



New York State
Office of
Children & Family
Services



COUNTY REFLECTIONS

A Summary of County Accomplishments Integrated County Planning Project



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New York

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NYS Office of Children & Family Services

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COUNTY REFLECTIONS

In 1997, the Office of Children and Family Services (OCFS) initiated the Integrated County Planning (ICP) Project with a Request for Proposals (RFP). This RFP was developed following a series of regional meetings with county agencies soliciting their insights on collaborative planning. Very strong interest by counties in this project was evidenced by OCFS receiving 45 proposals from counties and the fact that the quality of the proposals was so high. Fifteen counties plus New York City were awarded funding for five years at \$65,000 and \$200,000 per year respectively. Fifteen additional counties were awarded \$10,000 for the first year of the project only. Please see Appendix A for full list of participating counties.

This five-year demonstration project was a principal strategy OCFS developed to demonstrate at the county level the change agenda, operating principles and service continuum described in the OCFS Operational Framework. Throughout this project, OCFS collaborated with our state health, human service, education and criminal justice partners. Participating counties were to establish an inclusive, integrated county-level planning process focused on improving outcomes all OCFS target populations; i.e. all children, youth, families and adults. Furthermore, the experiences of the demonstration counties were to be used to develop new planning guidelines consolidating all OCFS county planning requirements for Local Social Service Districts (LDSS) and Youth Bureaus to support a useful local plan document.

This project also asked counties to change how they engaged in their collaborative strategic planning by having them incorporate new Key Concepts (reflective of the OCFS Operational Framework principles¹) into this process.

Those Key Concepts were:

- **Locally Controlled Interagency Planning Process Coordination:** Integrating the processes used to develop the DSS Consolidated Services Plan and Youth Bureau County Comprehensive Plan. Also, using that integrated process to inform the planning requirements of the Department of Health, the Office of Mental Health and the Office of Alcohol and Substance Abuse Services as well as other private agencies and philanthropic entities.
- **Stakeholder Involvement in Planning:** Active involvement of youth, parents, other consumers and service providers in the identification of local needs and resources, and in planning and implementing strategies and programs.
- **Human Development Continuum:** A focus on enabling all children and youth to acquire the "developmental assets" essential to becoming competent parents, workers and citizens. In addition, the critical needs of at-risk and vulnerable populations must be addressed.
- **Community Asset Building:** The development of action-oriented strategies at the sub-county level such as mobilizing public interest and involvement, generating neighborhood networks, developing and coordinating professional service systems, and school-based and school-linked concepts.
- **Outcome-Based/Results Oriented:** Developing a set of goals, objectives and measures of success as part of the planning process.
- **Family-Centered:** Utilizing strategies and services, which build upon family strengths and include community, school and workplace supports for all children and their families.
- **Prioritized Resource Allocation:** Establishing priorities to help in determining the allocation of funding and other resources for children, youth and families across systems.

On the state level, this project sought collaboration from other state agencies. It provided an interagency forum for state agencies to work together to create more coordination around planning. It offered a framework to test the feasibility of developing a more comprehensive set of outcome measures that address the Touchstone goals and objectives agreed to by the thirteen health and human service commissioners. Specific efforts were being made to coordinate ICP with other state sponsored collaborative initiatives including State Incentive Cooperative Agreement through the Office of Alcoholism and Substance Abuse Services, ACT For Youth through the Department of Health and Coordinated Children's Services Initiatives (CCSI) through the Office of Mental Health (and CCSI Tier III – an interagency group of state agency representatives). Training for counties on using data

¹ OCFS Operational Framework can be found on the OCFS website at:
<http://www.ocfs.state.ny.us/main/about/mission/assets/Framework.pdf>

effectively and evaluation was developed and delivered to counties through collaboration among state agencies. Through a contract with Welfare Research, Inc., an analysis of ten state agency planning requirements was completed and shared with counties at a statewide forum.² This was done to address the issue often raised by counties about there being one county plan document to be used by all state agencies. This report and forum provided useful insights to both the similarities and differences in planning requirements – and in what types of county activity or information constituted “planning” as required by state agencies. The report also identified the wide range of federal and state statutes and regulations that determine county plan content for different state agencies.

