Provide opportunities and access for families
- Families have access to concrete supports when they need them most
- Families are economically stable

Observe and respond to early warning signs
- More parents and caregivers have knowledge of child development and parenting best-practices
- Increase protective factors and reduce risk factors in individuals and families

Build skills and competencies in parents & caregivers and children & youth
- Children enter kindergarten ready to learn
- Improve school outcomes for children and youth

Further the social and emotional development of children and families
- Individuals and families have strengths to positively meet the challenges of life

Make community connections
- Community networks offer social connections, meaningful collaboration, common learning, and shared leadership
- Build community capacity

Families have access to concrete supports when they need them most

Growth in school outcomes for children & youth

Evaluate and adapt

Thurston Thrives

Emerging Issues

Thurston Council for Children & Youth

DRAFT - Current as of August 2014
Clinical/Emergency Care Strategy Map

**STRATEGIES - ACTIONS**

- Educate consumers on the appropriate health care settings for routine, urgent and emergency care
- Improve health literacy to promote healthier lifestyles, including practice of preventative care
- Promote health education about diet, active living and well-being in schools (K-12), educating and influencing people to make better health choices
- Promote targeted, professional and public interventions, to address deficiencies in current access to preventive and other health services, focusing on smoking cessation, adult obesity, STD infection rates, diabetic screening and mammography screening
- Expand access to and participation in self-management programs*
- Promote availability of ease of access tools for clinical providers which improves data sharing among a variety of health care settings
- Increase communications related to emergency response expectations among providers and public health (e.g., multi-casualty, pandemic outbreaks, etc.)
- Increase collaboration related to communicable disease control between providers and public health, including immunizations and early notification of reportable conditions
- Improve the provider network for outpatient, crisis and peer support of behavioral health sciences to ensure a greater diversity of contractors who can deliver an integrated, evidence-based model** and community oriented services to divert and transition patients from ED’s, jails, and homelessness
- Create a secure assessment facility for mentally ill persons who are interacting with law enforcement
- Succession Planning: Identify number of retiring providers; Estimate need per population growth; Recruit, train and replace needed numbers of providers
- Support strategies to sustain access to free or reduced cost basic health services from safety net providers for the uninsured or underinsured individuals
- Increase payment rates for primary care and behavioral health care with the county/state. **Includes behavioral health parity in all Healthy Plans**
- Expand opportunities to enroll eligible individuals using Washington Health Benefit Exchange (WAHBE) Program
- Encourage transition to value based reimbursement models
- Decrease utilization of jails as our primary mental health treatment center
- Improve access to mental health services for all, but especially for low and moderate income persons
- Provide on-site services to shelters, permanent support and transitional housing sites including SNFs’, Adult Family Homes, etc.

**OBJECTIVES**

- Educate and influence people to make better health choices
- Increase use of proven evidence based treatments and services; Increase public health’s awareness of and self-care
- Promote appropriate resource utilization
- Integration including in emergency and disaster response services across all community providers including public health, mental health, clinical service delivery and its various disciplines and their institutions
- Maximize insurance coverage
- Maintain “safety net” services
- Assure adequate supply and distribution of health care*** providers
- Increase capacity of and access to behavioral health services in the community including the criminal justice system, homeless, military, LGBT and non-English speaking residents

**GOALS**

- Integration of care: medical, behavioral and public health
- Learn to live a healthy life and take care of yourself
- Increase access to appropriate medical, behavioral and public health
- Reduce disparities in health outcomes among the various demographic groups of county residents
- Maximize value of health care spending

**VISION**

More people live longer, healthier lives because they take care of themselves and received right care at the right place at the right time
People are physically active in our daily lives

Key Measures: (Community Indicators)
- # of multi-use trail miles
- Proportion of new development that is built within 0.5 mile of an activity center

STRAATEGIES - ACTIONS

- Align development codes
- Align Codes with Healthy Development Plans
- Promote use (Education & Encouragement)
- Sustain Safe Routes to School (SRTS) programs
- Increase extent of trails and pathways
- Improve street design
- Increase availability of neighborhoods parks and other supports
- Plan for more active corridors and districts
- Carry Out Urban Corridors Strategy & Sust. Thurston
  - Capitol Boulevard
  - Brewery District
  - Woodland District
- Local matching grants

OBJECTIVES

- Improve Places
  - Measure: Market trends for housing in walkable environments... e.g., near transit, trails, etc.
  - Measure: Walk Score or similar way to capture local diversity of destinations
- Improve Connections
  - Measure: # of new (improved) access points to existing trails
  - Measure: Completion of sidewalk network or proportion of complete streets
- Improve Opportunities
  - Measure: # of new trail miles
  - Measure: Counts of use on current trails and other facilities
- Create opportunities for physical activity
  - Measure: Proportion of new development occurring in location-efficient settings (see key measure to the right)

