

June 24, 1991
DS/pb youthmot.pb

Introduced by: Audrey Gruger

Proposed No.: 91-503

MOTION NO. 8326

1
2 A MOTION approving a new Youth & Family
3 Services Network Program funding policy
4 and authorizing the release of \$110,000
5 in contingency funds to enhance services
6 to children, youth and families in King
7 County.

8 WHEREAS, the 1991 Appropriations Ordinance (No. 9720) held
9 in contingency reserve \$110,000 to enhance the Youth & Family
10 Services Network, and

11 WHEREAS, release of these funds beginning July 1, 1991 is
12 contingent upon the county executive having submitted for
13 council review and approval a revised Youth & Family Services
14 funding policy and a program description; and

15 WHEREAS, the county executive has transmitted to the
16 council a report which contains the funding policy, the program
17 description and all other issues specified in Section 46 of
18 Ordinance 9720, and

19 WHEREAS, the council has reviewed the Youth & Family
20 Services Network report;

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

22 The council hereby approves the revised Youth & Family
23 Services Network program description and funding policy
24 (Attachment A) and authorizes the expenditure of the \$110,000
25 currently held in contingency reserve in accordance with the
26 attached spending plan to enhance the Youth & Family Services
27 Network (Attachment B).

28 PASSED this 1st day of July, 1991.

29 KING COUNTY COUNCIL
30 KING COUNTY, WASHINGTON

31 Lois North
32 Chair

33 ATTEST:

34 Donald A. Peterson
35 Clerk of the Council

DEPARTMENT OF HUMAN SERVICES YOUTH AND FAMILY SERVICES NETWORK

INTRODUCTION

The 1991 King County Appropriations Ordinance Number 9720, Section 46 includes a proviso directing the King County Executive to "submit for Council review and approval, a new Youth and Family Services Network Program Description and revised Funding Policy." The report which follows has been developed to fulfill the requirements of the Council proviso.

The remainder of the report is organized into four major sections:

- o Overview of the Network which includes a description of funding partnerships and service linkages
- o Program Description which contains a discussion of intervention strategies, describes target groups and includes revised service definitions
- o Action Plan for Program Development and Evaluation which sets forth steps to be taken in the remainder of 1991 and 1992 to strengthen the Network
- o Funding Policy and proposal for allocation in accordance with the Funding Policy of the \$110,000 held in contingency.

DEPARTMENT OF HUMAN SERVICES YOUTH AND FAMILY SERVICES NETWORK**OVERVIEW OF THE NETWORK**

Description of the Network

The Youth and Family Services Network (YFSN) is composed of 16 community-based agencies which provide services through 19 offices in King County. (The Appendix contains a complete listing of agencies and satellite offices.) All agencies are private non-profit, except Mercer Island Youth and Family Services which is city operated and is a public non-profit organization.

The County Department of Human Services (DHS), Community Services Division (CSD), Youth and Family Services Network (YFSN) Program currently contracts with each of the YFSN agencies to provide services within a designated catchment area. Under the current contract each agency may bill the YFSN program for individual, group and family counseling for registered youth clients, structured skills training for youth and employment services for youth. The program is supported by County current expense (cx) funds. The annual amount of funding currently provided by the YFSN program to agencies ranges from a low of \$28,281 (8 agencies) to a high of \$113,415 (one agency). In addition to the basic contracts, four network agencies provide youth shelter services under contract with the YFSN Program. Special programs funding enables two network agencies and three other community agencies to provide outreach services to identified target groups. In addition special programs funding supports parenting programs in one network agency and in a community mental health agency.

Catchment areas are defined by the YFSN Program in terms of the boundaries of the 18 school districts in the County outside Seattle. The Seattle School District includes four catchment areas (Northeast, Central, Southeast and Southwest) each with its own agency. Services for youth and families in the Skykomish, Riverview and South Central school districts are provided by outreach from agencies based in adjacent school districts.

County YFSN Program staff has provided leadership to organize the consortium agencies into a system that identifies needs, shares information, develops new services and sets program standards. The County currently operates a data system that compiles intake information on youth clients enrolled in counseling and related services. In 1990 a total of 7,465 youth clients completed the intake process in Network agencies. Thirty-one percent (31%) were ethnic minorities. The Network reported that member agencies provided information and services to approximately 50,000 people last year in telephone calls, face-to-face contacts, presentations to groups and through the media.

Funding Partnerships

The Network operates with extensive funding partnerships with other public and private organizations. King County YFSN current expense contracts provide roughly 15% of the total revenue to the Network.

Several other King County Departments and programs contract with Network agencies to provide specific services to eligible clients and to operate special projects. Eight Network agencies are state certified to provide outpatient drug and alcohol treatment and have contracts with the County Division of Alcohol and Substance Abuse Services (DASAS). In addition, DASAS helps support substance abuse prevention activities provided by the Network and by agencies serving special populations. Unlike the YFSN Program which defines catchment areas by school district, DASAS allocates and contracts for services on the basis of five service regions in the County and has funding targeted for ethnic/cultural minorities.

Other County support for the Network comes from the Seattle - King County Department of Public Health, the Department of Youth Services (DYS), and the CSD Work Training Program. The County Parks, Planning and Resources Department, Community Development Block Grant (CDBG) Program has provided assistance to several agencies for facilities and related services. One Network agency is a licensed Mental Health Agency and receives funding from the County Mental Health Division (MHD). Several Network agencies have received prevention grants from "Drugs: Draw the Line!"

The amount and type of funding from the other County programs varies from agency to agency. The sources of funding from other County agencies include federal, State and County funds. No two YFSN agencies have identical levels and mixes of funding from other County agencies.

YFSN agencies have established funding partnerships with numerous other public and voluntary organizations. Cities provide approximately one-fifth of total revenue to the network. Support from cities includes ongoing contracts for services, federal CDBG funds which are awarded by cities for both capital projects and services and local funding for special projects.

All Network agencies, except Mercer Island, are members of United Way. Other local funding partners include school districts, public hospital districts, local businesses, civic organizations and private foundations. Network agencies have established sliding fee scales and charge clients on the basis of ability to pay. Client fees account for less than 10% of annual revenue to the Network. Volunteers play a major role in supporting the Network. Last year 500 volunteers donated 45,000 hours of service to the Network agencies.

Program and Service Linkages

Network agencies are linked with other systems and organizations at the program planning stage and in the delivery of services. At the Countywide level, Network agencies' directors and clinical directors participate in the regularly scheduled meetings and become involved in working groups. As members of United Way, Network agencies participate in community planning and needs assessment. Agencies also participate in coalitions of human services organizations in their communities. Network agencies also interact on an individual basis with the other County agencies which contract for services.

Agency governing and advisory boards play key roles in keeping agencies well connected to their local communities. Youth advisory boards serve dual functions of providing input to agencies and providing leadership opportunities for the youth members. County YFSN staff regularly monitor the composition of each agency's board with regard to minority representation and progress toward meeting goals for proportional representation by people of color.

At the service delivery level, Network agencies have frequent contact with the Crisis Clinic and other agencies concerning referrals. Network agency staff interact regularly with school personnel, DSHS caseworkers, and other social service and health care providers. Agencies report that increasing amounts of staff time are being devoted to case management activities with youths and families who have multiple needs and system involvements.

Network agencies emphasize developing and providing services with public schools. The list which follows are examples of school-based programming which have been recently developed by the Network:

- o Regular classroom presentations to elementary, middle and high school students. Classes cover self esteem, anger management, staying out of trouble, negotiation skills, stress management, goal setting, acquaintance rape, making and keeping friends, avoiding shoplifting, drug/alcohol abuse prevention information, refusal skills, employment workshops, sexuality, sexual/physical abuse prevention and trust building.
- o On campus counseling and support groups. These activities include children of alcoholic groups; aftercare sobriety support groups for alcohol/drug abusers; anti-school dropout counseling and support groups; counseling and support groups for eating disorders, suicide, sexual/physical abuse, and depression; parenting courses for parents; peer helper program training, coordination and support.