County participants in the project received training and technical assistance from OCFS. There were statewide training events twice a year. Strong interagency support from state partners strengthened these efforts. A listserv was established to increase communication and to share relevant information between participating counties, OCFS staff and state partners.

Counties engaged in innovative and exciting activity as they developed their planning process in conjunction with the Key Concepts. All have developed planning structures consisting of county specific constellations and coalitions of public and private stakeholders. Youth, families and communities were involved in various ways.

As these different groups have met, serious, and sometimes difficult, discussions have occurred on what is planning, what is the role of government in community mobilization, how do adults fit in with planning for children, youth and families, what is a developmental approach vs. prevention, and others. As counties generated answers, and training on these issues was provided, the information gleaned has been used to inform county planning policy changes for OCFS. These recommendations for revision of planning guidelines support a useful local planning process that fulfills necessary state requirements and that reflects the OCFS principles.

The plan document counties are required to submit has undergone changes. The core elements of the planning process (engaging stakeholders, needs assessment, outcomes and strategies, monitoring plan) have been separated into a Strategic Component of the plan document. This supports and allows Youth Bureaus and LDSS to show the contributions of their collaborating partners. Separate Administrative Components have been developed for Youth Bureaus and LDSS. This allows for their reporting of their respective functions and responsibilities for funding, monitoring, organizational and other requirements.

An external evaluation of this project has been conducted on the implementation process and the achievement of intermediate goals relating to county planning. This evaluation was completed by the Center for Human Services Research of the University of Albany. This report captures well the range of county accomplishments. The final evaluation report, *Integrating the Human Service System: Final Evaluation of the New York State Integrated County Planning Initiative* (May 2005), is available on the OCFS website at <http://www.ocfs.state.ny.us/main/reports/>.

In August 2004, legislation was passed providing for OCFS to require all counties to implement a single Child and Family Services Plan, combining the requirements of both the Consolidated Services Plans submitted by LDSS and the County Comprehensive Plan submitted by county Youth Bureaus.

The purpose of this summary is to capture specific county experiences from the ICP Project. As such, it is intended to supplement the external evaluation report. The ICP funding to participating counties ended in December 2003. In early January 2004, counties were asked to submit a report addressing the following questions.

- 1) Please briefly describe the primary successes achieved by the ICP Project and the benefits accrued to the county.
- 2) Please briefly identify current barriers or issues impacting the county's ability to sustain integrated planning.
- 3) Please describe the current status of your integrated planning (life after funding).
- 4) *Optional:* Please identify any recommendations you might have for other counties who might be starting the process.

² *Integrated County Planning Project: State Agency Survey Results*, Virginia H. Sibbison, Ph.D., Welfare Research, Inc., September 2001.

Selections of their responses to these questions will be presented below, aligned with the areas of accomplishment identified in the external evaluation report and the questions that framed county submissions for this report. All counties who received funding for the duration of the project have their work represented here. The counties who only received funding for the first year were invited to submit a report; of those fifteen, five responded and their work is included here. County responses are shown alphabetically. Given the volume and richness of the counties' submissions, including all of that information would result in a document of some considerable length. (Additional information on individual county activity can be obtained by contacting counties directly. A full list of contacts may be found in Appendix B.) Indeed this document only scratches the surface, as noted by this county's comment in their submission.

"The following in no way seeks to capture the depth or breadth of our County Integrated County Planning experience. Rather it only highlights a few of the things that would in all likelihood not have happened without the financial support of the grant, the very informative ICP trainings and conferences, and/or the human encouragement and moral support of several Youth Bureau directors from other counties, our dedicated project director, and other helpful OCFS staff."

Counties should be applauded for their hard work, significant accomplishments and ability to sustain their efforts beyond funding. It is to their credit that they seized this opportunity to create meaningful collaborative planning environments for their counties. OCFS has gleaned significant learning from the work of counties in this project. Please read on to celebrate successes, to remind ourselves of continuing work to be done and to reflect on lessons learned – advice given.

