

Seattle Youth Opportunity Initiative

A Strategic Plan

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Acknowledgments

The City of Seattle submits to the National Forum on Youth Violence Prevention, its **Seattle Youth Opportunity Initiative** strategic plan. This plan is the result of many community stakeholders providing their input on the priority needs of youth and young adults, what service gaps exist and what strategies are recommended to address them.

This dialogue is on-going in the community and the many of issues raised are longstanding. What the City of Seattle believes to be a new practice to addressing these issues is the intentional gathering and organizing of the information across the prevention continuum to ensure that strategies cover prevention, intervention, enforcement and reentry. This process led to the establishment of a strategic plan with specific goals and lead partners to implement them. Partners who have contributed to the thinking that went into this plan are listed in the Appendix.

Principles

1. *Race and Social Justice:* Violence does not affect all Seattle communities equally. The City's efforts will address the social inequities that make violence more likely in certain communities and/or groups of people. Additionally, this plan prioritizes a focus on actively working to create a safer and more equitable city, especially for communities of color and the most vulnerable residents.
2. *Community Engagement:* It takes a community to care for its youth, and the success of a community depends on including those most affected by violence in defining the problem and shaping priorities. To date, the development of Seattle's plan has included bringing together affected individuals and communities to find solutions that will protect children and young people, unite communities and build a safer world for us all. This value will continue to guide the implementation phase of the strategic plan.
3. *Shared Leadership:* Community leadership ensures that violence prevention strategies fit with local culture, history and context. There is overwhelming support in Seattle for a community-led process. This aligns with the acknowledgment that a community is best able to meet the needs of young people through strong partnerships with local organizations and groups that have deep roots in the communities they serve.
4. *Multi-Sector Collaboration:* The value that more can be achieved together than alone, is reflected in this plan, along with the expertise and wisdom of more than 20 city, county, and state agencies and numerous community stakeholders. By leveraging relationships

among various sectors and drawing upon our collective knowledge, Seattle’s goal is to create safe communities where youth can thrive.

5. *An Integrated Approach:* Seattle’s commitment to preventing violence and creating opportunities for youth and young adults of color is supported by three national initiatives: My Brother’s Keeper, Cities United and the National Forum on Youth Violence Prevention. Comprehensive, mutually-supportive strategies have greater long-term impact, and the activities presented in this National Forum plan are designed to integrate seamlessly with the other two initiatives. Look for these icons for the plan’s strategies and indicators in common with My Brother's Keeper and Cities United, respectively. By working in tandem, these three initiatives can make Seattle a prosperous city for all.



6. *Efforts across the Prevention Continuum:* Through the *Seattle Youth Opportunity Initiative*, the City of Seattle is committed to ensuring that our strategies to support youth and young adults’ successful transition to adulthood cover the continuum of prevention, intervention, enforcement and reentry. A review of current investments highlights gaps in the continuum. These gaps have been prioritized in this plan, and will be the areas that the City will make an intentional focus for decisions about additional resources as well as coordination and alignment.

Vision

To ensure that all youth within the City of Seattle have access to the resources needed to transition successfully to adulthood.

Background

The *Seattle Youth Opportunity Initiative* represents a comprehensive approach to ensuring all youth transition successfully to adulthood healthy and violence free. The plan was developed by first reviewing input and recommendations from workgroups from prior years to check for changes in the issues and data. This review informed the convening of a Community Planning Committee to design and hold the Mayor’s Youth Opportunity Summit in April 2015. The Summit was designed to gather information directly from the participants that would identify strengths of current efforts, gaps in those efforts, and recommendations for action. The City of Seattle is grateful to the more than 400 participants who attended the Summit and provided us with valuable ideas that have strongly informed this plan. Additionally, learnings gathered from

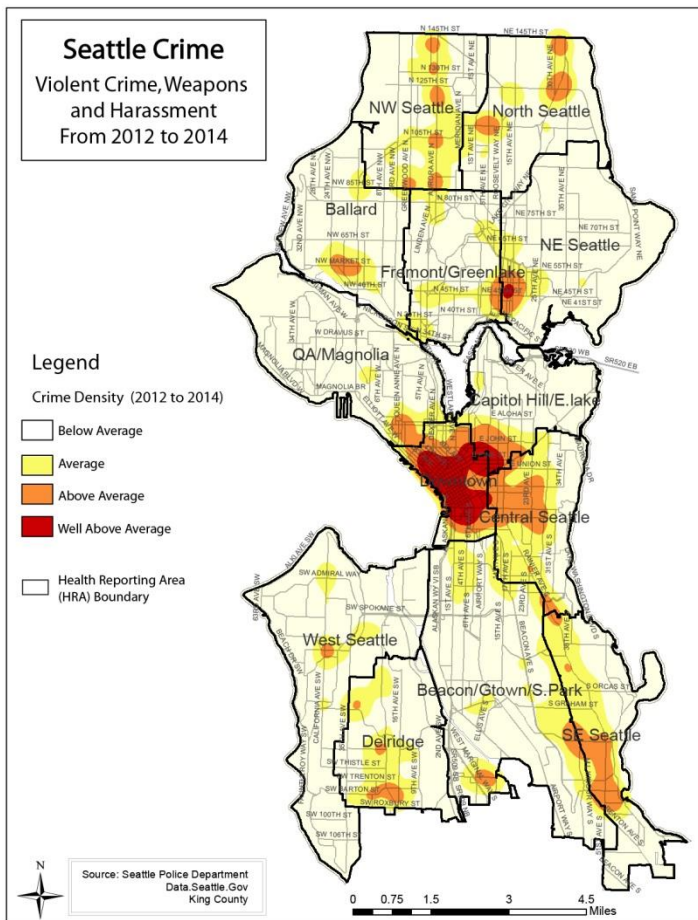
focus groups, community meetings and interviews, and written and face-to-face comments have been incorporated into this plan. Additionally, a community assessment of youth and young adult violence was completed in 2015 and data from this assessment is aligned with the plan's goals.

The *Seattle Youth Opportunity Initiative* is a Mayoral priority, and will use a citywide approach to focus on those neighborhoods and communities most impacted by violence and inequitable access to resources. It leverages the current Seattle Youth Violence Prevention Initiative, providing a framework for alignment of resources in the City's Human Services Department as well as future alignment with resources in other City departments such as Libraries, Parks, and Police.

In Seattle, the injury or death of even one young person is too many. Nearly half of all violent crime in the city happens in the Southeast, Central and Southwest, exposing residents to fear,

trauma and physical harm (see Figure 1). Approximately 170 children and youth ages 11 to 24 were assaulted, robbed on the street, or were threatened with a handgun in these three neighborhoods in 2013, and many more were affected by the killings of 18 people in their community that year. In launching the Seattle Youth Violence Prevention Initiative (SYVPI) in 2009, the City's current strategy to address youth violence, it established three neighborhood networks in Southeast, Central and Southwest Seattle in 2009. Each network included a community-based hub to work intensively with young people ages 12-17.