- o Educational Clinics/Alternative Schools for students who are at risk of dropping out of school; Educational Clinics to help students, who have already dropped out, to either return to school or earn a GED; behavior modification/day treatment programs for youth on long-term suspension and referrals from the Department of Juvenile Rehabilitation.
- o Teacher training. Agency staff provide regular on-going training to district teachers on natural helpers, physical/sexual abuse, substance abuse (including district adopted curriculum) and crisis intervention skills.
- o On-campus drop-in/Resource and Referral Centers provide full time staff who are located on high school campuses in "Resource and Referral Centers." These staff provide crisis intervention as well as resource information and referral for any problem presented by the youth. The staff provide a full time presence for youth who can drop in at any time and discuss problems they are experiencing.
- o Family Support Counselors to provide full time counselors in elementary and middle schools to work with at-risk youth and their families to prevent school drop-out and to provide referral for services which are needed to help families deal with their problems.
- o Drop out prevention programs involving community volunteers who are paired with middle and high school students to act as tutor/advocate to provide help, encouragement and support.

Many examples exist of cooperative planning and service delivery efforts between YFSN and other segments of the community. Some of the more innovative are listed below:

- o YFSN Agencies, in conjunction with community minority agencies, provide case management, information, referral and outreach services to minority youth and their families in South King County.
- o Shelter Network for runaway/homeless youth. The County has implemented a network of five emergency shelters for runaway/homeless youth throughout the County. YFSN agencies are an integral part of this network and provide intensive intervention with the youth and families to, as quickly as possible, return the youth to the family or other stable, safe housing.
- o Pregnant Teens and Teen Mothers. Agencies are operating projects serving teenage girls who are pregnant or are already mothers. They provide

intensive case management services, counseling, information, and referral for a comprehensive array of services as needed to stabilize their lives. These services may include shelter, food, medical, nutrition training, parenting, child care, employment advocacy, assistance in staying in or returning to school, and others.

- o Southeast Youth and Family Services operates one of six state funded street kids projects in Washington State. The project has been funded through DSHS for five years and is designed to work with street involved youth in Southeast Seattle. The project emphasizes work with minority youth and prostitution involved teens.
- o Low Income Housing Projects. Agencies operate on-site programs in low income housing projects which provide case management, referral, recreation services, parent education, counseling, arranging for child care, and substance abuse prevention and intervention.
- o Legal Consultation for Low Income Families. Mercer Island Youth and Family Services has established a partnership with Eastside Legal Assistance Program to provide free legal consultation for low income individuals and families.
- o Street Youth. University District Youth Center (operated by Center for Human Services) and the Orion Center (operated by Youthcare) are collaborative efforts which provide services to drop-in high risk youth. Services include counseling, medical care and information and referral, employment assistance, outreach, education, housing, food and assistance.

DEPARTMENT OF HUMAN SERVICES YOUTH AND FAMILY SERVICES NETWORK

PROGRAM DESCRIPTION

Intervention Strategies

By forging local funding partnerships, the Network has developed a diversified funding base and the capacity to intervene at the community level as well as at the level of the individual youth and his/her family. Each YFSN agency has developed, as a result of its perception of local needs, a variety of services and a range of intervention strategies to impact individuals, groups and the broader community.

The methods used by Network agencies range from work with individual clients to community level interventions. The basic strategies which are employed across the Network are defined in terms of a continuum as follows:

- o Prevention Programs aimed at preventing conditions and behaviors which are destructive or detrimental to individuals, families, or the community such as substance abuse, child abuse/neglect, teen pregnancy, school drop out, delinquency, suicide, and family conflict.
- o Early Intervention Programs and services which respond to the needs of youth and their families who are experiencing problems which threaten their ability to function in a normal, healthy manner. Generally services are directed to individuals, families and groups considered to be "at-risk" due to the existence of environmental factors, family history, early behavior problems, poor performance in school or other behaviors which are seen as precursors to more serious problems.
- o Treatment Programs and services that are directed to helping youth and families resolve serious problems and effectively deal with chronic problems such as chemical dependency.
- o Systems Change Activities such as advocacy and activism which have as a primary goal changing and improving other systems, institutions and environments to meet the needs of youth and families.

When the Network was first established (as a system of Youth Service Bureaus), its emphasis was primarily on early intervention services for adolescents. The County's previous funding policy and contracts reflected the system's focus on

adolescent aged youth and on short-term individual and group services as predominant interventions. Over the past several years, Network agencies have broadened their focus to include parents and other family members. Agencies' activities now span the entire range of prevention, early intervention and treatment services and include work at all levels: individuals (children, youth and parents), groups, families, organizations and entire communities. The communities they serve differ widely - from Seattle's urban, ethnically diverse Central Area to geographically remote Skykomish and Vashon Island.

Program and Service Definitions

As members of the Network, the YFSN agencies share a common focus on making services accessible at the local level to children, youth and families. Historically, the contractual funding from the County YFSN Program and from cities has provided a consistent financial base for all Network agencies to operate counseling programs for youth and their parents. County YFSN Program funding has been directed by some agencies to support structured skills training for youth and/or families and by other agencies to support employment services. United Way funding, in combination with support from the County and cities, has made it possible for YFSN agencies to be focal points for information and linkage to other community based services. Partnerships with schools and community organizations have fostered the development of a wide variety of prevention and early intervention activities.

The agencies' partnerships with United Way have strongly influenced the way the Network defines programs and reports service activities. The revised United Way of America Identification System (UWASIS II) provides a tool for sorting specific services into program categories for planning and reporting. The UWASIS system allows a specific activity to be listed in more than one program category depending upon the goal of the activity and the focus of services. For example, "counseling" can be listed within all of the following programs: "employment," "substance abuse," and "personal and family counseling." Some agencies also utilize the UWASIS II categories as the basis for structuring the organization into specific programs. Local United Way organizations have the ability to tailor the UWASIS II definitions to better reflect the way services are planned and delivered in their communities.

The program and service descriptions which follow were developed by a work group of YFSN agency representatives and County Staff. The categories are based on the foundation provided by UWASIS II with specific tailoring of definitions to reflect the focus of the Network on services to families and youth. The definitions have been modified to include "case management" as a direct service activity in several program categories. Currently, UWASIS II standard definitions classify much "case management" activity as "indirect" rather than direct services. A next step

for County staff will be to follow up on preliminary discussions with United Way to incorporate the change regarding reporting "case management" activities in the system for King County.

In the program and service descriptions which follow, all agencies provide the services in the first three categories: Education and Family Life Education; Personal and Family Counseling and Program Development. All Network agencies also do work in the area of substance abuse prevention. The comprehensive list of services provided by the Network includes all of the following program categories:

o Education and Family Life Education

Services help youth and parents to acquire the knowledge and skills that are necessary to participate economically, familially, socially, and intellectually in society. Social and personal development activities for youth which include classes, group activities and one-on-one instruction and skill building are a major component of YFSN educational services.

Educational services for youth also include provision, in coordination with the public schools, of academic instruction and supporting services for youths who are experiencing difficulty academically and/or personally in the traditional school setting or who have dropped-out of school. YFSN agencies' partnerships with public schools include providing services in alternative schools and in regular school buildings.

Education and skill building for parents is conducted in classes, groups, workshops and lectures, through the media and distribution of printed materials. Parenting education ranges from helping families with severe problems to achieve a minimum level of skills to assisting families that are functioning well to improve communications and relationships. At the community level, educational activities are usually focussed on specific groups (teachers, PTSAs, service clubs) and frequently are directed toward increasing their awareness of issues (gangs, drugs, domestic violence).

o Personal and Family Counseling

Services are provided by professionally trained counselors and social workers to assist individuals and families to reduce or resolve personal and interpersonal problems and to effectively deal with life events and environmental problems which are adversely affecting their lives.

