Community Public Health
and Safety Networks:
Projects and Performance Measures

Sharon Silas
Scott Matson
and
Roxanne Lieb

February 1998

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Washington State Institute for Public Policy

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Community Public Health and Safety Networks:
Projects and Performance Measures

EXECUTIVE SUMMARY

The state's Community Public Health and Safety Networks were established by the 1994 Legislature as part of the Violence Prevention Act. The Networks distributed funds to local communities with the goal of reducing at-risk behaviors. For the first year funding cycle (FY1997), the Institute obtained information on 544 projects funded by 42 (of 53) Networks, and examined project outcomes. Performance measurement for social service organizations includes a new language and approach for contracts. The short duration of the projects (an average of four months) made it difficult to demonstrate significant results. Approximately 11 percent of the projects were designed to directly influence and measure behavior change.

BACKGROUND

The 1994 Washington Legislature passed the Violence Prevention Act, an omnibus bill with the primary purpose of reducing the rate of violence—particularly youth violence—in the state. In addition to juvenile violence, the Legislature identified the following "at-risk" behaviors for focused efforts of reduction: teen substance abuse, teen pregnancy and male parentage, teen suicide attempts, dropping out of school, child abuse or neglect, and domestic violence.[1] Reductions in out-of-home placements of youth were also expected.[2]

The Act created Community Public Health and Safety Networks as a vehicle for grassroots participation throughout the state in reducing violence. A total of 53 networks were created—most encompassing entire counties, some covering small local communities. The Networks were required to submit comprehensive plans for their communities to the Family Policy Council.[3] The plans documented the Networks' decisions on chosen problem behaviors, identification of existing services and support, strategies to fill gaps in support systems, and methods to monitor and evaluate progress.

Most plans were approved in late 1996 and early 1997. Following approval, the Family Policy Council and the Networks entered into individual performance contracts. The Institute published a description of the negotiated contracts in April 1997.[4] This contract included a "statement of work" and specified individual performance measures that service dollars were expected to influence. The Family Policy Council staff had negotiated with Network representatives regarding appropriate target levels and measurement designs. As an example, one Network chose to target child abuse and neglect, youth violence, teen substance abuse, and domestic violence for reduction in rates. As a step toward these goals, the

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[1] E2SHB 2319 Section 203.
[2] E2SHB 2319 Section 310(6).
[3] Members of the Family Policy Council include representatives from: Department of Social and Health Services; Office of the Superintendent of Public Instruction; Department of Community, Trade and Economic Development; Department of Health; Employment Security Department; House Republican Caucus; House Democratic Caucus; Senate Republican Caucus; Senate Democratic Caucus; Office of the Governor.
[4] Sharon Silas with Roxanne Lieb, "Performance Measures: Community Public Health and Safety Networks," Washington State Institute for Public Policy, April 1997.

Network identified intermediate, concrete steps that could reasonably be expected to influence these rates. For this example, the Network chose to increase school achievement and the ability of youth to solve problems without violence, as well as to lower truancy rates.

Funding was awarded to the Networks during Fiscal Year 1997, and in turn, they contracted for projects in their communities.

Figure 1 illustrates the timing of events that have occurred in the development of the Community Public Health and Safety Networks.

Figure 1: Timeline of Events

1994	1995	1996	1997

Legislation Passed: Violence Prevention Act (E2SHB 2319)

Planning Guidelines Issued to Networks by the FPC*

Network Plans Submitted to the FPC

Networks Contracted With the FPC

Network Contracts Approved; Money to Networks

*Family Policy Council
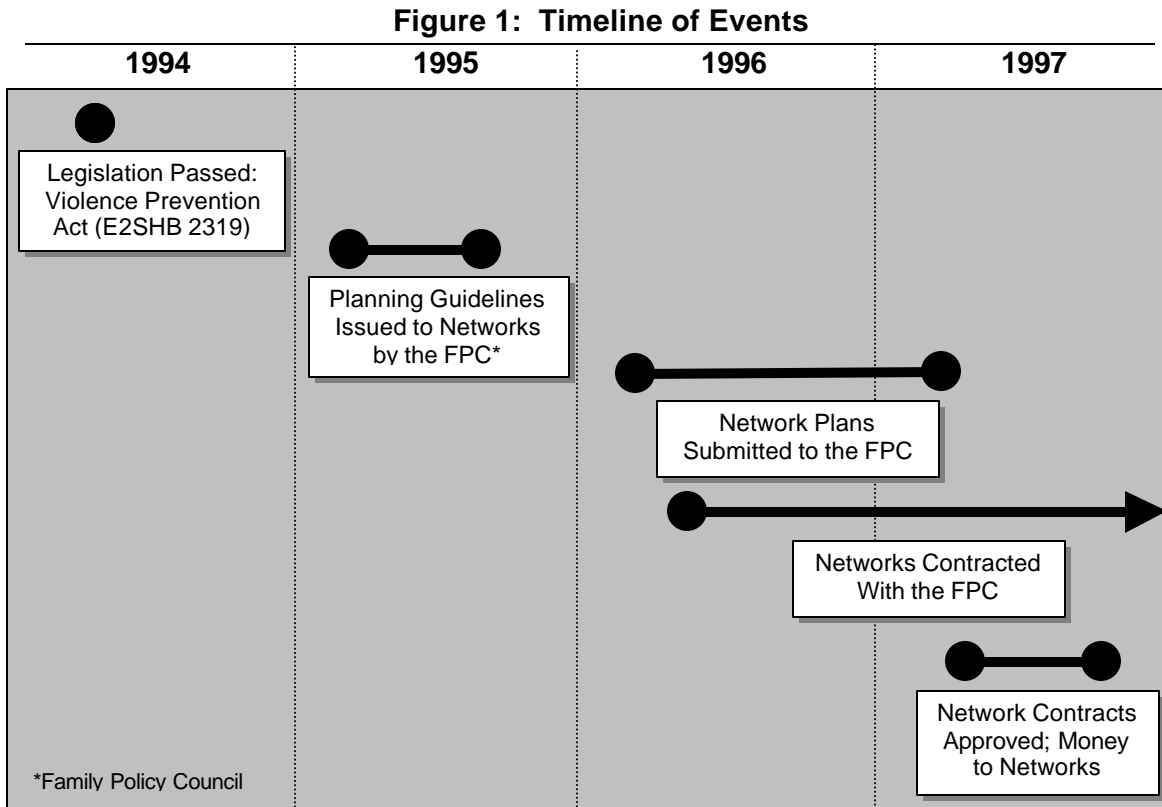
LEGISLATIVE DIRECTION REGARDING EVALUATION

The Legislature directed the Institute to be an *external evaluator* of the omnibus bill's success in reducing rates of violence and other at-risk behaviors and increasing protective factors.