From the beginning, SYVPI embraced the values of community



leadership in setting priorities and drew upon local data from various sources to make decisions. Originally designed to serve 800 youth,

Figure 1. Map of Incidents for Violent Crime, Weapons and Harassment, All Ages, 2012 to 2014. This map illustrates hot spots in the three neighborhoods where SYVPI works.

SYVPI served 1,700 young people in 2014 in the three focus neighborhoods where youth violence is highest (based on data from the Seattle Police Department). Since the establishment of SYVPI in 2009, juvenile violent crime indicators have decreased. Arrests of youth for violence have dropped by 41% from 2008 to 2014 compared to a 22% reduction for the rest of Seattle. Juvenile court referrals for violence were cut by half from 2008 to 2013, a noticeably greater decrease than in the rest of the city.

In the *Seattle Youth Opportunity Initiative*, the City of Seattle seeks to broaden the scope to the fulfillment of youth potential through the age of 24 and to address unmet needs. It has conducted a scan of youth and young adult indicators and investments. Between 2012 and 2014, 18-24 year olds were the largest youth violent crime offender group. Nearly two thirds were male. Forty one percent of all youth violent crime incidents were domestic violence (DV)-related, most likely involving a family member and not an intimate partner. Seventy-four percent of youth homicides in Seattle involved a firearm. An important aspect to note is that 68% of firearm deaths in King County were suicides.

Notably, while the City funds more than 180 programs with an emphasis on youth and an investment of close to \$90 million, those over 18 years old were eligible for only 27% of these and some required youth be parents or enroll in college. Clearly, the allocation of youth investments must be fully analyzed to ensure all needs are being addressed. For example, providing services for vulnerable young adults returning from detention was a top recommendation of the Safe Communities Initiative Policy Team in 2013, which included representatives from more than 20 city, county and state agencies.

In recent years, a clear gap emerged where youth found themselves no longer eligible for much-needed services and support because they were considered too old. For example, they might return to the community from juvenile detention, ready to make the most of their second chance, only to discover that their trusted mentors and case managers aren't supposed to help them once they turned 18. The community hub they relied on as teens was no longer a place they felt they belonged. Too often, these young people are cut loose from what they know and left to fend for themselves during one of the toughest life transitions. There is clear consensus across city agencies and the Juvenile Rehabilitation Administration that the most pressing unmet need in youth violence prevention was for a support network of services for 18 to 24 year olds.

This plan to support youth transitioning into adulthood and prevent violence has strategies all along the Prevention Continuum: prevention, intervention, enforcement and re-entry. The plan

outlines how the City will take a deep dive analysis into the current investments and evaluate them to ensure we are focusing our efforts for maximum impact.

Seattle has heavily invested in prevention and intervention over the years, through its policies as well as funding (See Figure 2 for some examples), and SYVPI and its partners have honed intervention, enforcement and re-entry strategies for youth ages 12 to 17 years old. This plan adapts these successful strategies for an older youth population, strengthens Seattle's re-entry strategies for a truly comprehensive approach (see Figure 2) and builds in continuous improvement to ensure we adapt to changing conditions. With support from the National Forum on Youth Violence Prevention, the City of Seattle seeks to implement a comprehensive approach that reaches young people ages 12 to 24 years old in coordination with other related city, county and community investments.

Figure 2: Seattle Youth Opportunity Initiative

Goal	Prevention	Intervention	Enforcement	Re-Entry
Youth and Young Adults achieve academic success	Nurse Family Partnership	Roadmap Project		
	Seattle Preschool Program	Reconnecting Youth		
	Families & Ed Levy			
Youth and Young Adults transition to adulthood	Mayor's Youth Employment Program			
		100,000 Opportunities		
Youth and Young Adults are safe and free from justice system involvement	Seattle Youth Violence Prevention Initiative			Career Bridge
		Micro-Community Policing		Women's Second Chance Project
	JJ Equity Steering Committee		Strategic Positive Policing	
	Communities That Care			
		Cities United		
	National Forum on Youth Violence Prevention			
	My Brother's Keeper			
Youth and Young Adults are healthy (physical, social, emotional)	Family Support & Affordability			
	All Home			
	Best Starts for Kids	Food Access Strategy		

Seattle Youth Opportunity Initiative Chart (Figure 2) Detail

The chart above maps programs and initiatives that address issues related to youth opportunity gaps and violence reduction efforts at the City (lightest color shade), County/Region (medium color shade) and National/Federal levels (darkest color shade).

Description	Lead Agency
Achieve Academic Success	
<p>The Nurse-Family Partnership sends trained nurses to visit expectant young mothers and new parents at home, discuss positive parenting practice and provide other family support services. Est. 2002</p>	Seattle-King County Public Health Dept.
<p>The Seattle Preschool Program will provide preschool to an additional 2,000 children in 100 classrooms, so they are ready for school and start developing social-emotional skills early. Est. 2014</p>	Department of Education & Early Learning (DEEL)
<p>The Family and Education Levy taxes property to generate funds that support high school graduation and help close the achievement gap between students of color and white students. Est. 1990</p>	DEEL, Levy Oversight Committee, City Council
<p>The Roadmap Project is a community-wide effort aimed at driving dramatic improvement in student achievement from cradle to college and career in South King County and South Seattle. Est. 2010</p>	Center for Community Education Results
<p>Reconnecting Youth is a United Way, community-wide approach to helping opportunity youth complete their education and achieve viable career paths. Est. 2015</p>	United Way of King County
Youth and Young Adults Transition to Adulthood	
<p>The Mayor’s Youth Employment Initiative creates thousands of jobs and internships for young people ages 14-24, including those who have dropped out of school. Est. 2014</p>	Human Services Dept.
<p>100,000 Opportunities is a coalition of leading U.S.-based companies committed to training and hiring 100,000 Americans between the ages of 16-24 who are out of school and not working by 2018. Est. 2015</p>	100,000 Opportunities
Youth and Young Adults are Safe and Free from Justice System Involvement	
<p>The Seattle Youth Violence Prevention Initiative coordinates community-based services for young people at risk of perpetuating or being a victim of violence. Services include community-based service coordination, street outreach workers, case management, employment, recreation, School Emphasis Officers, mentoring and Aggression Replacement Training. Est. 2009</p>	Human Services Dept.
<p>Micro-Community Policing Plans are developed from the ground up by the Seattle Police Department with direct collaboration from residents, business leaders, stakeholders and police officers on the beat. Est. 2015</p>	Seattle Police Department
<p>Strategic Positive Policing includes programs for youth and community: Donut Dialogues, Know Your Rights, Explorers Program, SPD Youth</p>	Seattle Police Department