Counseling is provided to individuals, couples, families or in groups. Services are provided in

scheduled counseling sessions, on the telephone and on a drop-in basis. As well as services provided to children, youth and families who complete the agency intake process, personal and family counseling services include telephone and in-person contacts to aid youth and families in crisis and other information and referral activities to non-enrolled persons.

Service locations include agency offices, homes, schools, recreation centers, eating establishments, and other places where youth congregate. In addition, counseling may occur through informal contacts in community settings and may take place in vehicles.

When provided by professionally trained counselors and social workers, case management services may be included within the Personal and Family Counseling service category. Direct service case management activities include face-to-face and telephone contacts with representatives of other organizations (schools, service agencies, courts, health providers, and others) to advocate for, arrange and coordinate services for families, children and youth.

o Program Development

Program Development is directed toward providing services in coordination with other organizations that meet the needs of youth and families in local communities. The activities include assessing needs, evaluating services, developing services, obtaining resources, and changing institutional, procedural and legal systems. Program development occurs within the agency, as members of the Youth and Family Services Network, in coordination with other systems (United Way, schools, governments and other agencies), with specialized systems (substance abuse, domestic violence) and with the private sector. Program development activities are reported separately by some YFSN agencies but are included in the administrative activity category by other agencies.

o Substance Abuse Services

Substance abuse services include prevention education for youth, parents and the community; strategies aimed at reducing the abuse of drugs and alcohol abuse by at-risk youth; assessment and treatment of youth who have identified substance abuse problems; provision of crisis intervention services, counseling, diversion and referral; case management and coordination with the courts, schools, health care and community agencies; and aftercare services to youth and families. YFSN professional staff who are Washington State qualified

chemical dependency specialists and staff who work under the direct supervision of a qualified chemical dependency specialist provide state-regulated alcohol and drug services. All Network agencies provide directly or coordinate with others to provide substance abuse prevention and education.

o Shelter/Services to Street Youth

Services provided to street youth include outreach, counseling and skill building to enable them to begin moving away from the streets and into a safe environment, assistance to meet basic needs (health care, food, clothing), and crisis intervention. Shelter services include crisis counseling and intensive family counseling, group counseling, food, housing with adult supervision/supports either in a group home or family, assessment and counseling concerning substance abuse, and case management services.

o Teen Parent Services

Services are delivered directly and in coordination with other providers to youths who are pregnant or parenting and to their families to assist young parents to obtain needed services, make appropriate choices and better cope with their life situations. The long range goals of teen parenting programs are to create healthy children and families, to break the cycle of poverty which is often associated with youthful parenting and to prevent or reduce family dysfunction. Services include case management; personal, family and adoption counseling; help in accessing health care and economic assistance; employment services; parenting education; and housing.

o Employment

These are services which are provided by the agency or in coordination with other organizations to assist youths to seek, obtain and keep jobs and to gain skills which will make them employable in the future. Due to the small amount of public funding that is specifically available for youth employment services and the broad availability of part-time jobs, many agencies limit employment services to referral.

o Outreach and Services for High Risk Youth and Families

Services are provided to address problems encountered by youth and families in targeted communities in which poverty, family dysfunction, isolation, language and/or cultural barriers contribute to a disproportionate

number of youth who become involved in substance abuse, criminal activity, gangs, dropping out of school and developing lives characterized by hopelessness and unfulfilled potential. Services provided YFSN agency staff in these communities include outreach, drop-in recreational services, case management and advocacy to develop services appropriate to meet individual and community needs.

o Mental Health Treatment Services

Services are regulated and provided in accordance with Washington State laws (RCW 71.05 and 71.04) and regulations (WAC) to the most severely emotionally disturbed children and youth and to their families. Services include day treatment, intensive (mental health) case management, outpatient therapy and case management. King County Mental Health Division plans, contracts and administers state and federally-funded mental health services. At the present time, only one YFSN agency is a licensed mental health provider agency.

The definitions on the preceding pages portray the broad range of Network programs at this time. Although no one Network agency provides services in all of the program categories, all agencies in the Network engage in activities across the entire continuum of prevention, early intervention and treatment services. The Network is a dynamic system which will continue to be impacted by local differences in community needs, in levels of support for specific services and by opportunities for new program development. Leadership and funding will shape the programs and services provided by the Network in future years.

Target Groups - Youth and Families Served by the Network

The Network cannot be adequately defined just in terms of intervention strategies and service programs but also must include a description of the people served by the Network. The focus of Network activities is families and youth - some are functioning well and others have severe, long-standing problems.

The next two pages contain a conceptual model which was developed by County staff working with a small group of agency program directors. "Target groups" of families and youth are described in terms of their current functioning, the extent and duration of problems and the expected outcomes of Network intervention. The model was developed as an alternative to using available program statistics to provide an overview of the Network and its clients.

The data system which has historically been operated by the County YFSN program collects information only on youth clients for whom an intake form is completed. The data system does not contain information about other family members who receive

Network agency services, most youth who are served through school-based services and persons served through presentations to groups. The system collects information on most youth receiving face-to-face services in the program category "Individual and Personal Counseling" but includes only on a fraction of the youth served in other program categories. In 1990 only about 15 percent of the people served by the Network in all programs and services were included in the County data system. Agencies use a variety of computerized and manual methods to collect and summarize client service data for United Way reports. The United Way reports contain only very basic demographic and service data and are of limited use in describing the Network's clients. The next section of this report contains recommendations for major improvements in an information system for the Network to increase quality and comprehensiveness of information collected.

The Target Group model recognizes that each family and individual member has both strengths and problems which may require multiple services and intervention strategies. The model also attempts to move away from automatically labeling specific services and fitting a particular intervention strategy. For example, one type of "parenting education" may be used with the first or second target groups as a prevention strategy but a specifically designed "remedial" type of parenting education may be employed as a type of treatment intervention with severely dysfunctional families.

YOUTH AND FAMILY SERVICES NETWORK
 Services are provided to benefit families, children and youth.

GROUP TARGET GROUP DESCRIPTION NUMBER	OBJECTIVES/OUTCOMES OF INTERVENTION	EXAMPLES OF SERVICES (ADDED AT THIS LEVEL)	SERVICE INTENSITY/DURATION	COST/EFFECTIVENESS/FAMILY
<p>1 PREVENTION</p> <p>Families, children and youth who are functioning well. May be people who have coped well with problems in the past or who are recognized as having special skills and abilities.</p>	<p>Increase skills to enable families and youths to maximize potential and/or to assist others.</p>	<p>Natural Helpers Advanced parenting training Self-esteem Skills Training Resource & Health Fairs</p>	<p>Low Intensity Duration: Short</p>	<p>Low</p>
<p>2 EARLY INTERVENTION</p> <p>General population of families, children and youth; persons believed to be at increased risk of developing a specific problem due to family history or combination of personal and environmental factors.</p>	<p>Develop basic skills and knowledge to prevent or reduce future problems</p>	<p>Substance Abuse Prevention Pregnancy Prevention; Child Protection Recognition & Reporting; Children of Alcoholics; Elementary School-based services</p>	<p>Low Intensity Duration: Short</p>	<p>Low</p>
<p>3 EARLY INTERVENTION</p> <p>Families, children and youth with mild to moderate difficulties in a limited number of areas of functioning. Also includes persons determined to be at high risk of developing serious and/or long term problems based on history, current functioning and/or exposure to traumatic events.</p>	<p>Identify problems and intervene as quickly as possible; improve functioning. Reduce impact of problem on other areas of youth/family's life. Mitigate adverse impacts of traumatic events. Reduce deficits in basic skills/knowledge.</p>	<p>Outreach; Counseling Assessment; Anger management Refusal Skills; Teen Pregnancy services incl. case management; Sexual assault victims care and recovery</p>	<p>Medium -> High Intensity Duration: Short -> Medium</p>	<p>Medium</p>
<p>4 TREATMENT</p> <p>Families, children and youth with problems which severely impact their ability to function. Youth is living with parent(s) and/or parent(s) are available to participate to some degree in change process.</p>	<p>Improve functioning; change patterns of behavior; utilize resources to more effectively deal with chronic conditions.</p>	<p>Crisis intervention; suicide prevention; Gang prevention Substance abuse treatment Alternative schools Advocacy; referral for legal assistance</p>	<p>High Intensity Duration: Short -> Long</p>	<p>Medium to High</p>
<p>5 TREATMENT</p> <p>Families with multiple, chronic problems which severely impair their functioning as a family and as individuals.</p>	<p>Achieve gains in most critical areas; assist family to utilize necessary resources to maintain functioning/progress. Reduce deficits in basic skills.</p>	<p>Case management; basic and remedial skills training; family/personal counseling; multiple services and repeated contacts over time.</p>	<p>Medium -> High Intensity Duration: Short -> Long</p>	<p>High</p>
<p>6 TREATMENT</p> <p>Youth whose families are not meeting their basic needs for shelter, safety and supervision. Youth for whom alternative parenting/living arrangements must be made to meet basic needs. Youth have moderate to severe problems as described above.</p>	<p>Necessary to stabilize living situation and meet basic needs for food, shelter and supervision. Also, see outcomes for other groups above.</p>	<p>Shelter; alternative living arrangement; referral/coordination health care; food, transportation; intervention with family</p>	<p>High Intensity Duration: Short -> Long</p>	<p>High</p>