The 1994 Legislature assumed a relatively long-term period for judging the success of individual Networks. The Act set the first measuring point at *five years after the initial grant* to a Network. If a Network fails to meet the outcome standards and goals in any *two consecutive years* following the initial five-year period, the Institute is directed to make recommendations to the legislature concerning future funding. Thus, a *seven-year time period* was anticipated before Network performance will be linked to individualized funding decisions.

In addition, the Institute was directed to consider the adequacy of the intervention relative to a community's risk factors. As an example, in a community with an eight percent rate of teenage

pregnancy, it might not be reasonable to expect a Network project with limited service dollars to reduce the rate by half.

Although the funding source for Network activity has shifted from a combination of state and federal funds to federal funds only, the legislative mandate regarding Network purposes and evaluation directions remain in statute.

INFORMATION SOURCES

Project contracts are maintained by individual Networks and are *not accessible in a centralized statewide location*. In the fall of 1997, most Networks submitted project information to the Family Policy Council for inclusion in a database that is under development. The Institute attempted to use the database in its evaluation, however, the "kinks" are still being worked out; the database does not include information on all projects or all Networks. We therefore reviewed data collection forms submitted by the Networks to the Family Policy Council data system, as these provided more information. We also directly contacted each Network.

Ultimately, we received information from 42 Networks. Because this information was obtained, in many cases, from Network volunteers who had not anticipated this request, the data quality was sometimes compromised. For example:

- When reviewing the forms, we encountered incomplete and confusing responses in some categories.

- A few Networks submitted broad descriptions of projects that did not clearly indicate performance measurement.

- It appeared that the individuals completing the forms, in many instances, did not understand the differences between key categories such as outcomes, measures, and inputs.

- In some instances, conflicting data was submitted (e.g., names of projects changed; the number of projects contracted for the specific funding period differed).

As a result, some interpretation of the data has been necessary. To undertake a "100 percent" evaluation would have necessitated visiting each Network office and interviewing hundreds of service providers.

NETWORK PROJECTS

The Networks allocated over $4 million in direct service funds to their projects during Fiscal Year 1997. Total awards for projects ranged from $1,500 to $400,000 with an average of $75,000 per Network.

Projects included one-time events, recreation activities (such as boys and girls clubs), training and education of youth and adults, and assessing community resources (Appendix A includes a complete list of projects analyzed in this report).

The Family Policy Council database included information on project length for 228 projects. We relied on this source to examine *project duration*. The duration of projects was computed through October 1997; a few of the projects continued through 1997.

The average period of time for projects was four months. Projects ranged from one-day events to activities that lasted for 12 months. Start dates for projects ranged from September 1995 to October 1997. End dates ranged from December 1995 through 1998.

Of the 42 Networks examined by the Institute, 544 projects were funded for Fiscal Year 1997, with a median of 10 projects per Network.

Information received was grouped into the following categories (Appendix B contains a full description of data fields).

- Target Behaviors
- Type of Work Performed
- Project outcomes
- Measurement Tools
- Data Sources
- Results

TARGET BEHAVIORS

Figure 2 shows the number of programs that targeted specific behaviors. Most projects were identified as addressing more than one target behavior.

Figure 2: Target Behaviors Identified by Projects

WSIPP, 1998

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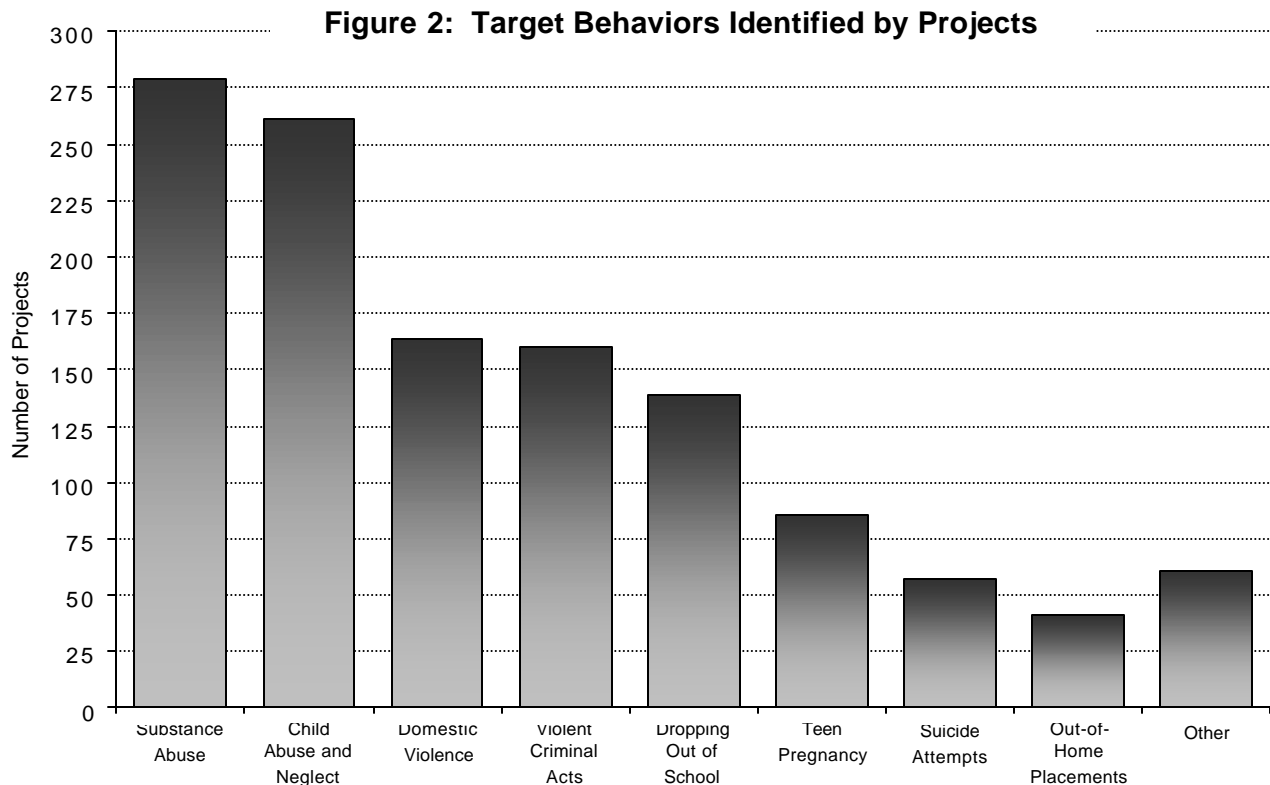
TYPE OF WORK PERFORMED

The Institute categorized the types of work performed in each project. The projects included skills training and educational classes or workshops, one-time events (such as a play or workshop), providing access to resources, information to clients (how-to pamphlets, lists of counseling services, access to mentors), training providers, purchasing equipment for projects, evaluation training, and recreational activities.