Employment Program, School Emphasis Officers, The If Project, Ethnic Advisory Committees. Est. multiple years, starting 1990's	
Seattle Women's Second Chance Project will focus on females that are incarcerated and reentering Seattle. Est. 2016	Seattle Police Department
Juvenile Justice Equity Steering Committee is charged with recommending solutions to a growing racial disparity in the regional juvenile justice system. Est. 2015	King County
Communities That Care University of Washington-led community-change process for reducing youth violence, alcohol and tobacco use and delinquency. Est. 2014	Univ of WA
Cities United a national initiative to reduce black male homicide staffed by the National League of Cities. Est. 2011	Nat'l League of Cities, Casey Family Programs, 70+ cities/mayors
National Forum on Youth Violence Prevention created under the direction of President Obama, the Forum is a network of communities and federal agencies working together to prevent and reduce youth violence. Est. 201	OJJDP
My Brother's Keeper A White House initiative established to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential. Est. 2014	The White House
Youth and Young Adults are Healthy, physically, socially, emotionally	
Family Support and Affordability programs create ease of access to programs and services funded or provided by the City of Seattle that make life economically sustainable for city residents. Est. multiple years	Human Services Dept.
All Home is a community-wide partnership to make homelessness in King County rare, brief and one-time in a coordinated effort that responds to the immediate crisis of homeless individuals and addresses the root causes of the problem. Est. 2005	King County
Best Starts for Kids King County initiative to bring early intervention strategies to families. Est. 2015	King County
Food Access Strategy helps improve the health and nutritional status of children while promoting the development of good eating habits. Est. multiple years	Human Services Dept.

Findings from the Planning Year

Over the past year, the City of Seattle has learned that there are many opportunities to leverage and build on work to date in designing the *Seattle Youth Opportunity Initiative*. Key areas of strength to build upon in order to accomplish the vision and goals described in this plan include 1) engaged youth, 2) high-level leadership, 3) multi-sector collaboration, and 4) regional and national initiatives aligned with the plan's goals.

Engaged Youth: Constituent input has shaped the Youth Opportunity Initiative, informed the design of SYVPI, and will continue to be a key part of our plan implementation and development. Most recently, more than 400 young people, service providers, policymakers, educators and community residents participated in the Mayor's Youth Opportunity Summit. City leaders and community-based organization partners heard directly from youth in April 2015 what's working well, ongoing unmet needs, and gaps in existing programs. The themes from the Youth Opportunity Summit laid the foundation for this strategic plan, and this document is just one manifestation of how deeply Seattle values youth voices and gives weight to their recommendations.

Summit feedback was analyzed by Development Services Group (DSG), OJJDP's provider of its Youth Violence Prevention Coordinated Technical Assistance Program. DSG's analysis indicated common themes including the need for improved education and reconnection with school; the need for skills training to prepare for the workforce; access to internships and other employment opportunities; and mentoring and supports such as childcare. Additionally, the need for youth outreach and coordination of services were also identified as priorities. The goals and strategies in the *Seattle Youth Opportunity Initiative* reflect these themes and priorities.

High-Level Leadership: Since taking office in 2014, Mayor Ed Murray has prioritized young people, especially youth of color and the city's most vulnerable populations. An example of these values in action is the direction given the City's newly formed Innovation Team, a high level group of analysts funded through a grant from Bloomberg Philanthropies. The Mayor charged the team with finding a way to reduce disparities in education, employment and justice for brown and black young men ages 14-24. The team is working closely with the Youth Opportunity Initiative to ensure that we align and maximize our assets.

A recent scan by Seattle's Innovation Team of City General Fund investments identified close to \$90 million invested in programs primarily serving youth this year. With this level of investment, both the Mayor and City Council are committed to ensuring that these resources

are allocated in a coordinated manner that maximizes impact on stated outcomes. This year, the Mayor committed to continuing and expanding youth employment as part of the City's comprehensive approach to preventing violence. Next year's proposed budget includes resources to once again double youth employment numbers.

In 2016, the Mayor will integrate the Seattle Youth Violence Prevention Initiative into the Human Services Department to more closely align the City's youth investments (See Figure 3). The governance structure for youth violence prevention and meeting youth needs starts with the Mayor who provides leadership to the City's youth investment strategies. SYVPI reports to the Mayor, City Council and the community on its outcomes and is charged with developing an annual report to the community. A multi-sector team of public and private sector stakeholders led by the SYVPI Director, includes youth service providers, law enforcement, school and juvenile court systems. This team meets monthly to determine protocols and best practices, increase professional development and share resources to meet youth needs.

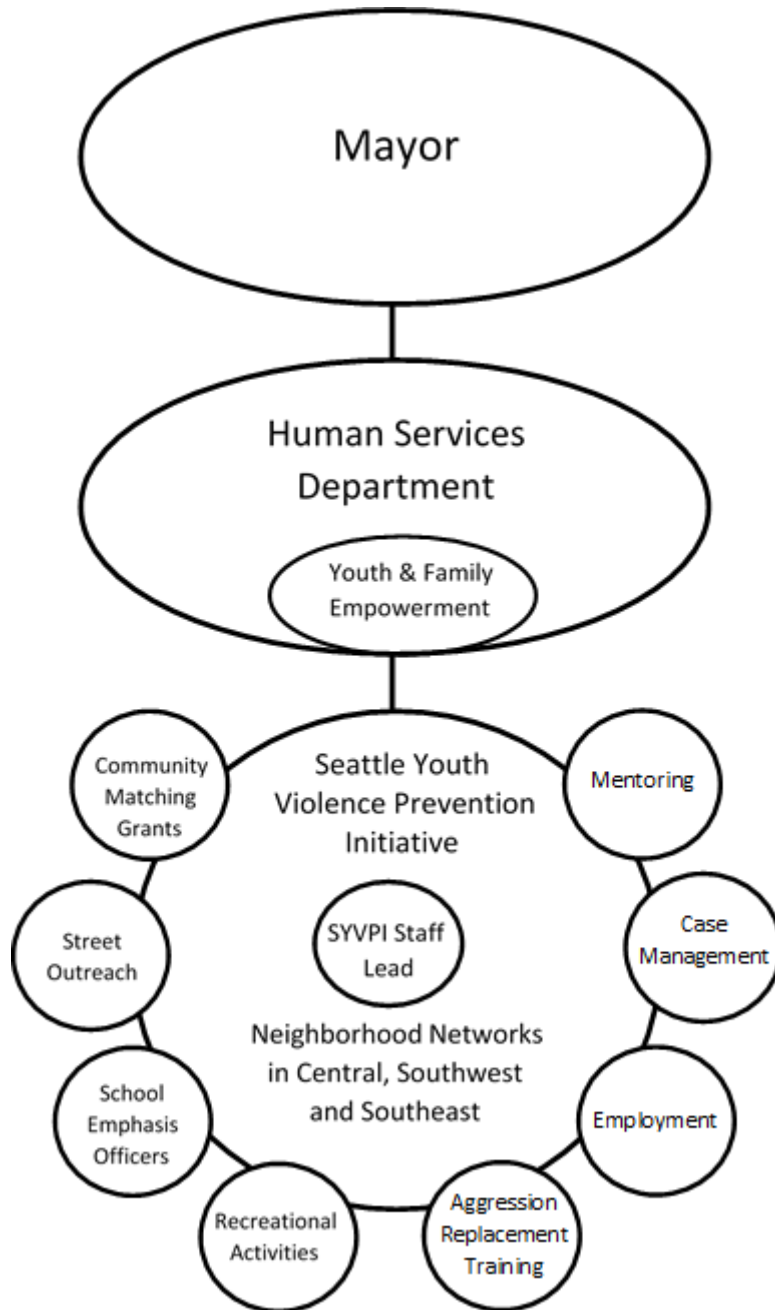
Multi-Sector Collaboration: Changing the lives and life paths of Seattle's most vulnerable youth and young adults is a daunting challenge that no one agency or organization can tackle alone. It requires a collaborative effort that brings together multiple partners from the public and private sectors. The Youth Opportunity Initiative represents an array of multi-sector strategies that span the continuum of prevention, intervention, enforcement and reentry. The Initiative incorporates City departments such as Human Services, Seattle Police, Economic Development, Education and Early Learning, Neighborhoods, Parks and Recreation as well as Seattle-King County Public Health, King County Superior Court and many community-based organizations.