Themes of This Report

I. County Planning Structure and Process

Counties were asked to develop a broad inclusive planning structure and process to include public and private agencies, other stakeholders, youth and citizens. There were no new requirements imposed through this project on the form or composition for that process. This section will share examples of different planning structures, composition of planning groups, and the role of county ICP coordinators. Counties varied in their use of county staff as coordinators or hiring outside neutral consultants. Given the difficulty often noted of engaging schools in planning, examples of success strategies are included.

Of significance are the benefits to the county team of creating time for the collaborative process. Information is included on the team process developed in counties, the importance of good communication, the supportive environments created and the shared county created visions.

II. Community Involvement

In developing their planning process, counties were asked to engage the community in new ways. Counties were encouraged to reach out to communities broadly to mobilize community members providing a voice for youth, families or citizens. This section shares examples of that work. Creating visibility for the planning process in the community was important as described here. Counties also demonstrate how they coordinated with other coalitions or collaborative efforts.

III. Needs Assessment

The foundation for all good planning is a competent needs assessment. Counties were asked to assess both the needs and strengths within their communities and target for certain populations. This section shares examples of the excellent work done by counties to develop and maintain good assessments. These included inventories of resources, funding and programs. Some of this work on resource inventories is included in Section IV – Administrative Efficiencies. Many counties used youth surveys as a component of their needs assessment, many choosing instruments from Search Institute or Communities That Care. Counties chose to align their needs assessment with the New York State Touchstones, a framework of goals and objectives for children, families and communities agreed to by state agencies.

IV. Administrative Efficiencies

Counties were asked to connect their allocation of discretionary funding to their planning process. The emphasis of the planning process was to achieve outcomes for children, youth, families, adults and communities, and use of evidence based programs and practices were encouraged. This section shares examples of important methods counties developed to track resources and funding across agencies, to coordinate and leverage new funding, to

share allocation decisions, to share monitoring of programs and to move investments of resources to evidence-based programming where available.

V. Sustaining the Collaborative Process

The funding for the ICP Project ended in December 2003. The information for this document was collected in early 2004. This section shares updates from counties on their sustaining their process after funding. The level of the continuity of their efforts, particularly in a tight fiscal environment, is a testimony to the commitment counties have made to this process and their recognizing the benefits accrued through it. This section also identifies the need for some continued state support to sustain meaningful collaboration.

VI. Specific Accomplishments By Counties in Program Areas

The final evaluation report and much of the content of this document attends to the work of counties in their collaborative process to plan. This focus on the collaborative process was not an end in itself but was intended to promote a county system that in turn enables achievement of outcomes for children, youth, families or adults. This section shares examples of success counties achieved in addressing the needs of various target populations.

VII. What We Know Works

This section provides insights from counties on what has worked for them in creating and sustaining the collaboration process. Ideas presented here include creating cultural change, the frequency of meeting, self-assessment, who is involved, how to keep partners involved, leadership and the importance of facilitation.

VIII. Challenges

Collaboration requires hard intentional work to develop a cohesive group, and to sustain it requires continued hard work. Challenges abound, and this section highlights issues of time, the involvement of many different groups, fiscal issues, plan document requirements, state agency requirements, turnover of key players, bureaucracy, technology, capacity building and selling success.

IX. Recommendations

Counties were asked to offer insights or recommendations to colleagues who might be in the early stages of starting a collaborative county planning process. This section, combined with the previous "What We Know Works", represent learnings from the work on this project as told by counties.

I. Planning Structure and Process

A. Core Coordinating Team

Broome – In 1998, the original ICP team consisted of the leadership of the following county departments: DSS, Health Department, Mental Health, Probation, Office of Employment and Training and the Youth Bureau. In addition to the departmental leaders, Tom Hoke, Deputy County Executive, was an instrumental member of the team and his consistent presence helped to keep other county leaders at the table.