Figure 3: Categories of Network Projects

WSIPP, 1998
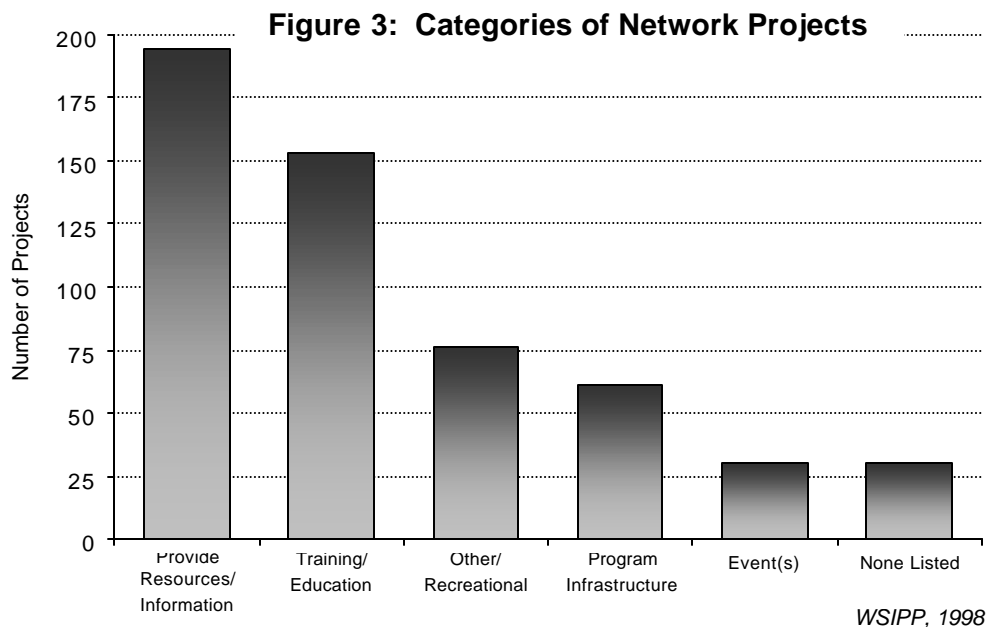
PROJECT OUTCOMES

Network contracts with the Family Policy Council identified long- and short-term outcomes that the Networks intended to accomplish. The contracts specified that each Network was to use "outcome-based contracts with vendors," with the Network responsible for either analyzing reported data or contracting for an external analysis.[5]

"Outcome or Outcome-based" means defined and measurable outcomes used to evaluate progress in reducing the rate of at-risk children and youth through reducing risk factors and increasing protective factors (E2SHB 2319).

Individual projects were expected to help meet these goals through short-term outcomes. Networks also identified ways to measure success in meeting these outcomes. In some cases, more than one outcome was identified. For this analysis, we selected what appeared to be the main outcome of the project, listed as primary, and designated all other intended outcomes as secondary (a few projects had indicated up to six identified outcomes.)

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[5] Interagency Agreement Between the Family Policy Council and Community Public Health and Safety Network: Exhibit B, "Commitments and Responsibilities of Community Public Health and Safety Network."

MEASUREMENT TOOLS

From the information we obtained, approximately **11 percent** of the projects were designed to affect measurable changes in behavior directly related to the Network goals, with clear measurement fields (see Appendix D for examples). The projects can be grouped as follows:

Figure 4

Outcomes	Measurement Tools	Percentage of Projects
Targeted behavior changes.	Measured behavior changes.	11%
Targeted behavior changes.	Completion of the project (inputs).	22%
Activity (input).	Completion of the activity (inputs).	32%
Implementation of infrastructure activities (outcome training, equipment, etc.).	Completion of infrastructure activities.	7%
Mixture of the above categories.	Did not provide measurement tools or the information was unclear.	28%

In many cases, results were measured by tabulating the number of attendees and participants at classes and workshops, as well as the number and costs of producing documents, services, etc. (see Appendix C for examples).

Frequently, the service providers' opinions about the event were summarized. In some cases, client satisfaction surveys were completed along with pre-post tests to measure changes in knowledge or attitudes. Other data sources were attendance rosters, invoices of purchased equipment, copies of newsletters, and mailing lists.

RESULTS

An attempt was made to discern each project's success in achieving its outcomes. Again, most descriptions referenced a tabulation of activities—members who attended an event, the duration of activities or the number of participants completing a class, etc.

Figure 5 (next page) examines the primary intended outcomes identified by the Network projects and their measurement tools. (Some projects had more than one intended outcome.)

Figure 5: Primary Outcomes and Measurement Tools
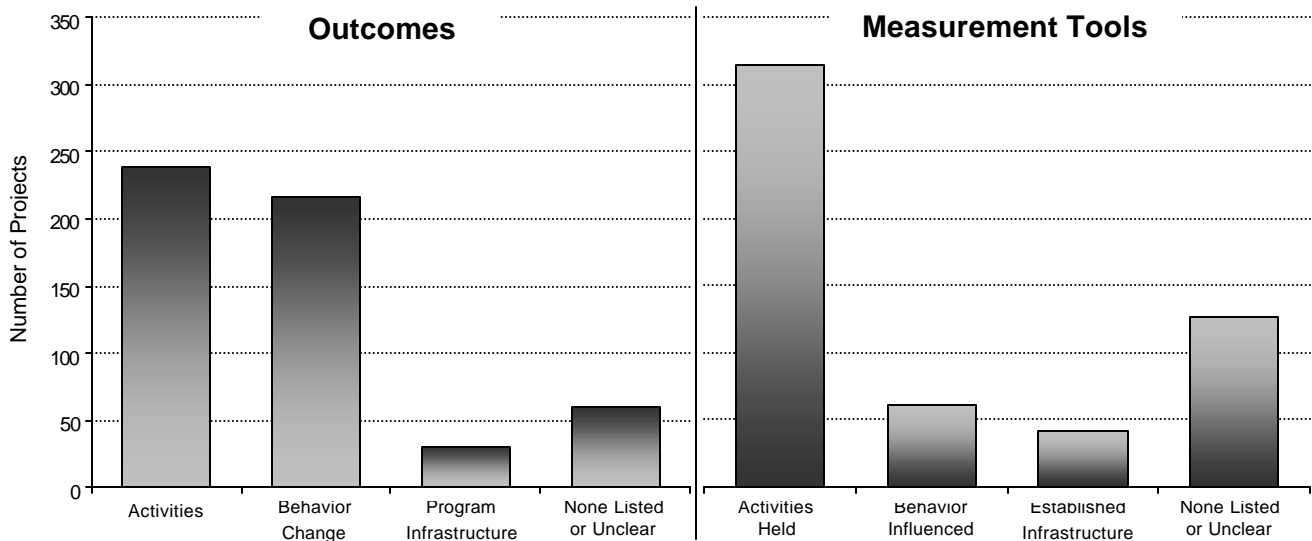
WSIPP, 1998

FACTORS INFLUENCING NETWORK PROJECTS

What were some of the barriers faced by Networks in funding performance-based projects?