YOUTH AND FAMILY SERVICES NETWORK

Services are provided to benefit families, children and youth.

GROUP TARGET/ GROUP DESCRIPTION NUMBER	OBJECTIVES/OUTCOMES OF INTERVENTION	EXAMPLES OF SERVICES ADDED AT THIS LEVEL	SERVICE INTENSITY/DURATION	COST PER FAMILY
7 TREATMENT Families, children and youth who need ongoing supports to manage chronic conditions and/or to maintain gains. Includes youth & families who have previously received prevention, early intervention and treatment services as well as persons who have not received other services from the agency.	Maintain gains made previously and continue progress. Avoid deterioration with chronic conditions.	Follow-up; after care Recovery support services Continue case management and service coordination Support groups	Low -> Medium Intensity Duration: Medium -> Long	Low to Medium
8 SYSTEMS CHANGE General population of teachers and others who work with youth and families.	Increase skills to be more effective with families and youth. Improve ability to recognize problems (Child abuse, substance abuse, etc.) and take appropriate action.	Teacher in-service training Skill-building (Inclusion Training)	Low Intensity Duration: Short	Low
9 EARLY INTERVENTION Schools in which events (suicide, out break of war, etc) impact students and teachers.	Intervene to assist students/faculty in grief and bereavement process.	Grief and bereavement counseling; Assist faculty to recognize risk factors Customized response to event	Medium -> High Intensity Duration: Short -> Medium	Low
10 EARLY INTERVENTION Schools with concerns about specific problems - substance abuse, gangs, dropping out	Prevent/reduce student involvement with gangs and/or substance abuse.	Chemical dependency work with schools; school-based services outreach; alternative ed.	Low -> Medium Intensity Duration: Short -> Medium	Low to Medium
11 EARLY INTERVENTION Communities (neighborhoods, local business areas, low income housing areas) and others concerned about family and youth problems such as gangs, delinquency, substance abuse	Assist community to identify problems and resources; develop strategies to reduce incidence. Help to provide alternatives for families and youth.	Outreach and recreational services in housing areas and community centers; Parent-Peer Groups; Service Coord.	Low -> Medium Intensity Duration: Short -> Medium	Low

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After the model was developed, each Network agency used the target group descriptions to take a "snapshot" of the children, youth and families served in 1990. The individual agency "snapshots" were combined and the results are shown in the chart on the following page for all service categories.

Families and youth who fit into the first two target groups make up 39 percent of the total people served by the Network. The high proportion of people served in the first two target groups reflects the Network's emphasis on prevention services. Nearly three fourths of the people who were listed in the first two target groups received services in either the category "Education and Family Life Education" or in the category "Substance Abuse Services." (Refer to the previous section of this report for definitions of service categories.)

Other service data which has been submitted by Network agencies shows that approximately one-fourth of all youth and families who received Network services were participants in Education and Family Life Education Services. These services tend to be short-term and are provided at a low average cost per participant.

Target Groups 3 and 4 together account for nearly a third of the people served. These groups include families and youth with moderate to severe problems for whom timely interventions may effectively reduce the need for longer term, more costly services.

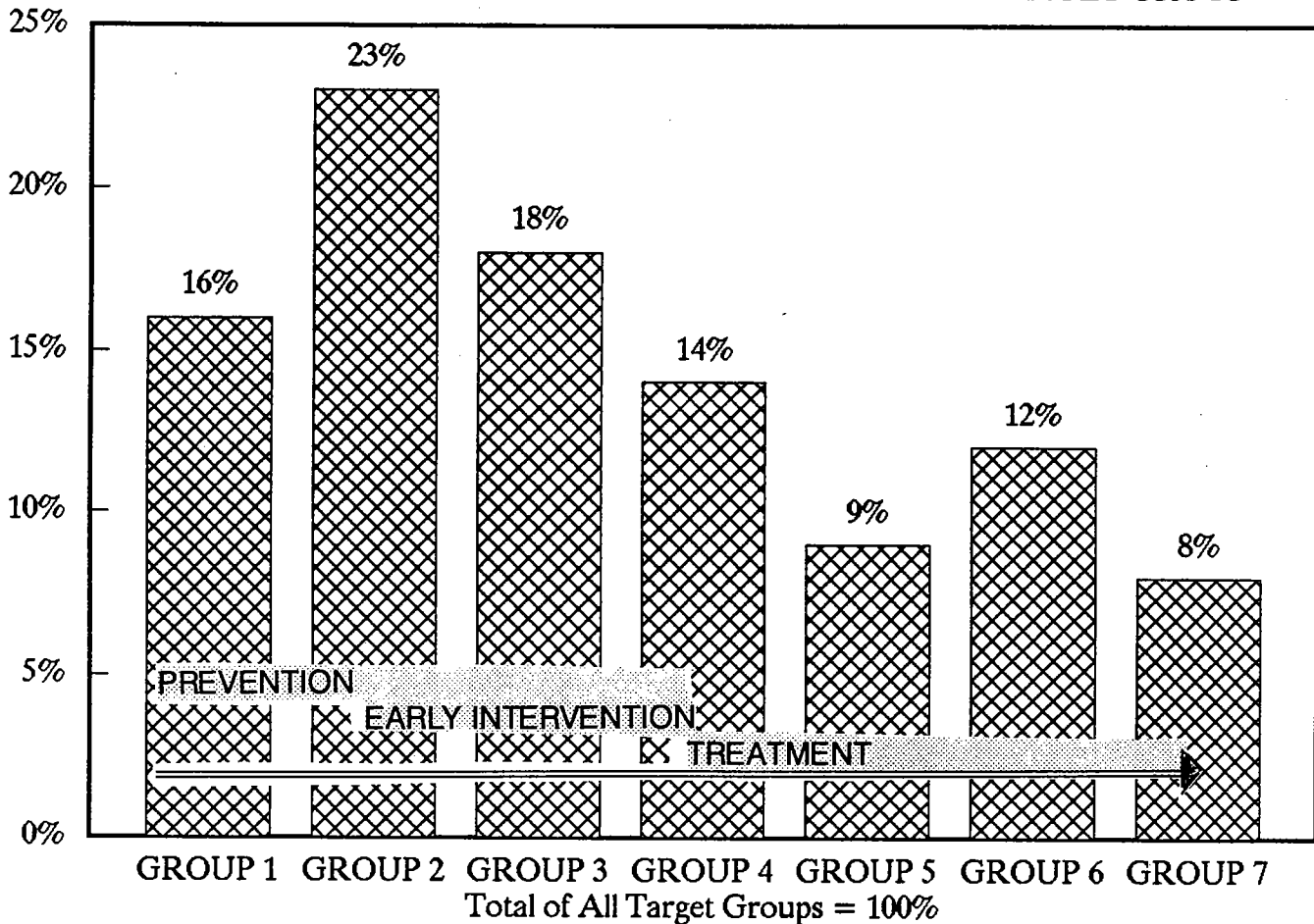
Target Group 5 (multiple, chronic problems) accounts for nine percent of the families and youth served by the Network. The detailed information submitted by the agencies showed that nearly 60 percent of the youth and families described in Target Group 5 received Individual and Personal Counseling Services and an additional 20 percent participated in Substance Abuse Services.

