the work being completed for the HSRR Youth Services Recommendations #1, 2 and 3, the Department of Community and Human Services, Community Services Division, is also focusing on other specific areas related to the need for King County to strengthen internal and external coordination for youth services. These focus areas include continued participation with the Reinvesting in Youth Initiative, and maintaining and building connections between the community-based human services and juvenile justice systems.

I. Reinvesting in Youth Initiative

In January 2001, a feasibility study funded by the Annie E. Casey Foundation and endorsed by King County Executive Ron Sims and Seattle Mayor Paul Schell, was completed to determine whether and how the greater Seattle-King County area could shift the use of its resources in the juvenile justice and youth-serving systems—from a heavy emphasis on deep-end institutional services, to a more balanced approach with greater investments in development, prevention, and early intervention. The study included a financial analysis that determined that a huge proportion of funds go to serve relatively few youth in residential and institutional services. It also looked at real life examples of how a reinvestment strategy could work, including models and communities that have implemented strategies for reform in policy, financial structure, programming, and in coordination and decision-making.

Retired Juvenile Court Judge and 12-year Seattle City Councilmember, Jim Street, has just come on board as the Reinvesting in Youth Executive Director. He will lead Reinvesting in Youth through Phase 2, to develop the specifics of an implementation plan and funding strategy. A steering committee is being formed and will convene in September 2001. The City of Seattle and King County have already committed significant resources to Phase 2, and we are seeking financial support from local foundations to help complete this work.

II. Maintaining Connections Between Community-Based Human Services and Juvenile Justice Systems

A. Referral and Information Sharing Issues

In order to successfully intervene with youth already involved in the juvenile justice system and prevent further involvement, it is crucial to connect youth with community-based services that will address their identified needs. One issue that often impedes this process is the lack of meaningful information that is shared among organizations so that available services are directed at youth in the juvenile justice system. King County staff from both the juvenile justice system and Community Services Division are working with consultants to analyze and recommend solutions to improve information sharing between the juvenile justice system and community based agencies. This effort, which is referred to as the "JAIBG Information Sharing for Community-Based Organizations" Program receives funding through Juvenile Accountability Incentive Block Grant (JAIBG) funds. The intended outcomes for the program are to:

- Increase access to community-based services targeting youth and families who come in contact with the juvenile justice system;
- Develop a systematic information sharing process to support referrals, service matching and collaborative communication between the juvenile justice system and community-based youth serving organizations; and

- Develop preferred strategies to improve information exchange.

Currently, consultants are in the process of conducting informational interviews with King County staff, community-based youth-serving agencies, community members, and other stakeholders to identify areas for improvement. The next phase will be to develop a series of recommendations for meeting each of the outcomes outlined above.

B. King County Community Juvenile Justice Symposium

In addition to on-going cross-system participation in youth and juvenile justice related workgroups and initiatives, the Community Services Division is participating with King County Superior Court to organize a King County Community Juvenile Justice Symposium. The purpose of the symposium, which is scheduled for August 28, 2001 is to hold a County-wide forum to increase awareness, communication and knowledge regarding current juvenile justice efforts, producing strategies for on-going and meaningful community participation. The intended audience includes members of King County communities, families, youth service providers, law enforcement, faith communities, funders, service planners, and other stakeholders involved or interested in youth. Some of the objectives of the symposium will be to:

- Share current King County perspectives regarding juvenile justice trends, including the reduction of juvenile crime
- Develop strategies for meaningful community participation within our juvenile justice system
- Improve awareness and understanding of overall planning and evaluation efforts, including Human Services Policy Framework and Human Services Recommendations Report—Youth Services Recommendations, Juvenile Justice Operational Master Plan, Community Justice Accountability Act (CJAA), Chemical Dependency Disposition Alternative (CDDA), Juvenile Drug Court, King County Juvenile Crime Enforcement Coalition (JAIBG Coalition), Reclaiming Futures, Seattle SafeFutures, Reinvesting In Youth, and Building Blocks
- Present and explore strategies to reduce racial disproportionality within our juvenile justice system, including specific strategies throughout all juvenile justice initiatives, service delivery and evaluations
- Highlight and celebrate programs targeting youthful offenders and their families within our community
- Improve and connect local efforts targeting youthful offenders to best practices and meaningful outcomes, including presentation of the King County Evaluation Work Group findings and resources
- Present the findings of our Parent Outreach and Orientation Services focus groups

VII. Evaluation Activities

The *Human Services Recommendations Report* requires a section on program evaluation results. County departments administering human services have taken steps to ensure that program evaluation is a regular feature for all lines of business and contracted human service programs.

On an on-going basis, the King County Children and Family Commission evaluates all contracts and programs. The Community Services Division (CSD) has annually produced a Report Card which documents outcomes, outputs and indicators of human service programs. Recently the 2000 Report Card was completed and transmitted to the King County Council.