Starting in 2016, an Interdepartmental Team will be established to further develop the *Seattle Youth Opportunity Initiative*, monitor its implementation and support community outreach and engagement in the process. Implementation committees organized by each goal will include City, County, community agency and youth representatives as well as subject matter experts who will serve in an advisory role.

Regional and National Initiatives: In addition to the City's robust investments in youth, we are fortunate to partner with regional and national efforts that align with the *Seattle Youth Opportunity Initiative*. At the County level, Best Starts for Kids is designed to bring early intervention strategies to families and efforts are underway to address the school-to-prison pipeline. Other regional community initiatives include the Roadmap Project aimed at dramatic improvement in student achievement in low performing areas; and Reconnecting Youth which helps disconnected youth to complete their education and achieve viable career goals. At the

national level, the City of Seattle has joined Cities United to focus on decreasing black male homicide and My Brother's Keeper to close the opportunity gap for young people of color.

Figure 3. Current Governance Structure for Youth Violence Prevention*



*This organizational chart represents the multi-sector coordination of current youth violence prevention efforts. It is anticipated that this will evolve to encompass more robust internal and external accountability structures.

Goals

The *Seattle Youth Opportunity Initiative* strategic plan lays out five primary goals. They are to ensure that:

1. Youth and Young Adults transition to adulthood
2. Youth and Young Adults achieve academic success
3. Youth and Young Adults are safe from violence and free from justice system involvement
4. Youth and Young Adults are healthy, physically, socially and emotionally
5. The Seattle Community is mobilized in support of these goals

No one factor alone causes or prevents violence, so the goals and strategies presented in this plan address the priority risk and resilience factors in Seattle's most impacted communities. Risk factors increase the likelihood of violence, while resilience factors buffer against risk factors and protect against violence. Seattle's plan will address the following risk and reliance factors affecting youth:

Risk Factors	Resilience Factors
<ul style="list-style-type: none">• Neighborhood poverty• Low educational achievement and achievement gap between students of color and white students• Experiencing and witnessing violence	<ul style="list-style-type: none">• Employment and economic opportunities• Community support and connectedness• Coordination of resources and services among community agencies

Goal 1: Youth and Young Adults Transition to Adulthood

Employment opportunities for young people not only provide needed income and skills training, they can result in healthier, safer lives for youth. The Washington Policy Center reports that Washington State has long had one of the highest youth unemployment rates in the country. Here, as in the rest of the nation, low-income youth and young people of color are disproportionately represented in these unemployment statistics. According to a 2010 report from Measure of America, 1 in 7 youth in the Seattle metropolitan area ages 16-24 was disconnected from education and employment. Employment and economic opportunities would make all the difference for these young people and for the three focus neighborhoods. Participants in the Youth Opportunity Summit affirmed a need for job training, employment and mentoring for youth and young adults.

Through Mayor Murray's Youth Employment Initiative, the city doubled the number of paid job and internship opportunities to 2,000 this year. For the first time youth up to age 24 were able to gain work experience that aligns with their career interests either within city government or in the private sector. Private sector partners include JP Morgan Chase, Russell Investments, Russell Wilson's Why Not You Foundation and Starbucks, and Mayor Murray has challenged more employers to participate. SYVPI is a partner in the Youth Employment Initiative and has a

robust youth employment and job readiness component that weaves together a wide variety of community-based group projects and leadership development opportunities with stipends, paid internships and summer jobs. These opportunities attract and engage youth and serve as an entryway to the development of comprehensive service goal plans based on individual risk assessments.

Goal 2: Youth and Young Adults Achieve Academic Success

Bringing up the high school graduation rate to the national average would increase the number of young people prepared for economic success and self-sufficiency. Black male students are suspended at a much higher rate than their other students. Additionally, young people returning to community after detention often do not have the necessary educational or training qualifications to secure employment.

The City of Seattle has a longstanding commitment to supporting educational achievement of young people. Through the Family and Education Levy, first initiated in 1990, the City provides funding to improve academic achievement of students most in need, operate school-based health centers, and provide early childhood education and assistance. This year, Mayor Murray, deepened this commitment by establishing the Department of Education and Early Learning to ensure that all Seattle children have the greatest opportunity to succeed in school and life, and to graduate from school ready for college or a career. In addition to managing all of the Family and Education Levy investments, the Department has expanded its programs for early childhood education and support and oversees the implementation of the new Seattle Preschool Program. Research indicates that high quality preschool supports future academic achievement and decreases risky behaviors.

The department's added new focus on higher education will help address the needs of the 18-24 year old population that include getting connected or re-connected to education. To this end, the opportunity to leverage Seattle's major training partner, the Seattle College District to build talent pipelines that support major policy areas will support this plan.