GOALS

- Improve Places
  - So that
  - Residents have support for using active transportation
  - Being active is a community norm
  - Residents are encouraged to walk/bicycle/be active
  - Measure: TBD – proportion of schools with SRTS program
  - Measure: TBD – proportion of students within a walkable distance who walk to school/SRTS Travel Tallies; Commute Trip Reduction mode splits; Vehicle Miles Traveled
- Improve Opportunities
  - So that
  - Use of trails and other walkable places increases
- Improve Opportunities
  - So that
  - Use of trails and other walkable places increases
  - Measure: Healthy Youth Survey physical activity data
  - Measure: # of multi-use trail miles
  - Measure: Proportion of new development that is built within 0.5 mile of an activity center
- Improve Opportunities
  - So that
  - Create safe, convenient and abundant opportunities for physical activity
  - Measure: Proportion of new development occurring in location-efficient settings (see key measure to the right)
  - Measure: Market trends for housing in walkable environments... e.g., near transit, trails, etc.
  - Measure: Walk Score or similar way to capture local diversity of destinations

VISION

- People are physically active in our daily lives

DRAFT - Current as of August 2014
Incentivize civic engagement in local decision-making: promote and support groups that work on civic engagement, such as 2020 Vision Olympia

Better engage with & support rural & special needs communities: connect people with developmental disabilities, develop small community grant opportunities

Connect community members & neighborhoods with resources & existing services: community symposium on 2-1-1, route 9-1-1 callers to appropriate services, create all-county group events calendar, Time Bank and service provider summit, etc.

Coordinate, incentivize & market county-wide volunteer opportunities: establish incentive program, encourage workplace volunteer campaigns and recognition, etc.

Improve volunteer management & attraction skills: build Volunteer Match program, Volunteer Manager monthly trainings, encourage and recognize donation drives and volunteerism, etc.

Promote & celebrate pro-social activities

Educate the community about decision-making & civic empowerment (target youth):

Incentivize civic engagement in local decision-making: promote and support groups that work on civic engagement, such as 2020 Vision Olympia

Foster participatory & other innovative governance:

Encourage & support leadership & participation training: convene Social Labs; engage entire community in Thurston Thrives; develop compassion, leadership, and board development training programs,

Better describe community conditions & what is being done about them: unified county-wide education & messaging about Thurston Thrives; map/highlight diversity of groups serving community

Rapid prototyping of new ideas or innovations: support Social Labs-type projects such as GRuB and Compassionate Schools

Create conditions & opportunities for collaborative decision-making

People can easily access available community resources (formal and informal) & get the support they need to connect or stay connected

Community / civic organizations collaborate to deliver services

High level of volunteerism - in non-profits, clubs and community activity

High level of involvement in diverse pro-social activities (e.g. clubs, arts & music, etc.)

High level of engagement and influence in local decision-making

High level of leadership capacity - traditional and non-traditional leaders have the tools, training, and opportunities they need to engage others to address challenges collaboratively

Culture of continual learning, experimentation and innovation

We are a connected, trusting, and welcoming community that generates innovative, effective actions to build a healthy, thriving community.

Values:
• Inclusive
• Collaborative
• Trusting & trustworthy
• Proactive
• Innovative and creative
• Everyone is a leader

"We all do better when we all do better."
Economy Strategy Map

**STRATEGIES - ACTIONS**

- **Provide assistance to existing and emerging employers.**
  - Recruit employers that create jobs
  - Expand micro lending options
  - Create an entrepreneur center
  
- **Create and expand networks**
  - Establish a single point of entry for families/employees in need of assistance
  - Connect employers with networks to recruit & support employees

- **Provide assistance to existing and emerging employers**
  - Increase awareness of job & career opportunities
  - Increase participation in skill building opportunities
  - Expand work & training programs
  - Expand learning opportunities for "soft skills"

**OBJECTIVES**

- Employers expand their market reach
  - Measure: gross regional product and total exports

- Employees, employers, and entrepreneurs are linked to each other and the resources they need
  - Measure: # and diversity of networks
  - Measure: presence of hub/portal to connect to networks

- Opportunities are expanded for everyone to build social and economic assets
  - Measure: household income and housing affordability

- Access to employment resources are improved (esp. for under skilled job seekers including the long-term unemployed)
  - Measure:

**GOALS**

- Everyone has the capacity to get a job and advance their career
  - Measure: # of living wage jobs; distribution of household income, poverty rates (for various populations)

- Everyone builds social and economic wealth
  - Measure: % of people with bank account
  - Measure: % of home ownership

- Individuals and families build resiliency

- More transformational jobs are created
  - Measure: % of people with bank account