Eight percent of the Network clients were in Target Group 7 (persons needing ongoing supports to manage chronic conditions). Target Group 6 (primarily homeless and street youth) are a major focus of Network activity including outreach and services in conjunction with the regional five shelters for runaway and homeless youth.

A different picture would have resulted if the graph were based on staff time or units of service provided to each target group. The majority of people who are in Target Group 1 and 2 receive short-term, group services and account for a relatively low proportion of staff time. Network agency directors estimate that at least 50 percent of staff time is devoted to providing counseling and case management services to children, youth and families in Target Groups 3, 4 and 5.

**YOUTH AND FAMILY SERVICES NETWORK
PERCENT YOUTH AND FAMILIES SERVED IN EACH TARGET GROUP**

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| <p>1 Families, children and youth who are functioning well. May be people who have coped well with problems in the past or who are recognized as having special skills and abilities.</p> <p>2 General population of families, children and youth; persons believed to be at increased risk of developing a specific problem due to family history or combination of personal and environmental factors.</p> <p>3 Families, children and youth with mild to moderate difficulties in a limited number of areas of functioning. Also includes persons determined to be at high risk of developing serious and/or long term problems based on history, current functioning and/or exposure to traumatic events.</p> <p>4 Families, children and youth with problems which severely impact their ability to function. Youth is living with parent(s) and/or parent(s) are available to participate to some degree in change process.</p> | <p>5 Families with multiple, chronic problems which severely impair their functioning as a family and as individuals.</p> <p>6 Youth whose families are not meeting their basic needs for shelter, safety and supervision. Youth for whom alternative parenting/living arrangements must be made to meet basic needs. Youth have moderate to severe problems as described above.</p> <p>7 Families, children and youth who need ongoing supports to manage chronic conditions and/or to maintain gains. Includes youth & families who have previously received prevention, early intervention and treatment services as well as persons who have not received other services from the agency.</p> |
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DEPARTMENT OF HUMAN SERVICES YOUTH AND FAMILY SERVICES NETWORK**ACTION PLAN FOR PROGRAM DEVELOPMENT AND EVALUATION**

Major Issues

The review of the YFSN Program which was conducted in response to two provisos in the 1991 appropriations ordinance revealed three major areas which will require additional work in the remainder of 1991 and in future years. The issues which will be the focus of future action by the Community Services Division (CSD) are as follows:

- o Implementation of adequate, cost-effective information systems throughout the Network for program planning, management, monitoring and evaluation
- o Further delineation of the roles of the YFSN Program and the Network in developing a community-based system of services for children, youth and families to be defined by the Executive Task Force and forthcoming Children, Youth and Family Policy Plan
- o Identification of problems and implementation of specific measures to ensure that Network services are culturally appropriate and the Network is responsive to the needs of children, youth and families of color and of disability.

The current County operated computer data system for the YFSN is entirely based on a one-page intake form concerning the youth client. The system does not include information on other family members, service data or case closure information. For many agencies, completion of the county intake form involves duplication of effort as agencies have developed alternative methods of collecting required client data for United Way, cities and other funding organizations. Agencies use a combination of manual systems or their own computers to prepare a monthly report to the County which lists services provided to each client.

Agencies do not have regular access to the automated system because all information is entered by the County and stored on a large computer in Systems Services. Report production is cumbersome and time consuming. Consequently, reports are run only once every six months. Modifying the present system would be expensive and would not meet the Network agencies needs for a single system to report to a variety of different funding entities. County staff need better information for program planning, monitoring and evaluation. The "target group" exercise described in the preceding section of this report helps to

illustrate how little of the Network's current activity is captured by the present computer system.

The review of the current program and development of program definitions highlighted the need to continue to delineate the role of the County YFSN Program in financially supporting services to children, youth and families. Historically, the contract has provided fee-for-service reimbursement for early intervention services (short term counseling, skill building classes and employment). The new funding policy will provide more flexibility with regard to both the types of services that are funded and the method of reimbursement; however, the amount of County current expense funding that is available is likely to remain only a fraction of the total funding needed to support a full range of prevention, early intervention and treatment services. A major theme will continue to be how to most effectively use these limited funds to support a community-based service system. CSD hopes to emphasize the use of YFSN Program current expense (cx) funds for prevention, early intervention services and short-term treatment services but recognizes that the future direction of the County services for children, youth and families could be refocused by major Executive policy work that is now in progress.

The County YFSN Program will work with the Network to develop funding resources to support specialized services for persons with intensive or long-term service needs. This approach recognizes the independence of other County agencies (DYS, DASAS, MHD) who have mandated responsibilities to select the most appropriate provider of specialized services for eligible clients. The YFSN Program also supports the provision of some specialized services at the regional rather than local level where appropriate. The YFSN Program will continue to work with the Network to foster funding partnerships and to support Network agencies who elect to become providers of specialized services. CSD will work with the MHD and the Network to improve coordination between the two systems for service delivery at the local and regional level.

Access to and appropriateness of services for persons of color and persons with disabilities is a concern throughout the Department of Human Services. The available Network data shows that youth of color are able to access services (31% of enrolled clients are ethnic minorities). Linkages have been established between YFSN agencies and agencies that provide outreach and services to minority youth; however, additional work is needed to ensure that services are culturally sensitive and appropriate. Of immediate concern to CSD staff is the under representation of persons of color on most YFSN agency boards and low representation of persons of color and persons with disabilities on agency staff. Opportunities for the Network to establish and strengthen linkages with ethnic minority agencies and other special population providers need to be identified and actions taken to improve service coordination.

Although progress in each of the three areas can be made within current level County resources, major changes in the availability and focus of services will require additional resources. The action steps which are listed below are limited to actions which can be taken within currently appropriated resources:

Immediate Actions

- o Utilize on a one-time basis in 1991 up to \$15,000 of the \$110,000 which is currently held in contingency to make a personal computer information system available to all network agencies. County funding would be used to custom tailor Paradox, a commercially available software, to prepare documentation and to train County and agency staff. A small portion of the funds would be used to purchase a set of the software for the Community Services Division.

Three YFSN agencies are currently using the proposed system data management system based on Paradox software. The system incorporates all the County intake form data, includes United Way data fields and other data unique to the specific agency. Two other YFSN agencies are currently considering adopting this system. A number of other agencies use personal computers for processing client and/or financial information. Agencies which have fully functional systems would have the option to keep their own systems and provide reports to the County.

Implementation of a personal computer-based system would lay the foundation for County contract monitoring and program evaluation. It would ensure that key data items are uniformly collected across the system and standardized reports are generated for contract monitoring. The system has the capacity to process client service data and termination information as well as client intake information. The County would retain the ability to access client data when needed for evaluation. The proposed system would eliminate the County's ongoing costs of maintaining a "mainframe" system, entering data and printing multi-carbon client intake forms.

- o Support the efforts of agencies who do not already own personal computers with sufficient capacity (386/25MHz) to obtain this equipment through donations or purchase. Encourage Network agencies to share information and resources to obtain equipment during 1991.
- o Phase out use of the current "mainframe" system during 1991. Discontinue requiring agencies to submit all YFSN client enrollment (intake) forms monthly to the

County for data entry and computer processing. Require that agencies keep a copy properly filed at the agency and make it available to the County for monitoring and/or evaluation. Allow agencies the option to continue sending the current intake form to the County for data entry and report production if the agency so requests and needs this service to obtain six-month and annual reports for the balance of 1991.