The evaluation cycle begins with defining a set of outcomes. The Children and Family Commission and the Community Services Division have established outcomes in all contracts. CSD staff reviewed all 2001 service contracts to assess how well outcomes were defined, whether reasonable measurement tools were in place, and if the outcome reporting schedule was adequate. The outcomes are required to support one or more of the five community goals.

Partnerships with other human service funders have been established to develop common outcomes, data collection, and streamline reporting requirements. One group is the Outcome Alignment Group. This group was formed in December 1999 to design compatible requirements among funders of human services in contracting and reporting program outcomes and client demographics. Membership consists of representatives from the Seattle Human Services Coalition, Northshore/Shoreline Community Network, Minority Executive Directors Coalition of King County, United Way of King County, King County, City of Seattle, and the City of Bellevue.

The Outcome Alignment Group has agreed on a common, core set of demographics for reporting purposes. This enables providers to collect demographic information in one format, rather than trying to respond to different funders requests. Current work is on a common outcome reporting format scheduled to be completed in 2001. Along with the format, funders are trying to become more consistent on the frequency and timing of outcome reporting.

Several County departments and other agencies participate on the Human Services Outcome Partnership. This group is convened by the Community Services Division and includes representatives from United Way of King County, City of Seattle, Public Health, Mental Health, Chemical Abuse and Dependency Services Division, Children and Family Commission, Suburban City staff, and community networks. The purpose of the group is to “develop accountability through effective outcome development and measurement.” Members share information on their outcome efforts and discuss evaluation issues that span participating agencies.

Community-based agencies have requested training and technical assistance for programs so that they can articulate outcomes for the services they provide. CSD is responding to that request with the following actions:

- **Awarded Funds to Community Providers for Hardware/Software Purchases**
Many providers lack the hardware and software needed to build the capacity to record data and produce reports. The differing states of readiness to implement performance evaluation and the costs

of building capacity were concerns that providers voiced when CSD was designing its evaluation process. In response CSD awarded \$30,000 to assist agencies with hardware and software.

- **Creating an Information System to Track Services to Homeless People--Safe Harbors**
CSD began working with City of Seattle, United Way, and other homelessness stakeholders to develop a common information tracking system for all King County located programs that serve homeless people. This work continues in 2001. The system will improve the referral process, provide better data on service utilization, and, optionally, facilitated service coordination among providers. This effort benefits our outcome efforts in that the Safe Harbors system will raise information gathering capacities, and create system-wide outcome measures for King County's homeless services.
- **Provided Outcome Development Training to Contractors and Contract Monitors**
CSD, in partnership with United Way, made available logic model training for development of performance evaluation to all its contracted service providers. Twelve free training sessions with space for 120 attendees were held, ranging from outcomes development to data analysis. More intensive training in outcome development and measurement was provided after all 2000 contracts were in place. Sessions were conducted by Dr. Jane Reisman and other staff of the Evaluation Forum. Dr. Reisman has provided similar programs for the Pierce County funders forum and for Snohomish County human services.

In 2000, County-sponsored evaluations were completed for the following programs:

Early Childhood Programs—Healthy Families Program, Healthy Start Program, and the Early Intervention Program

The King County Children and Family Commission secured the services of an independent consultant firm, Business Government Community Connections in the fall of 2000 to evaluate three Early Childhood Programs. The evaluator team employed similar methodology to review each program: staff/volunteer, partner, telephone and in-person interviews; review of case files; and review and analysis of project data. The Healthy Families Program (Auburn, Kent, and Renton) is a community based support program designed to provide services to pregnant women and parents of children from birth through five. The Healthy Start Program (east King County and Shoreline) serves young pregnant women or parents (22 years or younger). The Early Intervention Program (White Center and the Highline School District) is designed to provide home services and extensive referrals for high risk families with children two years of age or younger. (Contact the King County Children and Family Commission at 296-3430 for copies of the three evaluations.)

Youth 'N Action

Youth 'N Action is a Countywide effort to recruit young people and get them active in their communities through youth action councils, meetings with policy makers, positions on boards and commissions, and active organizing and lobbying for a voice in policies and programs that affect youth. In January 2001, the King County Children and Family Commission evaluated the Youth 'N Action program with the assistance of Business Government Community Connections. The program focused on a few key areas of youth involvement and interest: teen health, juvenile justice, education, and the media's image of youth. A core group of participants with representatives from different parts of King County meets regularly to implement different strategies to address the key issues. Most notable are the number of public speaking

appearances and lobbying efforts on behalf of youth: the Surgeon General’s conference on teen health issues, meetings with State Legislators and Lieutenant Governor on juvenile justice system changes, and public youth forums.