**VISION**

- People are economically secure; Poverty is rare

- Robust commercial industry clusters are created
  - Employees, employers, and entrepreneurs are linked to each other and the resources they need

- All employers have increased capacity to grow jobs that transform lives; Strong employers = strong employees

- The number of people who are underemployed is reduced
  - Measure: % of home ownership

- The number of people who are "long-term unemployed" is reduced

- Inter-generational poverty is reduced

- Everyone has the capacity to get a job and advance their career

Measure:

DRAFT - Current as of August 2014
**Every child completes high school, earns a post-secondary credential, and has skills to find living wage employment**

**Objectives**

- Students get support they need to succeed
  - Measures: # and % of students served; # and types of support provided; # and % of students in early intervention; # and % of students in intensive intervention
- The capacity of schools is increased
  - Measures: # and types of community partnerships; # and value of leveraged and new funding resources
- Students want to come to school
  - Measure: Attendance
- Students are highly engaged
  - Measures: # and % of students: passing courses; participating in school/community activities; student engagement survey indicators; #, % and type of disciplinary sanctions; % of eligible youth who sign up for College Bound Scholarship

**Goals**

- Supported students overcome barriers & meet state academic standards
  - Measures: 4th grade reading, 8th grade math, 9th grade early warning system indicators, Healthy Youth Survey risk factors, attachment to a caring adult
- Students have strong interpersonal & career skills
  - Measure: % CTE program completers
- Students are highly engaged
  - Measures: # and % of students served; #, % and types of support provided; # and % of students in early intervention; # and % of students in intensive intervention

**Engage Community as Partners with Schools**

**Integrate Student Support Systems**

**Implement Practices that Engage Students**

**Monitor, Evaluate, and Adapt**
**Environment Strategy Map**

**Strategies, Actions & Partners**
- Educate, Promote Cleaner Alternatives, Monitor, Regulate
  - ORCAA, Cities, County, State and Federal Agencies
- Adapt to & Mitigate Climate Change
  - ORCAA, TCAT, Thurston County, EDC, PSE, Local Businesses, Other Non-profits, State and Federal Agencies
- Protect and Restore Groundwater – Educate/Promote
  - Various activities by Thurston County, local jurisdictions, LOTT, PUD, state agencies and others
- Monitor and Maintain Storm and Surface Water Quality – Educate/Promote
  - Various activities by Thurston County, local jurisdictions, LOTT, PUD & others
- Educate Public, Regulate and Ensure Compliance to Reduce Solid Waste
  - Thurston County Public Works and partners
- Educate Public, Promote Alternatives, Regulate and Ensure Compliance on Hazardous Waste
  - Thurston County Public Health and partners
- Monitor, Respond to Complaints, Train Staff, Educate Public about Vector-Borne Disease
- Educate and Conduct Outreach, Emergency Planning, Mitigation, Response

**Objectives**
- People and businesses know how to improve air quality
- Reduce common air pollutants in indoor and outdoor air.
- Prepare for & adapt to climate change
- Reduce climate changing emissions
- Protect residents from air pollutants that have health effects.
- So that
  - Air quality levels (O\textsubscript{3}, Particulate (PM), etc)
  - Health impacts of climate change are minimized
- Protect drinking and ground water quality (meet standards)
- Streams, lakes and Puget Sound are restored to levels that quality of ecosystems is maintained
- So that
  - % of water bodies that meet H\textsubscript{2}O quality standards
  - % group B water systems in compliance
  - # of marines and other sensitive areas
  - # of high risk septic systems converted to sewer
  - % of water bodies that meet H\textsubscript{2}O quality stds
  - # of high air quality days as proportion of all days
  - % of homes visited by Healthy Homes
- Wastes from local consumption are minimized; wastes are safely handled and disposed.
- So that
  - # of participants in education sessions
  - # of jurisdictions w/65-100 stormH2O std
  - # of high air quality days as proportion of all days
  - # of homes visited by Healthy Homes
- Accurate inventory of OSS
- So that
  - % current OSS inspections
  - # of homes visited by Healthy Homes
  - # of high air quality days as proportion of all days
- Corrective measures for hazardous waste
- So that
  - # of hazardous consumer products in a product stewardship program
  - # of homes visited by Healthy Homes

**Goals**
- Reduce Waste to the Minimum – Promote Safer Ways to Do Things
- Keep Water Clean and Restore Water Resources
- Keep Air Clean and Climate Stable
- Minimize Vector-borne Disease Exposures