- By the time the funds were available to the Networks, there was significant time pressure to distribute funding and initiate projects. Most Networks issued "Requests for Proposals," relying on providers to submit proposals and measurement techniques.

- The time period for funding compromised the goal of demonstrating results. Some Networks elected to learn "baseline" information with these projects, planning to assess changes over time.[6]

- In some instances, communication between the Family Policy Council staff and the Networks about expectations for outcome measurement was unclear. Some Network representatives indicated that the staff advised them that identification and measurement of long-term outcomes could be delayed until the next funding cycle.

- Performance measurement and outcome-based contracts are new concepts for many people. The Family Policy Council staff had limited resources to train Network members in this arena.

Given these barriers, it is not surprising that many projects focused on activities and what are usually considered "inputs" rather than outcomes.

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[6] For example, Snohomish County Network determined that the time allotted for projects was insufficient to accomplish and measure behavioral change, therefore, they chose to focus the initial projects on changing intermediate measures. They will concentrate on outcome measurement in the next funding period.

EVALUATION: NEXT STEPS

The Institute's evaluation activities will continue with the following publication schedule:

- *Cost-Benefit Analysis of Violence Prevention Programs*

  How much can the state save by investing in programs to reduce criminal offending? A January 1998 publication presents findings on 16 programs, analyzing cost effectiveness in terms of crime prevention.

- *Trends in At-Risk Behaviors*

  This March 1998 publication will assess trends in the Act's identified outcome behaviors: violent criminal acts by juveniles; teen substance abuse; teen pregnancy and male parentage; teen suicide attempts; dropping out of school; child abuse and neglect; domestic violence; and out-of-home placements of youth. Data will represent both *state* and *county* trends.

- *Cross-Sectional Analysis of Networks*

  Each Network faces a unique set of circumstances: some are rural, some urban; some are economically robust, some have high poverty rates; some are relatively stable and others have high rates of transiency. This analysis will take into account these individual factors, then test how effectively individual Networks deploy their resources. This model will be developed by spring 1998.

SUMMARY

The projects funded by the Networks covered relatively short time periods and primarily consisted of activities and events. In most cases, the completion of these activities was identified as the outcome as well as the measure. Eleven percent of the projects had measurable outcomes directly connected to at-risk behaviors.

The focus on outcomes and performance measures in the public health and social service arena is relatively recent. Many professionals struggle to adapt to the new language, as well as the more demanding requirements of changing behavior. When the completion of activities is no longer the primary success measure, and instead the focus shifts to changing behavior, adjustments are needed in the conceptualization and implementation of projects.

APPENDIX A: NETWORK PROJECTS

Adams
- 4-H Will Lead The Way
- Adams County Summer Teen Program
- Junior High Ropes Challenge Course
- Othello Babe Ruth Association
- Parenting Newsletter (Spanish Version)

Asotin-Garfield
- April Campaign
- Asotin County Library
- Asotin/Anatone School District Summer Bridge
- Child Abuse & Neglect Sub-Committee
- Clarkston School District
- Crisis Nursery
- DARE-Drug Abuse Resistance Education
- Domestic Violence Sub Committee
- Foster Parents Assoc. + Asotin & Garfield Counties
- Lifetime Leisure Skills
- Lincoln School/August Academy
- Personal Best School Resource Officer
- Pomeroy Jr-Sr High Schools
- Safe Policy

Benton
- Family Court Services
- Family Team
- First Night Tri-Cities
- The Support Net
- Abstinence-Building Positive Relationships
- Adolescent Chemical Dependency Program
- Campfire And Headstart Collaboration
- Kennewick SD Elem. Alternative Program
- Lewis And Clark Elementary Special Friends
- Parenting For Our Future
- Parenting/Toddler Virtue Project
- Personal Economics And Staying In School
- Promotional Efforts On Behalf Of Teen Talk
- Resiliency And Valuing Education (RAVE)
- Southridge Teen Outreach Program
- Staying In School And Enterprise In Action
- Teen Program

Clallam
- Central/East End Affiliate
- Juvenile Justice Task Force (JJTF)
- West End Affiliates

Clark
- Early Childhood Education & Family Development
- Family Support Project
- Parent Education Collaboration
- Ready! Set! Go!
- Violence Stops With You

Cowlitz
- Domestic Abuse
- Family Enrichment Program

- Juvenile Facilitation Project
- Parent Program/D.A.R.E.
- Safe
- Youth After Hours

Franklin
- Campfire And Head Start Collaboration
- Experiencing Something New
- Overtime
- Partners For Power
- Reduce Substance Abuse Now
- Violence Prevention Program 2nd Step
- Youth Activities Assistance Program
- Family Court Services
- Family Team
- Support Net
- Teen Support With An Abstinence Focus

Ferry
- 4-H Club
- Co-Op Preschool
- Family Fair
- The Grange

Grant
- After School Program
- Community Resource Notebook
- Parent To Parent Training
- Pride Parent Training For Drug Prevention
- Project Near Home Experience
- Q-Care After School Program
- R.O.C.C. Kids Outreach
- Rendezvous
- Violence Prevention Program
- Wahluke School District

Grays Harbor
- Child Abuse And Neglect Forum
- Community Awareness Safe Driving Project
- D.A.R.E.
- Fatal Vision Presentations
- GED Preparation Workshops
- Green Thumb Gardening Project
- Harbor High Employment Training Program
- Harbor High Marine Technology Program
- Harbor High Student Participation In City League
- Hooked On Fishing
- Playground Project
- Positive Discipline Training For Foster Parents
- Saturday Night Program
- Second Step
- Student Field Trip
- Summer Recreation Program
- Summer Voucher Project
- Teen Time Program
- Therapeutic Activities
- Turning Point Project

Island/Stanwood
- Children's Advocacy Team Materials

- Family Management Skills
- Home Visit Pilot Project
- Infant/Toddler Support Project
- Parent's Place
- Readiness To Learn
- South Whidbey Youth Center

Issaquah
- After School Activities
- Assemblies On Preventing Self Destructive Behavior
- Community Asset Mapping
- Community Recognition Program
- Drug Awareness Rally
- Family Reading And Math Literacy Workshop
- Onsite Counseling Services For Children And Parents
- Parental Plus Program
- Parenting Initiative
- Peer Outreach
- Summer Arts Camp

Jamestown-S'Klallam Tribe
- After School Program
- Confab With Wes
- Parenting Support Group
- Special Activities
- Undeclared
- Youth Outpatient Program
- Youth Summer Employment