An Analysis of King County Funded Domestic Violence Victim Services

In-house analysts within the Community Services Division produced this report, which documents changes in King County funded domestic violence victim services over the past five years—1995 to 1999. The report examined who was being served by King County, what types of services were being provided, and what the impacts of those services were in the lives of victims and their families. Key findings from the report were:

- The proportion of people of color served has gone up considerably over the past five years, from 39% in 1995 to 49% in 1999.
- The most pressing client service issues at intake were: emotional problems (74%), lack of financial resources (63%), employment (43%) and health (34%).
- Clients on average received nearly twenty-three hours of direct service during their initial service period (through service termination or six months, whichever comes first). The services included: individual counseling/assessment, group counseling, case advocacy, legal advocacy, attorney time, health care and interpreter services.
- Of those clients available to answer the question after the initial service period, the great majority of clients (94%) said that they thought their situation had improved as a result of using victim services.
- Eighty-three percent of the clients believed that their level of personal safety had improved since entering the program.
- Eighty-one percent of the clients believed that their level of self-sufficiency had improved since entering the program.

2001 Community Services Division Evaluation Work Plan

Complete Program Evaluations

Task	Work Dates
▪ Conduct Youth Shelter analysis and evaluation.	6/1/01 to 12/31/01
▪ Complete Veterans mental health services and jail project evaluation.	6/1/01 to 12/31/01
▪ Conduct New Start Evaluation (per HSRR youth services recommendation #1).	1/1/01 to 12/31/01

Create or Revise Information Systems

Task	Work Dates
▪ Collaborate with other stakeholders in the development of the Safe Harbors information system for homeless services.	1/1/01 to 12/31/01
▪ Develop common outcome definitions and reporting requirements for aging services to implement proposed Aging Services Funding Policy.	9/30/01 to 12/31/01

Collaborate with Other Stakeholders on Program Evaluation

Task	Work Dates
▪ Hold Technology Forum with United Way and City of Seattle to educate non-profit human services providers on information systems and other related technology tools that can facilitate evaluation.	1/1/01 to 4/18/01
▪ Collaborate with United Way, City of Seattle and other local funders to align outcome and program performance reporting to minimize contractors' costs in providing evaluation information.	1/1/2001 to 12/31/2001

VIII. Community Involvement Process

A crucial step to ensuring success in the implementation of the *Human Services Recommendations Report for 2001-2003* is the on-going process to provide updates and seek input and feedback from community partners and stakeholders on a regular basis.

Existing King County Work Groups

Both the Youth Services Recommendation 1 and Recommendation 2 work plans require that County staff provide regular updates to existing King County oversight groups such as the King County Interdepartmental Human Services Team, JJOMP Oversight Committee, and the Children and Family Commission. The purpose of these updates has been to provide detailed information regarding selected approaches and plans for addressing recommendations, review draft materials/products and solicit input regarding stakeholder and community involvement. Suggestions and feedback received from oversight groups have been incorporated into work plan drafts, materials developed to date, and presentations to community members. County staff will continue to provide updates to these groups and identify, as necessary, other King County groups who should be included in this process.

Community Input

While internal King County input is important, it is essential to also seek the input of community members and providers throughout the County. In order to continue this process, members of the King County Juvenile Justice Evaluation Work Group recently participated in seven community/provider coalition meetings in May and June 2001. The purpose of attending these meetings was to provide an update on the progress of the HSRR Youth Services Recommendations and, in particular, seek stakeholder input on the work being completed for the "Identify Successful Project/Program Criteria" project area in Youth Services Recommendation 1.

Human Services Coalition Meeting Presentations May - July 2001

Coalition	Date of Meeting	Location
South King Council of Human Services	May 22, 2001	Good Neighbor Center, Renton
KC Children and Family Commission	Monthly meetings	King County Courthouse, Seattle
Snoqualmie Valley Providers Group	June 12, 2001	Fall City
Youth and Family Service Network	June 13, 2001	Central YFS, Seattle
Southwest Social Services Coalition	June 20, 2001	White Center, Seattle
Seattle Human Services Coalition - Children, Youth and Family Committee	June 27, 2001	Medina Children's Services, Seattle
South King County Youth Violence Prevention Council	June 27, 2001	Good Neighbor Center, Renton
KC Parks and Recreation Directors	June 29, 2001	Mercer Slough Bellevue

Approximately one hundred participants attended the community/provider coalition meetings and received information on the HSRR Youth Services Recommendations. Participants at the meetings included community service providers, community members, County and city personnel, funders, and other stakeholders.