- o Complete work with agencies to develop a minimum set of data to be uniformly collected for all enrolled YFSN clients including parents. The new format should incorporate the data requirements of United Way and cities as well as County required items. Agencies should be allowed to copy a County-supplied master, to use their own form or to enter the information directly into the computer. Forms development should occur as part of the work to customize and implement the Paradox software.
- o Develop through a working group with YFSN agency directors a 1992 base level contract that reflects the targeting of YFSN Program funds, in combination with other resources, to support a core level of prevention and early intervention services in every school district. Contractual development will be consistent with any policy changes which result from the adoption of the King County Policy Plan for Children and Families.
- o Continue to staff a work group of YFSN agency directors to examine issues of under representation of persons of color on agency boards and on agency staff. The group will develop ways to increase participation of ethnic minorities and persons with disabilities in the Network. This is viewed as a first step in a series of actions to increase participation and assure cultural appropriateness of services.

Actions to be Implemented in 1992

- o Develop protocols for routine monthly reports that efficiently utilize the new information systems. Require agencies to submit on a monthly basis only the minimum client information needed to support the billing invoice. Monitor attainment of contract objectives on a six-month and annual basis through agency submission of summary level reports.
- o Review and revise 1992 County YFSN contracts to ensure that requirements are appropriate to services directed to special needs populations and to high-risk youth. Care will be taken to avoid imposing information system

requirements that create barriers to service access and delivery.

- o Select one high priority area for program evaluation in 1992. Data Management and Evaluation (DME) staff of CSD will be involved with the YFSN Program staff in selection of the topic area, design and conduct of the study. Suggested areas for activity include: development with the Children's Mental Health Program of a tool to help telephone intake workers in both systems to screen prospective clients and refer to the most appropriate, available service; review the performance of Network agencies with regard to cultural appropriateness of services and linkages with communities of color; design of an outcome measure for parenting education; development with the Network of quality assurance measures for personal and family counseling services.
- o Continue work with United Way, other County agencies, cities and other funding organizations to achieve consistency in service definitions and other data elements. Maintain contact with United Way to assure that revisions of service categories include case management as a direct service in the local UWASIS update.
- o Continue supporting the Network to develop and maintain linkages and funding partnerships. County YFSN Program staff can be a resource to the Network by identifying new sources of funds and by providing technical assistance in preparing proposals for private, state or federal funding. Staff can also improve services by maintaining a dialog with other County programs concerning service needs and funding strategies.
- o Support strengthening financial information systems in agencies to ensure accuracy of reported information. Collaborate with other funding agencies, especially United Way, to maintain a viable Network that is financially sound and able to offer salaries that are sufficient to attract and retain qualified staff.

DEPARTMENT OF HUMAN SERVICES YOUTH AND FAMILY SERVICES NETWORK**FUNDING POLICY**

These policies are intended to govern the funding of Youth and Family Network Services which are local services supported by King County Current Expense funds appropriated to the Children and Family Services Fund, Youth and Family Services Network Program of the Department of Human Services. These policies are not intended to apply to the Emergency Youth Shelter services which are regional in nature.

I. GENERAL POLICIES

- A. King County supports a county-wide network of Youth and Family Services agencies that make available within each school district a range of prevention, early intervention and treatment services to families, children and youth.
- B. County funding is provided to support services to families, children and youth in all parts of the county. Proportionately higher funding will be provided per capita to support Youth and Family Network Services to families, youth and children in unincorporated areas.
- C. The County provides a minimum base of support for local services. It is anticipated that agencies will obtain funding from cities, private and other governmental sources to provide services appropriate to families in local communities. It is expected that both the amount and types of service funded by these other sources will vary over time and from agency to agency.
- D. Unless specifically authorized, County Youth and Family Services Network funds may not be used to supplant federal, state or other public revenues; however, use of these County funds is encouraged to leverage other funds.
- E. County support is provided in a way that provides sufficient flexibility to enable each network agency to define the mix of prevention, early intervention and treatment services most appropriate to the local community and allows each agency to maximize the use of County funds in conjunction with other resources to meet local needs while meeting overall policy directions established by the County.

- F. The County will hold each network agency accountable for providing a mutually agreed-upon mix of services through the processes of contracting, monitoring and program evaluation.
- G. The County through the Department of Human Services (DHS) will support the network, not only through funding, but by working to coordinate activities with other County departments, municipalities, state and private funding agencies. The County will also lend support to the network through advocacy for legislative issues impacting families, children and youth.
- H. The County recognizes that Youth and Family Network Services which are supported through County Current Expense funds are not mandatory County services. Therefore, the County reserves the right to reduce or eliminate funding for Network Services should changes in county revenues or priorities occur.
- I. The County will routinely monitor each agency's compliance with contractual requirements and performance standards. Funding for specific providers may be reduced or discontinued in accordance with County contract provisions based on agency performance.
- J. The County will periodically evaluate agencies in terms of the quality and appropriateness of services, the extent of funding partnerships, the existence of community linkages, the relevance to local needs and the responsiveness to special populations.
- K. The County will develop and conduct Request for Proposals (RFP) or similar processes in the event that it becomes necessary to increase or decrease the number of provider agencies or to allocate special purpose funds which cannot reasonably be distributed using the funding formula. The County will also use an RFP process to re-allocate funds in the event that a agency's contract is terminated in accordance with contract provisions or is not renewed based on performance.

II. BASIC FUNDING ALLOCATIONS

- A. Agency catchment areas are defined as public school districts, except for Seattle School District in which there are four separate catchment areas each with a Youth and Family Services Network Agency which is currently County funded. Throughout this policy public school districts are retained as the geographic unit for planning and allocation.

- B. Public school enrollment figures will be used to estimate the total number of children and youth in each district and to adjust future allocations upward or downward. The count to be used is the official October enrollment figures available each year from the Puget Sound Educational Service District (PESD). The figures from the previous October will be used in the Spring/Summer of each year to develop the Department budget request for the following year and to allocate funds when the budget is adopted.
- C. Funds will be distributed on the basis of school district enrollment to provide a substantially higher per capita level of County funding to serve unincorporated area residents than to serve residents of incorporated areas. A ratio of 3.00:1.00, unincorporated to incorporated, funding is retained in the policy. (At 1991 base budget contracted levels the actual allocation to Youth and Family Services Network Agencies was \$6.72 per student for unincorporated area residents and \$2.24 per student for incorporated areas. The proposed allocation of the contingency funds will increase the funding by \$.36 per student for unincorporated areas and \$.12 per student for incorporated areas in the second half of 1991.)
- D. Census data will be used to estimate the number of students in each school district who reside in unincorporated areas. Assistance will be sought by HSD staff from the King County Planning and Community Development Division to develop estimates which minimize error when translating census tract data into school district data.
- City population figures will be based on the most recent census and on annual updates provided by the State of Washington, Office of Fiscal Management (OFM). The OFM estimates are the officially recognized figures used by the State and County for revenue sharing and distribution.
- E. A minimum funding level award will be provided by the County when the per capita funding formula results in funding less than the cost of one full time equivalent (FTE) professional staff per school district catchment area. The minimum award shall be the cost of one FTE for districts with at least 500 students and .5 FTE for districts with less than 500 students. Due to funding limitations the County may set the minimum award amount at less than actual agency costs for one FTE. The allocation of the contingency funds will establish an annualized minimum award of \$33,000 for one FTE effective July 1, 1991.

- F. County funding of one FTE or greater per school district catchment area is provided with the expectation that the agency receiving the funds will provide services through an office or satellite physically located within the catchment area.