Jefferson
- Arts And Crafts Classes
- Brinnon Summer Camp Scholarships
- Conflict Resolution/Peer Mediation
- Family Ties Newsletter
- Girls Summer Program
- Jefferson County Recreation Areas
- Pi Enhancement Project
- Quilcene Swims
- Skills Center Summer Experience
- Student Recognition
- Summer Enrichment Art Camp
- Summer Enrichment Camp
- Summer Open Gym
- Summer Recreation Program
- Summer School
- Summer Youth Jobs
- Super Tuesdays
- Volunteer Recognition & Training
- Whidbey Ropes Course For Boys

Kalispel
- Daycare Enhancement Project
- Substance Abuse Prevention Program/Tutoring
- Summer Activities Program

Kitsap
- Community Teams
- Information And Referral Data Base
- Outcome Based Evaluation Training
- Parenting Program Grants

APPENDIX A: NETWORK PROJECTS

- Summer Youth Program Grants

Kittitas
- Asset Mapping
- Family Preservation
- Behavioral Sciences Institute
- Family Support - Alcohol Drug Dependency Service
- Family Support - Cle Elum
- Family Support Domestic Violence
- Family Support - Mentor Program
- Family Support-Upper County Program
- Family Support - Youth Peer Mediation
- Family Support - Youth Outreach

Klickitat-Skamania
- Challenge Education
- Domestic Violence Sexual Abuse Task Force
- Early Childhood Education & Parent Support Services "Talk & Play"
- How To Talk So Kids Will Listen & Listen So Kids Will Talk
- Lyle Community Greenhouse
- Parent Support Services
- Self-Advocacy Skills For Persons At-Risk For Domestic Violence
- Sport Fishing Equipment Loan Proposal
- Summer Quest 1997
- Youth Activities Program "Summer Daze"

Lewis
- At-Risk Prevention Program
- Family Focus-East Lewis Co.
- Family Resource Center
- Home Connections
- Matrix Activities
- Matrix For Recovery
- Road To Kids
- Second Steps Support Services
- Teen Line Coordinator
- Teen Mother Mentoring Project
- Violence & Abuse Prevention, Conflict Resolution

Lincoln
- Early Intervention Specialist
- Habitat For Humanity
- Lincoln County Community Network Five Project
- Sprague Community Ball Field
- Summer Reading Program
- WSU Cooperative Extension Summer Youth Program

Mason
- Adventures In Life Skills Program
- Bordeaux Elementary School Summer Program
- Choice Summer Program
- ESL Homework Room
- Family Education Program
- Foster Home Recruitment Project
- Mary M Knight Summer Program
- North Mason Summer Program

- School To Work Program
- Second Step Program
- Shelton High School Chapter
- Skokomish Tribe Alternatives Program
- Student Assistance Program

Mid-East King
- Asset Building Workshops For Youth Service Workers
- Bellevue Boys & Girls Clubs
- Black Box Coffee House
- Campfire Boys & Girls
- Campfire Boys & Girls Discovery Child Care Team
- City Of Bellevue Asset Initiative
- City Of Bellevue Parks & Community Services
- City Of Bellevue Peer Mediation Program
- City Of Bellevue/Crossroads Theater
- Community Conversations
- Eastside Domestic Violence
- Eastside Family YMCA
- Eastside Healthy Start
- EMH: Interagency Staffing Team
- Friends Of Youth
- Kirkland/Redmond Boys & Girls Club
- Kirkland/Redmond Boys & Girls Clubs Power Hour
- Mercer Island Youth & Family Services
- Old Firehouse Teen Volunteer Training
- Redmond Youth Partnership
- Schools Opting For Positive Education (SCOPE)
- Treehouse
- Yes: Gay/Lesbian Education Program
- Yes: Mural Project
- Yes: Peer Education Training Camp
- Yes: Success Program
- Yes: Teen Dating Violence Program
- Youth Eastside Services (Yes) Voice Coalition
- Youth Grant Writing Workshops
- Youth Volunteer Corps: Community Service Guide
- YWCA Camperships

Northshore/Shoreline
- "Fertilizing The Roots"
- After School Tutoring Program
- Anti-Defamation Training
- At-Risk Student Intervention
- Ballinger Homes: The Homework Factory
- Bothell Police Guild: Patrol Mentor Program
- Community Domestic Violence Project
- DARE Graduation Ceremony
- Direct Prevention/Intervention Services
- Domestic Violence Ed For Teens And Mothers
- Drug, Alcohol, Youth And Domestic Violence Prevention Program
- Early Childhood Outreach Program
- Facilitator Training
- Friends Of Youth-Northend Healthy Start
- Girls Day Out
- Korean Community Domestic Violence Ed

- Media Awareness Month For Violence Prevention
- New Beginnings Family Support Center
- On-Site Health Access Services
- Parent-Child Educational Partnership
- Partnership For Youth And Safe Communities
- Peer Mediation Training
- School-Based Prevention Programs
- Seattle Indian Health Board-Youth Substance Abuse Prevention
- Smoking Cessation Program
- Teen Center Program-Inside Computers
- Youth Substance Abuse Prevention

Okanogan
- Children's Program Curriculum 1997 Mini Grant Project
- Conflict Resolution Skills Summer 1997 Mini Grant
- Family Planning Drop In Clinic Services For Teens
- History Park Playground 1997 Mini Grant Project
- HIV/AIDS Task Force Summer 1997 Mini Grant Project
- Lifeskills Curriculum Program 1997 Mini Grant Project
- Methow Youth Programs 1997 Mini Grant Project
- Music Scholarship Summer 1997 Mini Grant Project
- Omak Skate And Bike Park 1997 Mini Grant Project
- Rutabaga Exchange 1997 Mini Grant Project
- Straub Family Daycare Summer 1997 Mini-Grant Project
- Therapeutic Ranch Program For At Risk Youth 1997

Pend Oreille
- Child Abuse Or Neglect
- Domestic Violence
- Substance Abuse

Pierce
- Big Brothers/Sisters - R.I.S.E.
- Catholic Community Services - Sumner Townhouse
- Child Abuse Prevention Resources
- Child Guidance Clinic - GRIP
- Child Guidance Clinic-Father To Father
- Children's Home Society
- Communities In Schools - Vaughn Elementary
- Gateways - Safe Place Teen Resource Center
- Healthy Children, Healthy Communities
- Henderson Bay H.S. - Teen Parent Program
- Kidreach
- Korean Women's Association - We Are Family
- Lakewood - Families First
- Olympic Counseling Services

APPENDIX A: NETWORK PROJECTS

- Parent Party Patrol
- Parents & Students In Action-Ashford/Elbe
- Parents & Students In Action-Eatonville
- Pierce Co. Parks & Recreation - Companionship Plus
- Pierce Co. Prosecuting Attorney - Victim Assistance
- Pierce County Alliance
- Pierce County Healthy Families - Sumner
- Puyallup Elks - Teen Dance Association
- Spanaway Community Assoc./Friday Firesides
- Spanaway Community Action Network
- Town Of Steilacoom
- White River S.D. - Teen Parent Program
- YWCA Of Tacoma & Pierce County
- Eatonville S.D. - Primary Intervention Program
- Good Samaritan Mental Health - CVSP
- RAT '97 - Sumner H.S.
- Safe Streets Campaign
- SMOOTH
- Spanaway Community Action Network (& SPARK)
- Tacoma/Pierce Co. Health Dept. - MOMS Community Childcare