In addition to asking questions, the meeting participants provided useful suggestions and input related to HSRR Youth Services Recommendations. The following is a summary of themes that emerged from the community/provider coalition meetings:

- **Funding Implications:** A common question raised in several of the meetings was how the products and reports developed by the Juvenile Justice Evaluation Workgroup (resource menu and successful program criteria), in particular, would be used in regards to future funding of human services. Concerns were raised that future funding for juvenile justice intervention and prevention programs would only be made available for programs that were considered to be "proven" or were included in such publications as the University of Colorado, Blue Prints. While there was general agreement from community members that funding should be provided for programs that are able to demonstrate a positive impact on juvenile justice and youth related outcomes, it was requested that the County take into consideration a number of other factors when making future funding and policy decisions.
- **King County Youth and Communities:** Several of the community/provider groups provided input on the problems faced by youth not only in those areas with documented high levels of juvenile justice involvement but throughout the rest of the County. In particular, members of the Snoqualmie Valley Providers Group shared that although rural areas did not have data showing extensive involvement of rural youth in the juvenile justice system, it was not because crime and related problems did not exist. Rather, many youth were simply not being caught. In addition, the group, along with other coalitions, explained some of what they saw as existing barriers facing youth and families related to participating in recreational, prevention, and intervention focused services. Many of the groups articulated that in order to meet the needs of youth and reduce involvement in the juvenile justice system, there could not be a "one-size fits all" solution for the County. Each subregion and community within the County has different problems and needs that must be addressed in order to impact youth in those areas.
- **Prevention and Intervention:** In many of the presentations, participants expressed strong sentiments that focus areas for at-risk youth should include recreation and prevention along with intervention. Several groups expressed concern that a lack of research and best practices related to the impacts of recreation and prevention programs on juvenile justice could result in reduced or eliminated funding for those types of services. Staff stated that since several of the youth recommendations included, and in the case of HSRR Youth Services Recommendation 3, focused on recreation/prevention, that this concern would be addressed.
- **Other Youth-Related Initiatives:** A question was raised as to how the work being done for the HSRR Youth Services Recommendations fit in with similar initiatives and collaborations already underway or being proposed by King County and other jurisdictions. This was of concern as there could be potential overlap or duplication of efforts, and could create confusion for youth, families, community members, providers and other stakeholders. Coalition members provided feedback that already they were beginning to see increases in planning, coordination, and partnerships between

funders, communities, providers, and stakeholders. They expressed an interest in seeing these efforts continue and suggested other areas for increased involvement of particular groups, such as youth.

- **Requests for Continued Updates:** Overall, community members were supportive of the efforts being undertaken by the County to implement the HSRR Youth Services Recommendations. In order to continue to be a part of the process, each of the community/provider coalitions requested that King County staff provide to them future updates and continued opportunities for input and suggestions.

Newsletter

In an effort to increase knowledge and promote greater communication and information sharing among systems and stakeholders involved with at-risk youth and the juvenile justice system, the idea of producing a newsletter was developed by the Juvenile Justice Evaluation Work Group. In partnership with staff from several other initiatives and funders, a juvenile justice prevention and intervention newsletter will be sent to community members, providers, human service planners, policy-makers, and other stakeholders in summer 2001.

The newsletter will include the following types of information:

- Highlight opportunities for stakeholders to participate in initiatives as well as community activities such as the proposed King County Juvenile Justice Intervention Community Symposium scheduled for August 28, 2001.
- Descriptions of initiatives addressing needs of at-risk youth and youth involved in the juvenile justice system, including clarification of connections between initiatives, goals, involvement of stakeholders, etc.
- Issues related to where jurisdictions, such as King County, are headed regarding policy and funding decisions related to juvenile justice.
- Resources and contact information for stakeholders to provide feedback and input regarding initiatives, collaborations, and community activities.
- Particular programs or service areas addressing the needs of youth.
- General juvenile justice related data/trends—what is going on in King County with this particular population and youth in general.

The first newsletter will focus on the number of initiatives and collaborations currently in place within King County, which focus on impacting the juvenile justice system and youth currently involved or at high-risk for becoming involved in the juvenile justice system. These initiatives and collaborations include the KC Juvenile Crime Enforcement Coalition (a.k.a. Juvenile Accountability Incentive Block Grant), Building Blocks Initiative, King County Human Services Recommendation Report, Juvenile Justice Operational Master Plan, and Reinvesting in Youth.

Family Support/Early Childhood Work Group Community Input

After considerable input and feedback from the public, the Family Support/Early Childhood Work Group completed a “Most in Need” definition for Family Support and Early Childhood services. The draft definition was sent to an extensive list of stakeholders, and two community meetings were held to gather additional public comment. Input was incorporated into the definition. The King County Children and Family Commission and the Interdepartmental Human Services Team adopted the final definition.

Next Steps

Continue to provide community/provider coalitions with regular updates on work being completed for the HSRR Youth Services Recommendations and provide opportunities for input and suggestions. A particular focus will be to ensure that presentations are provided at community/provider coalition meeting in all of the subregions within King County.