III. ADJUSTMENTS FOR ANNEXATIONS AND INCORPORATIONS

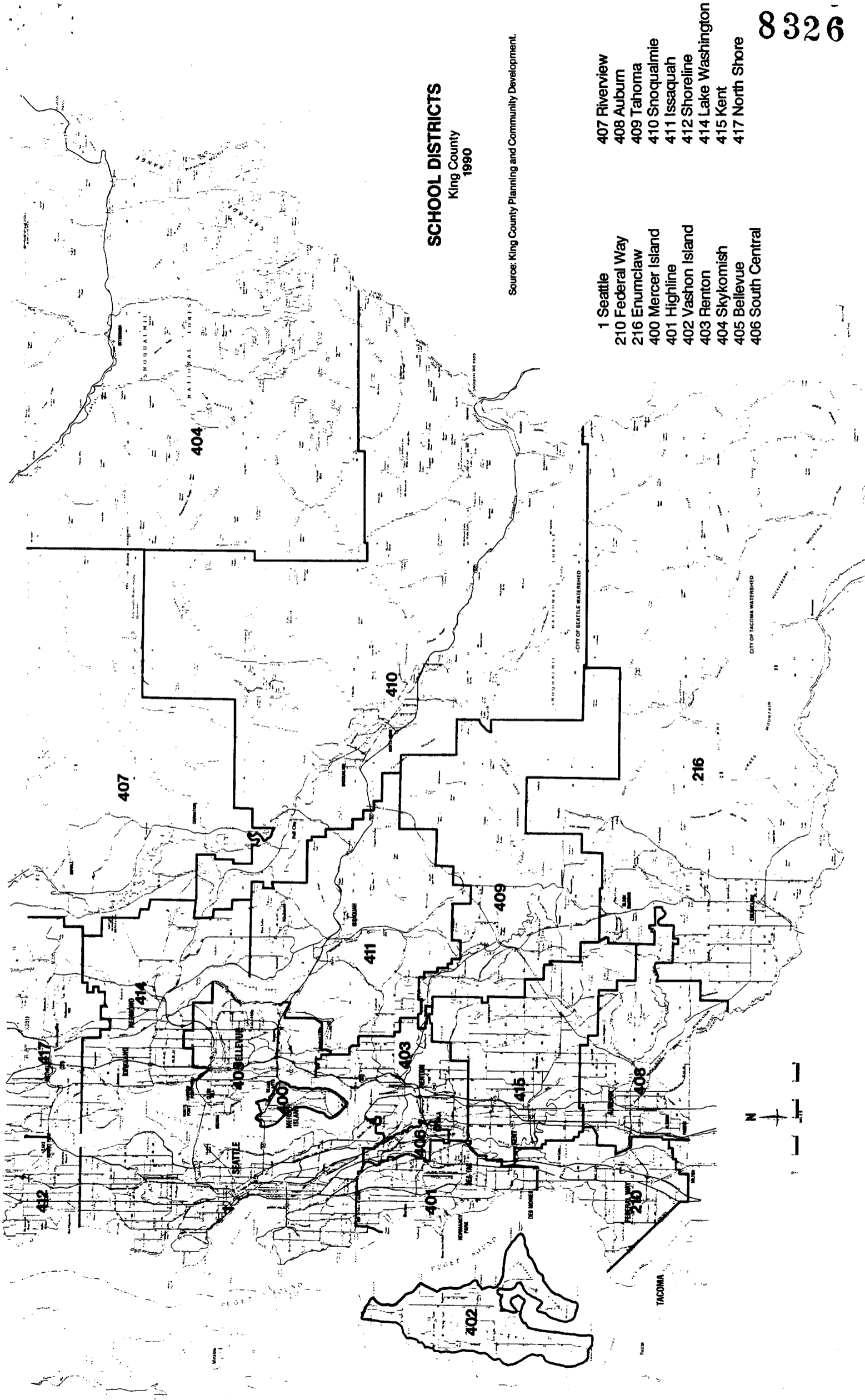
- A. In the event that an annexation or incorporation occurs in a YFSN Agency's catchment area that reduces the agency's funding by 10% or more under the per capita funding formula, the County will phase-in the funding reduction over a two year period:
1. Year in which the annexation/incorporation occurs = no reduction.
 2. First year after the annexation/incorporation occurs = 50% of the funding reduction.
 3. Second year after the annexation/incorporation occurs = 100% of the funding reduction.
- B. Funding reductions due to annexations and incorporations which amount to less than 10% of the Agency's total allocation under the per capita funding formula will be effective at the 100% level in the first year after the annexation/incorporation occurs.
- C. Minimum awards as defined in II.E. are not subject to reductions for annexations/incorporations.

IV. EXPECTATIONS REGARDING MATCHING FUNDS FROM LOCAL COMMUNITIES

- A. The County expects each network agency to develop and maintain local funding partnerships. It is hoped that all cities of 7500 or more population will be active partners in funding the Youth and Family Service Network. Matching funds may be provided entirely in cash or through a combination of cash, contracts for services and in-kind contributions (such as property, goods or services). Agencies may elect to include support from other sources such as school districts, public hospital districts or local private sources as local match.
1. Agencies whose catchment area is entirely within the boundaries of one city of 7500 or more population according to the 1990 census, are expected to maintain the current level of local funding. The County recognizes the significance of the funding which these municipalities provide to Network Agencies to serve youth and families .

2. Agencies whose catchment areas include one or more existing incorporated areas of 7500 population and also include smaller cities and/or rural areas, are expected to develop partnerships with (each) city with a 1990 population of 7500. Agencies are also expected to develop funding partnerships with smaller cities whose population expands to 7500.

3. The County will support agencies efforts to obtain matching funds from cities that reach 7500 population through annexation or incorporation. The County will provide information to the Boundary Review Board for each proposed incorporation and major annexation concerning the estimated reduction in County funding to a Network agency which will result from the incorporation or annexation. The need for replacement funds for Youth and Family Services will be communicated to the Boundary Review Board to consider as a factor is determining economic viability of future proposed annexations and incorporations.
 - B. Network agencies are encouraged to obtain the participation of cities with less than 7500 population to assist in supporting Youth and Family Services.
 - C. The County will review on an annual basis, in advance of awarding the next year's contract, each agency's progress in obtaining local support.
 - D. The basis for the King County and city population figures will be the most recent official census and annual updated estimates provided by the State of Washington, Office of Fiscal Management (OFM). The OFM estimates are the officially recognized figures which are used by the State and by the County for revenue sharing and distribution. School district enrollment figures will be the PSESD official October District enrollments described in Section II. D. of this policy.



SCHOOL DISTRICTS

King County
1990

Source: King County Planning and Community Development.

- | | |
|-------------------|---------------------|
| 1 Seattle | 407 Riverview |
| 210 Federal Way | 408 Auburn |
| 216 Enumclaw | 409 Tahoma |
| 400 Mercer Island | 410 Snoqualmie |
| 401 Highline | 411 Issaquah |
| 402 Vashon Island | 412 Shoreline |
| 403 Renton | 414 Lake Washington |
| 404 Skykomish | 415 Kent |
| 405 Bellevue | 417 North Shore |
| 406 South Central | |

Spending Plan

Proposed Allocations - Youth and Family Services Network

- Utilize \$15,000 for Information System as one-time only expense in 1991
- Provide minimum awards (28,281 base) for 1 FTE for Snoqualmie, Riverview and South Central; provide funding for .5 FTE in Skykomish
- Increase all minimum awards (including new) to \$33,000 per F.T.E. per year. Increase in 1991 will be 50% of annual amount ((33,000 - 28,281)/2 = 2360).
- Increase Allocations for Catchment areas funded on per capita formula

Provide Minimum Awards - 1991 Second Half Increases

	1991 Current	1991 Annual due New Policy	1992 2nd Half Increase	1992 Full Year Increase
Snoqualmie/Riverview	33,286	56,562	11,638	23,276
South Central	4,868	28,281	11,707	23,413
Skykomish	5,521	14,141	4,310	8,620
Sub - Total			\$27,654	\$55,309

Increase Minimum Awards from \$28,281 to \$33,000 for one F.T.E.
1991 Second Half will be 50% of increase