Goal 3: Youth and Young Adults are safe from violence and free from justice system involvement

Gun violence continues to disrupt our neighborhoods and cause irreparable harm to our community. Seattle-King County Public Health Department data indicate that young adults ages 18-29 comprise about half of both firearm victims and suspects. According to Washington Ceasefire, in Washington State, nearly 6,000 people have been killed by guns in the past decade. Based on data from the Seattle Police Department, in Seattle, the majority of youth violent crime, regardless of crime type, involved young adults between 18-24 years old. Suicide is the second leading cause of death for young people ages 10-24.

The City's coordinated approach to public safety strategically uses law enforcement, mobilizes resources to change our built environment, activates our public spaces and provides jobs for our youth and young adults. Our approach is built on the belief that public safety is achieved when government and the community come together with a collective effort. In one example,

the City of Seattle has launched a series of "Find It Fix It" walks to engage community residents with City staff to identify and quickly address public safety concerns, especially in the built environment. Hundreds of community stakeholders have participated in these walks that have resulted in graffiti removal, sidewalk repair, fixed lighting, filled potholes and the revitalization of parks, basketball courts, murals and other public amenities making their neighborhoods safer and more welcoming. Through a place-based, youth crime prevention project funded by a DOJ Byrne Criminal Justice Innovation grant, SYVPI is piloting community-oriented, non-arrest strategies in youth crime hot spots. This year, Seattle Police Chief Kathleen O'Toole launched the Micro Community Policing planning process in collaboration with neighborhood residents who contribute their local knowledge and experience to developing community-based safety plans.

Additionally, Seattle City Council has taken the lead in the issue of violence prevention by recently passing by unanimous vote, two pieces of legislation to address gun violence. The first establishes a gun violence tax on firearms and ammunitions sellers. The second requires mandatory reporting of lost or stolen firearms to the Seattle Police Department. Mandatory reporting requirements promote gun safety by enabling law enforcement to better track guns used in crimes, return lost guns to their rightful owners, and protect gun owners from being falsely implicated in crimes committed with stolen guns.

Goal 4: Youth and Young Adults are healthy, physically, socially and emotionally

A key to the physical, social and emotional well-being of our youth and young adults is equitable access not just to health services but also to a safe, violence free, healthy environment and nutritious food. According to the Healthy Youth Survey, as recently as 2012, 14 percent of Seattle 10th graders reported that their families had to cut or skip meals in the last year because there was no money for food. The *Seattle Youth Opportunity Initiative* aims to ensure that all young people grow up and transition to adulthood with nurturing families, caring community adults and supportive systems.

Lack of hope and connection has dire consequences; one in four students reported feeling hopeless for more than two weeks in the last year, and young adults ages 18 to 24 in King County have the highest rate of hospitalization from suicide attempts of all age groups. More than half of gun deaths in Washington are suicides, and firearms have been involved in a growing proportion violent crimes in recent years. Rallying communities in support of youth can renew a sense of hope and connectedness in neighborhoods affected by violence. Ensuring their access to the health services and basic needs such as nutritious food and shelter can provide the security they need in order to pursue their dreams.

Youth and young adults interact with numerous other systems and adults in their daily lives. Many youth have experienced contact with one or more systems such as child welfare, law enforcement, justice and education and have been negatively impacted by those experiences. The City of Seattle partners with some of those very systems to achieve positive outcomes for youth and connect them to the many caring adults working within to improve them and their impacts on young people. Connection to caring adults is critical for young adults who have been

in detention and disconnected from community and support networks. Individuals reentering community from detention are especially impacted by lack of coordination among systems they must navigate for basic needs such as housing, social services and employment. Research shows that providing wrap-around services for young people returning to the community from detention improves outcomes and reduces the likelihood of future incarceration.

Goal 5: The Seattle community is mobilized in support of these goals

Implementing goals to ensure youth and young adults reach their academic and career goals will take alignment and coordination of community, City and County partners. Community engagement is foundational to all City practices and coordination across agencies matters when preventing violence. In one study, researchers at UCLA interviewed the mayor, public health commissioner, police chief and schools superintendent in a sample of 15 large U.S. cities. Places where these four key sectors communicated with each other and coordinated efforts to create safe communities also had the lowest rates of youth violence.

The City of Seattle has built city-school collaboration on establishing universal preschool education and implementing Family and Education Levy programs in schools. The City also works closely with King County on critical issues such as homelessness prevention and juvenile detention. Throughout government agencies and community-based organizations, people are engaged in collaborative dialogue and agree that much more must be done to break down silos and address systemic inequities.

Outcomes

Seattle's city-wide comprehensive approach to youth violence, through the strategies identified below, will:

- Reduce juvenile court referrals for violence
- Reduce Superior Court referrals for violence for young adults 18-24
- Increase youth and young adults in school or employed
- Increase youth and young adults connected to school or their community
- Reduce recidivism rate among young adults 18 to 24 years old who are system-involved

Strategies and Indicators

The Goals, Strategies and Indicators in this section have been developed to achieve the overall outcomes above. Each strategy is marked to identify where it falls on the prevention continuum as follows:

P prevention

I intervention

E enforcement

R reentry

Additionally, the City seeks to integrate the *Seattle Youth Opportunity Initiative* with its planning strategies for the President's My Brother's Keeper initiative and the national Cities United initiative. Strategies are also coded to identify overlap and synergy with these national initiatives.



My Brother's Keeper



Cities United

Output indicators refer to activities, or “what we do”. **Outcome indicators** refer to short, medium and long term results of these activities.

Goal 1: Youth and Young Adults Transition to Adulthood

Outcomes:


- Increase youth and young adults in school or employed
- Reduce recidivism rate among young adults 18 to 24 years old who are system-involved


Objective: Increase youth employment and maintain eligibility age up to 24 years old

Impact Indicator: Increased number of youth and young adults in jobs they find meaningful and that pay a living wage

Strategies:

1. Expand the Mayor’s Youth Employment Initiative to double the number of paid apprenticeships, training pathways, internships and jobs for youth, especially youth of color, opportunity youth, and young adults returning to community from detention
2. Reduce barriers to employment and training, such as lack of reliable transportation, lack of official identification like a driver’s license, unstable housing, lack of child care and criminal history

Strategy and Partners	Output Indicators	Outcome Indicators
<p>1. Expand the Mayor’s Youth Employment Initiative to double the number of paid apprenticeships, training pathways, internships and jobs for youth, especially youth of color, opportunity youth, and young adults returning to the community from detention</p> <p>Lead: HSD Partners: OED, DPR, OAC</p> <p>I</p> 	<p>Increased number of companies in and coming to the city guaranteeing employment to local youth and young adults with a criminal record by 10%</p> <p>Increased number of youth re-engagement training programs at Seattle Colleges by 10%</p>	<p>Doubled number of youth and young adults employed by 2017</p> <p>Increased number of City-funded year-round, high quality jobs for youth with wrap-around services by 2017</p> <p>Increased number of paid summer internships in the private sector by 2017</p> <p>Increased number of ex-offenders securing employment by 2020</p> <p>Increased number of college certifications by</p>