**Measures:**
- Air quality levels (O\textsubscript{3}, PM, etc.)
- % of high air quality days as proportion of all days
- Indicator of a carbon-neutral community
- Asthma rates
- Meeting water quality standards for drinking water
- # of restored surface waters and % compliance
- % impervious area / forest cover
- # of participants in education sessions
- # of jurisdictions w/65-100 stormH2O std
- Accurate inventory of OSS
- % current OSS inspections
- # of high air quality days as proportion of all days
- % of homes visited by Healthy Homes
- # of participants in education sessions
- So that
  - Water pollutants are kept below levels of concern
  - # and % of marine recovery and other sensitive areas
  - # of high risk septic systems converted to sewer
  - % of water bodies that meet H\textsubscript{2}O quality stds
  - # of high air quality days as proportion of all days
  - % of homes visited by Healthy Homes

**Vision**

The environment of our community contributes to everyone’s health.
Food Strategy Map

STRATEGIES, ACTIONS & PARTNERS

**Healthy Eating**
- Food Access
- Outreach & Education
- Food Distribution
- Food Production
- Food Policy
- Food Safety

OBJECTIVES

**Healthy Eating**
- Capture healthy foods from groceries and farms for food banks
- Measure: Volume of healthy food captured
- Increase food utilization
- Measure: 1) Pounds of waste collected for composting, 2) Number of schools with lunch after recess, and 3) Number of schools serving bulk milk or juice

**Food Access**
- GRuB, Schools, Thurston County Food Bank
- TCPHSS, Thurston County Extension

**Outreach & Education**
- FDA, Healthy Child Weight Coalition
- Parks, Senior Services for South Sound, South Sound Breastfeeding Network
- WSU Thurston County Extension

**Food Distribution**
- Food Lifeline, Northwest Harvest
- Thurston County Food Bank, Senior Services for South Sound

**Food Production**
- Enterprise for Equity
- Thurston Food System Council

**Food Policy**
- Parks, Thurston County Board of Health
- Thurston County Solid Waste
- Thurston Food System Council
- TRPC

**Food Safety**
- FDA, Thurston County Environmental Health
- Schools, USDA, WSDA

GOALS

**Kids and families are at healthy weight**
- Measure: % school children enrolled in free/reduced lunch vs. # of children eligible
- Measure: # of meals served in summer nutrition programs
- Measure: % children enrolled in summer meal program
- Measure: # dietary changes after GRuB kitchen gardens established
- Measure: Increase volume of local produce served through senior meals program

**Healthy food is widely available to everyone**
- Measure: # of school gardens, # of community gardens, # of households served
- Measure: % of healthy vending machines in Thurston County schools
- Measure: Four healthy food categories at Food Bank
- Measure: Increase volume of healthy food to schools, institutions, and food banks

**Food is safe to eat**
- Measure: Incidence of food-borne illness

**People eat healthfully**
- Fewer restaurants receiving poor score during inspection
- Measure: # of re-inspected restaurants after poor score received
- Measure: Childhood and adult healthy weight rates
- Measure: # of schools with lunch after recess, and 3) Number of schools serving bulk milk or juice

VISION

DRAFT - Current as of August 2014
Housing for Health Strategy Map

Strategies - Actions

- Implement RCW 84.14, the multi-family tax exemption, in target areas throughout Thurston County.
- Explore feasibility of a housing levy.
- Explore deferral of impact fees for affordable housing until after certificates of occupancy are realized.
- Use public and private dollars to buy down development fees and impact fees.
- Engage neighborhood groups before formal public hearing process for rezones.
- Provide voluntary condition assessment when offered with low/no-cost loans.
- Increase housing enforcement, specifically run-down housing.
- Initiate program to improve energy efficiency, healthful conditions, and public recognition of improvements in low-income rental housing.
- Possible steps in program: Provide incentives to repurpose empty office spaces; Provide landlord insurance for high-risk renters.
- Implement renter and landlord education & awareness campaign regarding green and healthy homes.

Objectives

- Implement tax structures that support increased affordability.
- Increase incentives for affordable housing construction that meets quality and safety standards.
- Maintain quality of construction and ongoing compliance with standards for habitation.
- Incentivize landlords to invest in efficiencies and improvements to existing properties and make it available for low-income renters.
- Empower landlords and tenants with information, education, and best practices for better housing choices.
- Increase available intensive case management services to high need tenants.
- Increase incomes so that people can afford market housing prices.

Goals

- More market rate builders participate in affordable housing development.
- Ensure adequate infrastructure is available to support population growth and access to education, work, and community life.
- Existing affordable rental properties have increased efficiency and health features.
- Potential renters can find, choose, live in, and remain in green and healthy homes.
- Increase personal responsibility, financial and banking literacy skill sets.

Vision

- Housing supports neighborhood stability, and people’s health and well-being.
- Affordable, adequate and safe housing for all achieved through collaborative efforts of the public, private and non-profit sectors.

Key Measures:

- % of low-income residents 30 percent or below average median wage.
- Target: Reduce by 50% in 5 years.
A functional law and justice system depends upon a robust social support system.