Port Gamble/S'Klallam Tribal
- Coordinated System For Outcome-Based Evaluation
- Family Life Skills Program

San Juan County
- 4-H Portable Challenge
- CHADD
- Folkschool Teaching Garden "Cabbage Patch Kids"
- Group For Children Who Have Experienced Domestic Violence
- Home Visiting Program, Birth To 3 Years
- Horizon Program
- Leadership Training Program
- Lopez Kids Summer Workshop
- Parent Education - Lopez PIP
- The Mentor Project
- The Shepherd Project

Skagit
- Anacortes Teen Center Video
- Anacortes Teen Clinic
- Anacortes Youth Sports
- Boy Scouts Migrant Program
- Boy Scouts Uniforms
- Boys And Girls Clubs Of Skagit County
- Chess For Kids
- Concrete Literacy Program
- Conway Girls Basketball
- Cub Scout Pack 75 Support
- DCFS Reform
- General Systems Reform
- Gymnastics Scholarships/Support
- La Conner Mentoring Project
- La Conner Peer Mediation Training
- Mexican Folk Dance Support
- Migrant Daycare

- Parent Video Productions
- Parent-Child-Play Groups
- Positive Discipline Training
- Resource Clearinghouse And Crisis Line
- Sedro-Woolley Girls Basketball
- SVC Basketball Camp
- Town Of Concrete Park
- UKD Karate Scholarships
- We Care About You Car
- Youth Football Support-Burlington
- Youth Football Support-Mt. Vernon
- Youth Sailing Program Scholarships
- Youth Symphony Support

Snohomish
- Arts Council Of Snohomish County Art Alternatives
- Boys And Girls Club Of Snohomish County Casino Road
- Boys And Girls Club Of Snohomish County Teen Night
- City Of Lynnwood Parks And Recreation Department
- City Of Marysville Parks & Recreation Dept. A.S.A.P
- Cocoon House
- Cocoon House Middle School Outreach Program
- Communities In Schools Youth Violence Prevention Project
- Darrington Family Support & Resource Center/Youth
- Downtown Middle School Youth Outreach Program
- East County Senior Center - Intergenerational Academy
- Everett School District Family/Community Facilitator
- Family Counseling Service - Asian Pacific Islander
- Granite Falls Police Department
- Granite Falls School District **Star**
- Inter-Local Youth Violence & Gang Prevention
- Lake Stevens Family Center Village Elders Program
- Matthew House Youth Program
- Monroe Asset Builders
- Monroe School District Assets Program
- Neutral Zone Adult Mentor And Support Team
- Osprey Park Track For At-Risk Youth
- Pacific Treatment Alternatives Youth Violence Prevention
- Sky Valley Community Resource Center Programs
- Teenhope Program
- YMCA Earth Service Corps

Snoqualmie Valley
- Carnation Youth Center Revitalization
- Community Organizing
- Duvall WRECK Center
- English As A Second Language Conversation Sessions

- Family Resource Kit-Parenting Today's Youth
- Friends Of Families Project
- Healthy Choices Youth Media Production Project
- Improving Access To Substance Abuse Family Service
- Mission Impossible-Drug Free Communities Conference
- Neighborhood Organizing - Carnation
- Neighborhood Organizing - Riverbend
- Parent Education & Support Public Awareness
- Parent Education And Support
- Parent Education And Support - Children's Services
- Respect Initiative
- Rise & Shine Breakfast 97
- Snoqualmie Middle School-Eagle Parent Network
- Support For Parents Of Kids With ADHD
- Volunteer Connectors/Database

South King
- APPLE Home And Community Extension Project
- Auburn Youth Participation Initiative
- Auburn-Project Empower
- Back On Track
- DATEWISE
- Dating Violence
- Federal Way Family Network Mentoring And Skills For Teens
- Garden Project
- Healthy Families Auburn
- In The Spirit
- Kent-Project Empower
- Maple Valley Family Support Parent Education Services
- Maple Valley-A Community That Cares
- Northwest Spoken Word Lab SPLAB
- Parent Education Project
- Parenting Classes
- Partners In Education Nights
- Peers Educating Peers
- Plain Talk
- Plateau Youth Coalition Outreach
- Renton Community Middle School Transition Project
- School/Parent Alliances Reinforcing Communities SPARC
- Subsidized Child Care And Support For Families With At-Risk Children
- TALKS
- Teen And Parent Education
- Teens And Community Together TACT
- Tukwila Community Cares Project

Spokane
- Activity Based Intervention Program
- Campus Kids
- Central Valley Tailored Care Project
- ECCC Teen Night
- Enhancements To Current TLC Program
- Fame After-School Program
- Family Connections

APPENDIX A: NETWORK PROJECTS

- Family Response Team
- Internship Program
- Parents And Teachers For Children (PATCH)
- Paternal Instincts
- WSU
- Spokane County Community Forum

Spokane Tribe
- Baby Shower
- Homeless Shelter - Sin Ka Mai Sten
- Rez Road Runners

Stevens
- Behavior Intervention Education (Peer Mediation)
- Campus Life Center Teen Moms Program
- Community Oriented Policing Educational Materials
- Kids First Educational Materials
- Protective Factors Educational Materials
- Substance Abuse Educational Materials
- Tobacco Initiation And Use Educational Materials

Tacoma Urban
- Funders Group
- Out-Based Evaluation Initiative-Specific
- Outcome-Based Evaluation Initiative--Trainees
- Outcome-Based Evaluation Initiative-Scholarship

Thurston
- Adventures In Life Skills
- Asset Building Training
- Asset Building Training & Mini-Group
- Brentwood Adventure Based Therapy
- Caught Cha!
- Child Care Provider Training In Asset Building
- Children & Parents First Pro Bono Services
- Children, Youth And Teen Programming
- Community Services
- Evaluation Training
- Family Math Adventure Night At Rochester Primary School
- Family Night Volunteer Recognition Celebration
- Indicators Project
- Mentoring Services For Youth Asset Building
- Newsletter - The Net Works

- Nisqually Canoe Shed Project
- Nurturing Parent Education Program
- Out Of The Box Conference
- Parent And Child Interaction Project
- Parent Educator Training
- Parents & Kids Night Out
- Parents Helping Parents
- Parents: Family Leaders
- Peers Educating Peers
- Public Art Project
- Readiness To Learn Summer Semester
- Rochester Organization Of Families (ROOF)
- Sister Holly Community Garden
- Sound Opportunities Summer Environmental Camp
- Summer Recreation & Nutrition Program
- Teen Care Line Training
- Therapeutic Child Care Scholarships
- Training In Positive Parenting Skills
- Yelm Skateboard Park Phase III
- Youth Summit