		2020
<p>2. Reduce barriers to employment and training, such as lack of reliable transportation, lack of official identification like a driver’s license, unstable housing, lack of child care, and criminal history</p> <p>Lead: HSD Partners: City Attorney’s Office, Office of Intergovernmental Affairs, Chamber of Commerce</p> <p>I</p> 	<p>Decreased number of youth and young adults reporting barriers to employment by 10%</p> <p>Expansion of Ban the Box to private sector employers</p> <p>Policy change to make juvenile records confidential by 2020</p>	<p>Increased percent of people ages 18-24 who employed by 2020</p> <p>Decreased number of “opportunity youth,” (i.e., system/formerly system-involved young people ages 16 to 24 who are not in school or working) by 2020</p>

Goal 2: Youth and Young Adults achieve academic success

Outcomes:

- Increase youth and young adults in school or employed
- Increase youth and young adults connected to school or their community



Objective: Connect youth and young adults to academic and vocational education opportunities that lead to living-wage careers


Impact Indicator: Increased number of youth and young adults enrolled in certification programs and Career Bridge, especially those returning to community from detention

Strategies

1. Increase vocational training opportunities
2. Connect opportunity youth and young adults returning to community from detention with pathways to education and careers
3. Expand Career Bridge program to increase participants, especially opportunity youth and young adults
4. Increase high school graduates enrolled in college

Strategy and Partners	Output Indicators	Outcome Indicators
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<p>1. Increase vocational training opportunities.</p> <p>Lead: OED Partners: DEEL, FAS, YouthBuild, Industrial Manufacturing Academy, Aerospace Joint Apprenticeship Council, Community Colleges</p> <p>I</p> 	<p>Increased number of participants in trade skills programs (i.e., YouthBuild, YearUp and others) by 25%</p> <p>Increased number of graduates from trade skills programs (i.e., YouthBuild, YearUp and others) by 15%</p> <p>Increased number of former offenders graduating from trade skills programs by 15%</p>	<p>Increased number of youth and young adults who are connected to relevant high-quality support services and programs by 2020</p> <p>Increased number of young people returning to the community from detention who are connected to relevant high-quality support services and programs by 2020</p>
<p>2. Connect opportunity youth and young adults returning to community from detention with pathways to education and careers</p> <p>Lead: OED Partners: DEEL, CCER, Community Colleges, Seattle Public Schools</p> <p>I</p> 	<p>Increase the number of partnerships between community colleges and industries for linked learning by two</p> <p>Increase by 25% percent of Seattle schools with disciplinary policies that incorporate restorative practices, create alternatives to suspension, and institute accountability mechanisms to ensure students are not pushed out of school and that discipline policies do not disproportionately affect students of color</p>	<p>Percent of former offenders enrolling in educational institutions increases by 2020</p> <p>School District goals for 2020: Percent of Interagency (alternative school) youth graduating</p> <p>Reductions in suspension and expulsion rates (with a focus on youth of color)</p> <p>Percent of youth of color graduating high school</p>
<p>3. Expand Career Bridge program to increase participants, especially young adults</p> <p>Lead: HSD Partners: Urban League of Metropolitan</p>	<p>Increase by 25% the number of Career Bridge graduates 18-24 by 2017</p>	<p>Increase by 15 the number of Career Bridge young adults who secure employment by 2018.</p> <p>Increase enrollment by 15 the number of Career</p>

<p>Seattle I, R </p>		<p>Bridge young adults in South Seattle Community College by 2017.</p> <p>For 15 young adults, especially for those exiting the justice system, increased connection to caring adults and supporters who are successful people of color and role models by 2017</p>
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Goal 3: Youth and Young Adults are safe from violence and free from justice system involvement

Outcomes:

- Reduce juvenile court referrals for violence
- Reduce Superior Court referrals for violence for young adults 18-24
- Increase youth and young adults in school or employed
- Increase youth and young adults connected to school or their community
- Reduce recidivism rate among young adults 18 to 24 years old who are system-involved



Objective: Reduce youth and young adult involvement in the justice system and increase neighborhood safety



Impact Indicator: Decreased arrests and court referrals for shootings and homicides involving youth and young adults

Strategies

1. Promote positive changes with the justice system, such as promoting community policing and alternatives to arrest, providing alternate ways to clear court debt through community service, job training and waiving debt and interest based on ability to pay.
2. Place-based strategies, such as Crime Prevention Through Environmental Design (CPTED), land use policy, Safe Passage, community engagement in problem solving
3. Activation of public spaces for youth-focused activities such as clubs, events, meetings, creative learning

4. Implement Micro Community Policing Plans, developed with direct collaboration from residents, business leaders, stakeholders and police officers on the beat

Strategy and Partners	Output Indicators	Outcome Indicators
<p>1. Promote positive changes with the justice system to provide alternate ways to clear court debt through community service, job training and/or waiving debt and interest based on ability to pay</p> <p>Lead: HSD Partners: King County Superior Court, SPD, Office of the King County Prosecuting Attorney</p> <p>I</p> 	<p>Increased law enforcement diversion (e.g., LEAD) for youth by 50% by 2020</p> <p>By 2020, eliminate legal financial obligations for incarcerated and formerly incarcerated young people by the time they are 18</p>	<p>Eliminate recidivism for previously incarcerated youth as a result of outstanding warrants, debts by 2020</p>
<p>2. Place-based strategies, such as CPTED, land use policy, Safe Passage, community engagement in problem solving (e.g., Byrne project/Rainier Beach: A Beautiful Safe Place for Youth)</p> <p>Lead: HSD, SPD Partners: DPD, DON, SPD, SDOT</p> <p>P, I</p> 	<p>Increased accounts of CPTED strategies used by City agencies by 25%</p> <p>Numbers of complaints in neighborhoods affected by violence related to illegal dumping, abandoned cars and properties, vacant lots, graffiti, and code violations decreased by 10%</p> <p>Extend Safe Passage intervention in South Seattle through school year 2015-2016</p> <p>Establish Safe Passage in SW Seattle for school year 2015-2016</p>	<p>Decreased crime incidents in historical crime hot spots by 50% by 2020.</p> <p>Improved perceptions of safety within communities highly affected by violence (e.g., Rainier Beach) by 2017.</p>
<p>3. Activation of public spaces for youth-focused activities such as clubs, events, meetings, creative learning</p>	<p>Increased number of activation activities in crime hot spots by 25%</p>	<p>Increased perception of safety in historical crime hot spots (e.g.,</p>