	1991 Current	1991 Annual due New Policy	1992 2nd Half Increase	1992 Full Year Increase
Enumclaw	28,281	33,000	2,360	4,719
Mercer Island	28,281	33,000	2,360	4,719
Central (Seattle)	28,281	33,000	2,360	4,719
Northwest (Seattle)	28,281	33,000	2,360	4,719
Southeast (Seattle)	28,281	33,000	2,360	4,719
Southwest (Seattle)	28,281	33,000	2,360	4,719
Tahoma	28,281	33,000	2,360	4,719
Vashon	28,281	33,000	2,360	4,719
Riverview	28,281	33,000	2,360	4,719
Snoqualmie	28,281	33,000	2,360	4,719
South Central	28,281	33,000	2,360	4,719
Skykomish	14,141	16,500	1,180	2,360
Sub - total			\$27,134	\$54,269

Division of Remaining Funds by Per Capita Formula

Districts	1991 Available		Fall 1990		% of TOTAL Unincp. Students in District	Dist. Share of New \$ Unincorp.	% Enrollment Incorp.	# Students Incorp.	% of TOTAL Incorp. Students in District	Dist. Share of New \$ for Incorp.	1991 2nd Half Increase	1992 Full Year Increase
	District Enrollment	% Enrollment Unincorp.	District Enrollment	% Enrollment Unincorp.								
Auburn	10,562	34%	10,562	34%	4%	\$1,311	66%	6,971	11%	\$860	\$2,171	\$5,962
Bellevue	14,772	16%	14,772	16%	3%	\$863	84%	12,408	20%	\$1,531	\$2,394	\$6,574
Federal Way	18,168	26%	18,168	26%	5%	\$1,725	74%	13,444	22%	\$1,659	\$3,384	\$9,292
Highline	16,297	77%	16,297	77%	14%	\$4,583	23%	3,748	6%	\$462	\$5,045	\$13,854
Issaquah	8,666	87%	8,666	87%	8%	\$2,753	13%	1,127	2%	\$139	\$2,892	\$7,942
Kent	21,027	70%	21,027	70%	17%	\$5,375	30%	6,308	10%	\$778	\$6,153	\$16,898
Lake Washington	22,960	63%	22,960	63%	16%	\$5,282	37%	8,495	14%	\$1,048	\$6,330	\$17,384
Northshore	17,470	82%	17,470	82%	16%	\$5,232	18%	3,145	5%	\$388	\$5,619	\$15,432
Renton	11,823	50%	11,823	50%	7%	\$2,159	50%	5,912	10%	\$729	\$2,888	\$7,930
Shoreline	9,378	96%	9,378	96%	10%	\$3,288	4%	375	1%	\$46	\$3,334	\$9,156
Sub - total	151,123	59%	151,123	59%	100%	\$32,571	41%	61,933	100%	\$7,640	\$40,212	\$110,424

AUBURN YOUTH RESOURCES
816 "F" Street Southeast
Auburn, WA 98002
939-2202 Dick Brugger
FAX: N/A

CENTER FOR HUMAN SERVICES
17011 Meridian Avenue North
Seattle, WA 98133
546-2411 Cathy Moray
FAX: N/A

CENTRAL YFS
1730 Bradner Place South
Seattle, WA 98144
322-7676 Bettylou Valentine
FAX: N/A

ENUMCLAW YOUTH CENTER BRANCH
Auburn Youth Resources
1356 Cole Street
Enumclaw, WA 98022
825-4586 Joan Rieck
FAX: N/A

FEDERAL WAY YFS
1411 Southwest Dash Point
Road
P.O. Box 4234
Federal Way, WA 98063
839-6555 Gary Benton
FAX: N/A

ISSAQUAH YOUTH & FAMILY SERV
Friends of Youth
414 Front Street, P.O. Box 12
Issaquah, WA 98027
392-6367 Joan Campbell
FAX: Available

SNOQUALMIE YOUTH & FAMILY SVC
Friends of Youth
211 River Street
P.O. Box 1553
Snoqualmie, WA 98056
392-6367 Joan Campbell
FAX: N/A

KENT YFS
232 S. 2nd Avenue, Ste. 201
Kent, WA 98032
859-0300 Hans Rasmussen
FAX: 859-0745

MAPLE VALLEY YFS
22010 Southeast 248th
Maple Valley, WA 98038
432-1272 Michael Lafreniere
FAX: N/A

MERCER ISLAND YFS
8236 Southeast 24th, Bldg. C
Mercer Island, WA 98040
236-3525 Peg Morgan
FAX: 236-3632

NORTHSHORE YFS
10309 Northeast 185th
P.O. Box 171
Bothell, WA 98041
485-6541 Julie Davidson
FAX: 485-4154

NORTHWEST YFS
Pioneer Human Services
8288 Lake City Way NE
Seattle, WA 98115
527-1405 John Powers
FAX: 527-2430

RENTON AREA YFS
1025 South Third Street
Renton, WA 98055
271-5600 Rich Brooks
FAX: N/A

HIGHLINE YOUTH & FAMILY SERV
Ruth Dykeman Children's Ctr.
15011 8th Avenue Southwest
P.O. Box 66086
Seattle, WA 98166
243-5544 Mark Anderson
FAX: 243-0757

SOUTHEAST YFS
3722 South Hudson Street
Seattle, WA 98118
721-5542 Rodger Spaugh
FAX: N/A

SOUTHWEST YFS
9001 35th Avenue Southwest
Seattle, WA 98126
937-7680 Steve Daschle
FAX: N/A

VASHON YOUTH SERVICES
P.O. Box 237
Vashon, WA 98070
463-5511 Jim Carey
FAX: N/A

YOUTH EASTSIDE SERVICES
16150 Northeast 8th
Bellevue, WA 98008
747-4937 Cliff Warner
FAX: N/A

LAKE WASHINGTON BRANCH
Youth Eastside Services
13009 NE 85th
Kirkland, WA 98033
747-4937 Cliff Warner
FAX: N/A

Appendix

Incorporated Area Populations - 1990

	Census Total - 1990	OFM Official Estimate 4/90
Auburn School District		
Algona	1,694	1,720
Auburn	33,102	34,150
Pacific	4,622	4,080
Total	39,418	39,950
Bellevue School District		
Beau Arts	303	294
Bellevue	86,674	88,890
Clyde Hill	2,972	3,090
Hunts Point	513	504
Medina	2,981	2,960
Yarrow Point	962	985
Total	94,405	96,723
Encumclaw School District		
Black Diamond	1,422	1,510
Encumclaw	7,227	6,390
Total	8,649	7,900
Federal Way School Dist.		
Federal Way	67,354	63,980
Milton	697	565
Total	68,051	64,545
Issaquah School District		
Issaquah	7,786	7,390
Total	7,786	7,390
Highline School District		
Des Moines	17,283	15,490
Normandy Park	6,709	6,620
Sea-Tac City	22,694	24,000
Total	46,686	46,110
Kent School District		
Kent	37,960	37,440
Total	37,960	37,440
Lake Washington School D.		
Kirkland	40,052	37,700
Redmond	35,800	35,420
Total	75,852	73,120
North Shore School Dist.		
Bothell (KC only)	11,986	11,500
Total	11,986	11,500
Renton School District		
Renton	41,688	39,340
Total	41,688	39,340
River View School Dist.		
Duvall	2,770	2,435
Carnation	1,243	1,255
Total	4,013	3,690
Shoreline School District		
Lake Forest Park	4,031	2,800
Total	4,031	2,800
Skykomish School District		
Skykomish	273	243
Total	273	243
Snoqualmie School District		
Snoqualmie	1,546	1,545
North Bend	2,578	2,420
Total	4,124	3,965
South Central School Dist.		
Tukwilla	11,874	10,820
Total	11,874	10,820
Tahoma School District		
No Incorp.	0	0
Mercer Island School D.		
Mercer Island	20,816	20,630
Total	20,816	20,630
Seattle School District		
Seattle	516,259	501,800
Total	516,259	501,800

8326