Wahkiakum
- Comet Booster Club
- Community Children's Choir
- Domestic Violence Reduction Program
- ECEAP Program In Wahkiakum County
- Home Support Program
- Late Night Teen Activities Program
- Naselle Assembly Of God Church Youth Group
- Parents Place Parenting Program
- Raindrop Ballet Theater
- St. James Family Center Outdoor Adventure Programming
- St. James Family Center Parenting Program
- Violence Prevention Program
- Vista View Low Ropes Challenge Course
- Wahkiakum Health Department S.T.E.P. Parenting Program
- Wahkiakum School District
- Young Life

Walla Walla
- Blue Ridge Elementary
- Community Recreation
- Community Recreation Providers Summit(s)
- Developing Nurturing Parenting Skills
- Hispanic Women's Club
- Network Board Ambassador Visits
- Outcomes For Success
- Walla Walla Community Network Brochure

- WWCC Parent Enhancement Project

Whatcom
- Acme Community Tutors For Students (Acts)
- Acme Plus For Parents
- Chess Club
- Ferndale Drop-In Center
- First American Spirit Team
- Meridian School Prevention Plan
- Networking
- United For Youth Prevention Program
- Youth Suicide Gatekeeper Training (QPR)
- Energy '97: Plug Into The Vision

Whitman
- Community Asset Mapping
- Domestic Violence Perpetrator Treatment Evaluation

Yakima County
- Access (Database)
- Alley Cats
- Childhood Resource Program
- Community Facilitation Team
- Community Forums
- Data Corp.
- Group Facilitation/Strategic Planning Workshop
- Habilidades Para Padres
- Kids First
- Late Day Place Program
- Leadership Camp
- Neighborhood Clean-Up
- Options For Youth
- Planning Your Future
- Raising Great Kids
- Rural Support Group/Recreational Program
- Safe Kids
- Summer Day Camp
- Summer Youth Programs
- Summer Youth Recreation Program
- White Swan Teen Parent Co-Op
- Yakima County Community Assessment Project
- Young Moms Program
- Youth At Risk Photography Class
- Youth Mapping
- YVCC Gems Summer Camp

APPENDIX B: DESCRIPTION OF DATA FIELDS

TARGET BEHAVIORS →
- Child Abuse and Neglect
- Domestic Violence
- Dropping Out of School
- Substance Abuse
- Suicide Attempts
- Teen Pregnancy
- Violent Criminal Acts
- Out-of-Home Placements

TYPE OF WORK PERFORMED →
- Training/Education (Workshops, Classes, Increasing Skills or Knowledge)
- Event(s)
- Provide Resources or Information (Including Mentors, Access to Counseling, Documents)
- Infrastructure for Project (Training of Providers, Purchasing Equipment, Evaluation of Programming)
- Other (Recreational Events)

PROJECT OUTCOMES →
- Inputs/Activities
- Behavior Change Targeted
- Infrastructure Completed
- Unclear
- None

MEASUREMENT TOOLS →
- Completed Input/Activities
- Measured Influence of Targeted Behaviors
- Established Infrastructure
- Unclear
- None

DATA SOURCES →
- Information Gathering or Feedback (Surveys, Key Informant Interview, Community Indicators, Self-Tests)
- Pre-Post Test
- Control Group Experiment
- Records Review
- Case Studies
- Other (Observation)
- None

RESULTS →
- Quantitative (e.g. Number of People Completed Workshop)
- Anecdotal (Stories)
- Documented Change in Target Behavior
- None

The following examples illustrate typical information provided on performance measurement:

- "Forty-six families to date have been provided services through this program."

- "Thirty-eight youth participated in the program to date. Two youth participants overcame their stereotype of cops. Very open, positive communication about behaviors and why they occur. Biggest challenge was to get families to see officers as someone who wanted to help. Officers now frequently receive calls from participants—just to talk…"

- Participants reported increased awareness.

- "No true measure."

- "Hispanic youth were able to work together, get along with each other, learn good behaviors."

- "The workshops at the camps were fun, culturally sensitive activities that the youth enjoyed."

- "100 percent of parents reported an increase in knowledge."

- "Data inconclusive."

- "The director felt that the role models and positive environment enabled these situations to be resolved in a more mature fashion than might normally have occurred."

- Survey of kids: "how often did you give put-downs last week?"

- "Coordinator's report of conversations with school counselors: school counselors saw a significant improvement in students' grades."

- Number of parents receiving new program services: 24. Number of children receiving new program services: 38.

- Student survey: "learning to play chess made me feel good about myself": 50 percent increase. "Good sportsmanship is more important than winning": 50 percent increase.

APPENDIX D: EXAMPLES OF PROJECTS WITH MEASURABLE OUTCOMES DIRECTLY CONNECTED TO AT-RISK BEHAVIORS

In examining Network summaries of contracts, the following sample of projects identified behavioral changes and included solid measurement tools.

Project	Work Type	Target Behaviors	Intended Outcomes	Measurement Tools	Results
Baby Shower	Training and Education	Child Abuse and Neglect	Increased parenting skills.	Number of mothers who have custody of their children after 6 months as indicated by client records.	Of the 20 clients, 3 have children in relative placement.
Children's Program Curriculum	Training and Education	Child Abuse and Neglect Domestic Violence	To update and refurbish curricula materials and provide training related to domestic violence and focused on children.	Reduced incidence of sexual assault as indicated by CPS accepted referral rate among children age 0-17. Increased awareness of personal safety issues on children, reduction of violence in schools and community.	Not available.
Peer Mediation Program	Training and Education	Child Abuse and Neglect Domestic Violence Violent Criminal Acts	Skills learned to reduce violence.	Number of conflicts at recreation sites before and after training as indicated by pre- and post-data.	Program specifically documented the reduction of incidences of conflict and violence, as well as program suspensions overall.
Elementary School	Provide Resources or Information	Dropping Out of School	Reduced number of out-of-school suspensions.	Number of suspension as indicated by principal records.	4 suspensions.
Family Life Skills Program	Training and Education	Child Abuse and Neglect Domestic Violence	Increased parental skills to communicate clear expectations, standards and beliefs to their children; increased problem solving skills, non-violent communication skills, involvement in children's activities, and involvement in community activities. Reduced number of families requiring CAN services.	The number of families requiring CAN services indicated by statistics from the court and Indian Child Welfare Department. Increase in skills as measured by pre- and post-test and survey.	Not available.
Family Management Skills Project	Training and Education	Child Abuse and Neglect Domestic Violence	Reduced number of CPS referrals, domestic violence referrals, child crisis referrals and child psychiatric hospitalizations; increased community resource satisfaction, parent-child sense of positive activities, interaction, communication, and enhanced parent-child satisfaction regarding family management skills.	Number of CPS referrals, number of domestic violence incidents, number of child crisis referrals, number of child psychiatric hospitalizations, parental scale of participation in positive activities, community resources satisfaction scale, parent satisfaction scale, child satisfaction scale.	• CPS referrals: pre = 31, post = 18 • Domestic violence incidences: pre = 2, post = 2 • Child crisis referrals: pre = 1, post = 3 • Child psychiatric hospitalizations: pre = 2, post =1