<p>Lead: Parks and Recreation Partners: HSD, SPD, Office of Arts and Culture, Seattle Neighborhood Group, community based organizations</p> <p>P</p> 	<p>in 2016</p> <p>Increased number of arts events in public spaces by 25% in 2016</p>	<p>Rainier Beach) by 2017.</p>
<p>4. Implement Micro Community Policing Plans, including youth-focused plans, developed from the ground up with direct collaboration from residents, business leaders, stakeholders and police officers on the beat</p> <p>Lead: SPD Partners: DON</p> <p>P, I, E</p> 	<p>Develop 5-10 identity- and youth-based Micro Policing Plans that will engage race and ethnic communities and youth concerns.</p>	<p>Increased community perception of police legitimacy by 2020</p> <p>Increased percent of residents who report a sense of community support and connectedness by 2020</p> <p>Increased percent of residents who say they know and trust their neighbors by 2020</p>

Goal 4: Youth and Young Adults are healthy, physically, socially and emotionally

Outcomes:

- Increase youth and young adults in school or employed
- Increase youth and young adults connected to school or their community

Objective: Ensure that youth and young adults have access to stable affordable housing, nutritious food, and culturally responsive and trauma-informed services



Impact Indicator: Increased trauma-informed skills and practices in systems impacting young people such as justice, law enforcement and education


Strategies:

1. Expand training opportunities on trauma-informed practices for professionals serving youth and young adults

2. Increase community support for parents, families and young people, including resources for financial empowerment, affordability programs, domestic violence prevention and intervention, probation, successful re-entry and preventing suicide

3. Increase police-youth/community dialogues and collaborative safety planning

Strategy and Partners	Output Indicators	Outcome Indicators
<p>1. Expand training opportunities on trauma-informed practices for professionals serving youth and young adults</p> <p>Lead: HSD Partners: SPS</p> <p>P</p> 	<p>Increased number of institutions implementing trauma-informed care and protocols by ten</p> <p>Hold minimum of ten of trauma-informed care trainings in 2016</p> <p>Number of youth-serving professionals who receive Trauma-informed care training to exceed 100</p>	<p>Increased number of young people who experience systems contacts feel seen, heard, supported as reported by participating agencies</p> <p>Increased percent of youth in targeted systems accessing available support services by 2020</p>
<p>2. Increase community support for parents, families and young people, including resources for financial empowerment, affordability programs, domestic violence prevention and intervention, probation, successful re-entry and preventing suicide</p> <p>Lead: HSD Partners: Community based organizations, King County</p> <p>P, I</p> 	<p>Number of families served in Family Resource Centers</p> <p>Number of families and individuals served in Financial Empowerment Centers increased by 10%</p> <p>Number of people accessing affordability programs such as the utility discount program increased by 25%</p> <p>Resource directory for young adults transitioning out of detention created</p> <p>Service connections and</p>	<p>Increased family stability by 2020 as reported by Family Resource Center staff</p> <p>Reduced recidivism among previously incarcerated young adults by 50% by 2020</p> <p>Reduced homelessness for young adults after re-entry into the community by 2020</p> <p>Reduced suicide rates among young adults by 25% by 2020</p>

	<p>human support provided to young adults transitioning out of detention</p> <p>Hold two suicide prevention trainings</p>	
<p>4. Increase police-youth/community dialogues and collaborative safety planning</p> <p>Lead: SPD Partners: HSD, DEEL, SPS</p> <p>P, I, E</p> 	<p>Number of police-youth dialogues, activities and events increased by 10%</p> <p>Increased youth participation by 50% in Police Officer Training related to working with youth by 2017.</p>	<p>Increased positive perception of police among youth and young adults decreased juvenile and young adult crime by 2020 as reported by DOJ monitor.</p>

Goal 5. The Seattle Community is mobilized in support of these goals

Outcomes:

- Reduce juvenile court referrals for violence
- Reduce Superior Court referrals for violence for young adults 18-24
- Increase youth and young adults in school or employed
- Increase youth and young adults connected to school or their community
- Reduce recidivism rate among young adults 18 to 24 years old who are system-involved



Objective: Development of community and City accountability system that sustains on-going stakeholder engagement for the Plan’s goals across the continuum of prevention, intervention, enforcement and re-entry.



Impact Indicator: Establishment of internal and external processes to support and monitor plan implementation

Strategies:

1. Enhancement of accountability structure to include critical stakeholders for 18-24 year old population
2. Identify common objectives and goals for 18-24 year old population and align and coordinate efforts and initiatives across City, County and community based organizations

3. Coordinate strategies and share information across the continuum of City /County programs such as Nurse Family Partnership, Universal Pre-K, Family & Education Levy programs, SYVPI, Mayor’s Youth Employment Initiative, Career Bridge
4. Link learning between schools, industry, social services and other support agencies

Strategy and Partners	Output Indicators	Outcome Indicators
<p>1. Enhancement of accountability structure to include critical stakeholders for 18-24 year old population</p> <p>Lead: HSD Partners: DEEL, Parks and Recreation, King County, SPD, OCR, community based organizations</p> <p>P</p> 	<p>Number of stakeholders participating in accountability structure to reach 25</p>	<p>Improved coordination of services and supports for 18-24 year old population through articulation agreements and MOUs.</p>
<p>2. Identify common objectives and goals for 18-24 year old population and align and coordinate efforts and initiatives across City, County and community based organizations</p> <p>Lead: HSD Partners: DEEL, Parks and Recreation, King County, community based organizations</p> <p>P</p> 	<p>Increased number of collaborative programs and initiatives for young people during the summer months when violence tends to spike to 5 each in SE, SW and Central area of Seattle</p> <p>Increased number of agencies that systematically consider safety and preventing violence as they make decisions about programs and services.</p>	<p>Decrease by 25% in youth and young adult violent offending by 2020</p> <p>Double youth and young adult employment by 2016 with incremental increases through 2020</p> <p>Increase in educational attainment for opportunity youth, especially 18-24 by 2020</p>
<p>3. Coordinate strategies and share information across the continuum of City /County programs such as Nurse Family Partnership, Universal Pre-K, Family & Education Levy programs, SYVPI, Mayor’s Youth Employment Initiative, Career Bridge</p> <p>Lead: Mayor’s Office</p>	<p>Increase in funding to non-profits in neighborhoods most affected by violence</p> <p>Establishment of MOUs between and among these programs outlining the articulation</p>	<p>Decrease in youth and young adult violent offending by 25% by 2020</p> <p>Double youth and young adult employment by 2016 with incremental increases through 2020</p>

<p>Partners: HSD, Seattle-King County Public Health, DEEL</p> 	<p>between programs and populations served</p> <p>Established agreement to share crime data</p>	<p>Increase in educational attainment by 25% for opportunity youth, especially 18-24 by 2020</p>
<p>4. Link learning between schools, industry, social services and other support agencies</p> <p>Lead: OED Partners: Community Colleges, Seattle Public Schools</p> 	<p>Increased articulation agreements between industry and education institutions</p> <p>Establishment of skill-based certifications (e.g., badge system)</p>	<p>Increased numbers of youth and young adults enrolled in job training programs and placed in living wage jobs by 2020</p> <p>Increased coordination between workforce development programs and local industries, including pipeline strategies by 2020</p>

Partner Roles and Responsibilities

The governance structure for the *Seattle Youth Opportunity Initiative* includes participation from community, City and County representatives who are most relevant to the specific function of each committee as well as subject matter experts. The structure is designed to ensure multi-sector engagement, access to best practices and published research and to enable decision-making through shared leadership.

THE CO-CHAIRS from City government and a community-based organization will provide oversight and policy guidance, and will be accountable for moving the work forward. City leads from related departments will plan and facilitate monthly meetings, to assess the implementation progress, receive updated assessments, review committee reports and provide strategic direction to the **Citywide Coordinating Committee**.

THE CITYWIDE COORDINATING COMMITTEE is comprised of representatives from multiple sectors that represent prevention, intervention, enforcement, and re-entry strategies, including community and faith-based organizations, City Staff, and the **Youth Opportunity Initiative Subcabinet**. The Citywide Coordinating Committee includes significant representation from the provider agencies delivering services to fulfill the goals of the YFE Outcomes Framework. The citywide coordinating committee will meet quarterly and will be responsible for coordinating all aspects of implementation, evaluation, and monitoring at the neighborhood and citywide levels.

THE YOUTH OPPORTUNITY INITIATIVE SUBCABINET is comprised of key City agencies within the **Citywide Coordinating Committee** who will provide on-the-ground, day-to-day coordination for all aspects of implementation, evaluation, monitoring of indicators and outcomes. The Subcabinet will also make any needed changes to the plan based on input from the Implementation Committees (see below). This Core Coordinating Committee will also be the lead on Goal 5: *The Seattle Community is mobilized in support of these goals*, ensuring the community stakeholder engagement in all other committees. The Core Coordinating Committee will meet monthly.

THE DATA AND EVALUATION TEAM will track key outcome indicators and will work on developing outcome driven programs, as well as evaluating current programs for impact.

IMPLEMENTATION COMMITTEES will be organized to support Goals 1-4. They will be co-chaired by a City and a community representative. Each will include subject matter experts who will play an advisory role to the committees, relevant agencies and community-based organizations and youth representatives.

1. **Youth and Young Adults transition to adulthood:** Will include partners from the City and County agencies that focus on youth and young adult employment, Seattle Community College system and its workforce development representatives, public and private sector employers, youth service providers and the juvenile justice system.
2. **Youth and Young Adults achieve academic success:** Will include partners from the City and County agencies that focus on education and academic achievement, the Seattle

Public Schools, Seattle-King County Public Health Department which oversees school-based health clinics, research partners and PBIS consultants.

- 3. Youth and Young Adults are safe from violence and free from justice system involvement:** Will include partners from the City and County agencies that focus on violence reduction and justice system involvement including King County Superior Court, Seattle Police Department, King County Prosecutor's Office, Office of the Public Defender, Washington Office of Probation Services and research partners.
- 4. Youth and Young Adults are healthy, physically, socially and emotionally:** Will include partners from the City and County agencies that focus on youth and young adult health and wellbeing including Seattle-King County Public Health Department and its Injury Prevention division, Teen Feed, Washington Department of Social and Health Services, behavioral health providers, and research partners.

Appendix

PLANNING COMMITTEES AND PARTICIPATING PARTNER GROUPS

Youth Opportunity Community Planning Committee:

Ali Ayoub Al Karim - Islamic Center of Rainier Valley
Alex Bautista, El Centro de la Raza
Deputy Chief Carmen Best, Seattle Police Department
Shalom Cook, YMCA
Angela Davis, Restorative Justice
Jaime Garcia, Consejo Counseling & Referral Service
Wyking Garrett, Umoja P.E.A.C.E. Center
Gerald Hankerson, Seattle King County NAACP
Heidi Henderson-Lewis, Rainier Vista Boys and Girls Club
Donte Johnson, Arts Corps & Youth Speaks
Pastor Lawrence Willis, United Black Clergy
Eleuthera Lisch, YMCA
Solynn McCurdy, Seattle University
Nicole McGrath, TeamChild
BG Nabors-Glass, Goodwill Job Training & Education Center
Michael Neguse, Seattle Neighborhood Group
Bernardo Ruiz, Seattle Public Schools
Brandon Shell, YMCA Alive & Free Program
Anthony Shoecraft, Community Center for Education Results / Road Map Project
Sorya Svy, SafeFutures
Hassan Wadere, Horn of Africa
Jeffery Wallace, LeadersUp
Chris Webb, The Breakfast Group

Safe Communities Task Force:

City Agencies

Office of Arts and Culture
Office of Economic Development
Department of Education and Early Learning
Human Services Department
Law Department
Office of Intergovernmental Relations
Mayor's Office
Department of Neighborhoods
Seattle Police Department
Public Health—Seattle & King County

Seattle Public Schools Interagency Academy
Seattle Youth Violence Prevention Initiative

Community Agencies

YouthCare
YMCA Alive and Free Program

County, State and Other Agencies

King County Executive's Office
King County Prosecuting Attorney's Office
King County Department of Community and Human Services
King County Sheriff's Department
Washington State Department of Corrections
Washington State Department of Social and Health Services, Juvenile Justice & Rehabilitation Administration
University of Washington

Seattle Youth Violence Prevention Initiative Partners

4C Coalition
Big Brothers Big Sisters of Puget Sound
Boys & Girls Club of King County
Consejo Counseling & Referral Service
Department of Parks & Recreation
El Centro de la Raza
Human Services Department
King County Superior Court
Powerful Voices
SafeFutures Youth Center
SeaMar Community Health Centers
Seattle Neighborhood Group
Seattle Police Department
Seattle Public Schools
Southwest Youth & Family Services
Therapeutic Health Services
Urban Family
YMCA

Glossary

CCER: Center for Community Education Results
DEEL: Department of Education and Early Learning
DON: Department of Neighborhoods
DPR: Department of Parks and Recreation
FAS: Facilities and Administrative Services
HSD: Human Services Department
OAC: Office of Arts and Culture
OCR: Office of Civil Rights
OED: Office of Economic Development
SPD: Seattle Police Department
SPS: Seattle Public Schools
SYVPI: Seattle Youth Violence Prevention Initiative