Project	Work Type	Target Behaviors	Intended Outcomes	Measurement Tools	Results
Family Support-Youth Outreach	Provide Resources or Information	Substance Abuse	Increased skills and opportunities to function without drugs and alcohol. Change youths attitude toward alcohol and other drugs.	Level of need for crisis contact; level of referrals and requests for information as indicated by case studies, key informant interviews and community indicators.	With this type of prevention model in place, crisis contact dropped to zero, compared to about one crisis call weekly last year.
First American Spirit Team (FAST)	Recreation	Dropping Out of School Substance Abuse Violence	Decreased involvement in juvenile justice.	Number of students sent to juvenile detention; criminal offenses; level of involvement with the juvenile justice system; suspension/expulsions from school for criminal behaviors. Indicated by student records of suspension/expulsion, police and probation records.	• The number of FAST members suspended/expelled for criminal behavior: 1995-96=9, 1996-97=4. • Number of FAST members who went to detention: 1995-96=7, 1996-97=3. • Number of FAST students withdrawing from school: 1995-96=22, 1996-97=6. • Number of members who planned on graduating from high school: 1995-96=10 and for 1996-97=31. • Four FAST students committed a total of 5 offenses during the funding period. • 80% of FAST high school members and 94% of middle school members have not been in trouble with the law.
Girls Summer Program	Training and Education	Substance Abuse	Developed workplace skills for female teens.	Records of further offending behavior—violation of probation terms indicates that the girls are not succeeding. This will be indicated by data from the JUVIS data system.	Not available.
Good Samaritan Mental Health Children's Volunteer Support Project	Provide Resources or Information	Child Abuse and Neglect	Reduced number of case-related CPS reports.	CPS reports.	Vast reduction of case related CPS reports. During the funding period, only one report was made to CPS expressing concerns about a family that had volunteer match.
Healthy families	Provide Resources or Information	Child Abuse and Neglect	Increased family management skills and increased awareness in utilization of appropriate support services.	Maternal and infant health assessment data and standardized pre-post survey data.	• Inadequate pre-natal care: South County 5%, project 3%. • Low birth weight: South County 1/10, project 1/6. • Pre-term births: South County 1/10, project 1/6 • Number of involved and supportive family and friends increased over the course of the project: January average 3, June average 4. • Number of contacts and supports as an indicator of increased stress: January average 1.5, June average 3. • Decreased score on the Difficult Life Circumstances scale.

Project	Work Type	Target Behaviors	Intended Outcomes	Measurement Tools	Results
Home Support Program	Training and Education	Child Abuse and Neglect Domestic Violence Out-of-Home Placements Substance Abuse	Stabilize families at risk of child abuse and neglect and prevention of out-of-home placements.	Fewer out-of-home placements, less child abuse and neglect. Indicated by program evaluation of increased parenting skills, improved housekeeping, nutrition, meal preparations and budgeting skills.	Not available.
Internship Program	Training and Education	Poverty	Increased full time employment at a family wage for single parents.	Reduced economic deprivation as indicated by pre- and post-data.	A total of 19 interns gained employment during the contract period. The average hourly wage for those interns is $12.04. All will have access to full medical benefits within one year of being terminated from DSHS.
Life Skills Instructional Curriculum	Training and Education	Child Abuse and Neglect Domestic Violence Dropping Out of School Substance Abuse Teen Pregnancy and Male Parentage	Decreased rate of recidivism by youth in the program compared to a control group.	Recidivism rates across comparative time periods as indicated by County Juvenile Department data.	Not available.
School Prevention Plan	Training and Education	Dropping Out of School Substance Abuse	Decreased drug/alcohol use.	Decreased suspensions and dropouts resulting from substance abuse. School attendance as indicated in school daily attendance records.	• For the funding period, attendance for high school students decreased and for middle school student it slightly increased. • Of the 33 students working with care team, 3 dropped out, and 10 were suspended.
Options for Youth	Recreation	Dropping Out of School Substance Abuse Violent Criminal Acts	Develop positive community relationships.	Community youth crime levels as indicated by crime data.	Not available.
Project Near Home Experience	Provide Resources or Information	Substance Abuse Violent Criminal Acts	Reduced youth violence and substance abuse through providing locally based activities in rural and smaller communities in the county.	Number of juveniles in the county referred to courts; arrests for assault, theft, possession/consumption of alcohol, possession/consumption of marijuana as indicated by county statistics.	Not available.
Skateboard Park Phase III	Recreation	Violent Criminal Acts	Reduce vandalism by 100%.	Reports and complaints on tagging as indicated by police records for vandalism by youth.	• Reduced the number of complaints in 1994 from 27 to zero in 1996. • Also elimination of "tagging" graffiti (from 13 in 1995 to zero in 1996).
Teen Outreach Program	Provide Resources or Information	Dropping Out of School	Enhanced the development of students' academic and social potential and positively impact the problem of dropping out of school.	Attendance as indicated by school records.	The school has the lowest absenteeism rate of all high schools in the city.

Project	Work Type	Target Behaviors	Intended Outcomes	Measurement Tools	Results
Substance Abuse Prevention Program/Tutoring	Provide Resources or Information	Teen Substance Abuse Dropping Out of School Tribal Unity	Reduced absenteeism and improved grades.	Average number of days absent and grade average changes for selected students as indicated by reports from the District Prevention Coordinator. Data will be provided by the school district.	Not available.
School District	Training and Education	Dropping Out of School Substance Abuse Teen Suicide Teen Pregnancy and Male Parentage Violent Criminal Acts	Reduce the risk factors of alienation; negative peer influence; availability of guns and drugs; antagonism toward the family, the community, and the schools; low self-esteem, and social deprivation. Enhance protective factors by providing adult supervised activities: positive role models, community involvement with children, development of new interests, positive interaction with peers in a safe environment, positive use of after-school time.	Statistical data showing rate of problem behaviors.	• The number of students who dropped out of school decreased. • The number of pregnancies in the school population remained the same. • The incidence of drug use, confiscation and sales at school decreased. • The number of cases of child abuse reported to our counselors decreased. • The number of arrests involving youth after school hours decreased.
Teen Clinic	Provide Resources or Information	Child Abuse and Neglect Dropping Out of School Teen pregnancy and Male Parentage	Increased healthy peer relationships among youth.	Reduced pregnancy rates as indicated by the percentage of clients testing positive for pregnancy. Teen Clinic client records will be used as data sources.	17% of the clients tested positive for pregnancy.