The original grant application called for the inclusion of other community leaders; however, as the team began meeting, it became apparent that too much work had to be done internally within the County before any other organizations became involved. This proved to be a wise decision. After several years of meeting, the team requested the Office for Aging join the team to complete the integration of planning for services across the lifespan. In addition, leaders from the United Way of Broome County, the Hoyt Foundation and the Community Foundation were asked to join the team. Most recently, the Broome County Information Technology Department has been asked to join the team to assist in the long-term application of technology to planning processes. The team has deliberately limited membership to the major funding sources within the county. This has enabled the team to focus on integration of planning and resource allocation processes. Although team membership has been limited, the team has developed communication methods to communicate with other agencies and consumers in the community and will continue to develop linkages with service providers around the county.

Chautauqua – Subsequent to ICP, County Executive Mark Thomas issued aggressive mandates resulting in local county initiatives. These initiatives brought forward integrated county planning as an outcome of comprehensive performance partnership. One component of this is the development of the Human Services Team. Members of the Human Services Team include Chautauqua County Department of Social Services, Department of Mental Hygiene, Youth Bureau, Probation, Health Department, Office for the Aging, County Home, and Veteran's Services. The Human Services Team developed the Juvenile Services Team.

The Juvenile Services Team is an integrated human services partnership of professionals from Department of Social Services, Department of Mental Hygiene, Office of Probation, and the Youth Bureau. The team is committed to a unified delivery system whereby each team member contributes to the development and implementation of holistic service plans. The holistic approach is the foundation for the integrated process.

New York City – The ICP Working Group meets quarterly, supplemented by frequent email and telephone communication among its four member agencies.

ICP funding in New York City had been used to develop the ICP database as a tool to promote integrated planning. A benefit of the development of the ICP Database has been the stronger collaborative relationships that have formed among the four participating ICP agencies as well as other Interagency Coordinating Council on Youth (ICC) agencies (the ICC is a charter mandated body comprising representatives of each City agency providing services to youth as well as representatives of the Youth Board and the City Council) that committed to contributing to the database. The level of communication, interaction and sharing of information has been heightened as a result of this project. With comprehensive data available on programs offered throughout the city, participating agencies would be able to work jointly on projects of shared importance. The effort to assemble this data and develop a joint database led to increased familiarity among agency representatives with programs and data systems of other city agencies. Therefore, to a large degree, the ICP Database project has served as a catalyst for the reinvigoration of the ICC at the onset of the Bloomberg administration.

In addition to quarterly meetings, ICC Work Groups (which are open to participation by the public) have been formed to devise strategies and address issues of concern in the areas of after-school services, health and court-involved youth. It should be noted that New York City ICP Work Group partners have formed a group that functions similarly to an ICC work group, meeting regularly throughout the year.

Below is a description of currently functioning ICC Work Groups:

- **After-School Work Group:** The goal of the After-School Work Group is interagency collaboration to promote quality after-school and extended-learning program opportunities. Member agencies include DYCD, the Administration for Children's Services, the Department for the Aging, the Department of Correction, the Department of Education, the Department of Environmental Protection, the Deputy Mayor's Office for Policy, the New York City Housing Authority, the Human Resources Administration, the Department of Juvenile Justice, the Mayor's Office of Operations, the Department of Parks and Recreation, the New York City Police Department, the New York Public Library, and the Brooklyn Public Library.

- **Health Work Group:** The goal of the Health Work Group is to improve the physical and mental health of New York City youth by facilitating coordination among City agencies to promote a seamless continuum of services and recommending citywide health promotion and risk reduction initiatives. Member agencies include DYCD, the Administration for Children's Services, the Department of Correction, the Department of Cultural Affairs, the Department of Education, the Department of Health and Mental Hygiene, the Health and Hospitals Corporation, the Department of Juvenile Justice, the Department of Parks and Recreation, the New York City Housing Authority, and the Mayor's Office of Health Insurance Access.
- **Court-Involved Youth:** The goal of the newly formed Court-Involved Youth Work Group is to develop and strengthen interagency collaborations and partnerships to improve the effectiveness and quality of service delivery provided to court-involved youth and their families. Members include DYCD, the Department of Juvenile Justice, the Administration for Children Services, the Department of Correction, The Department of Probation, the Department of Homeless Services, and the Department of Health and Mental Hygiene Services, The Center for Court Innovation/Youth Justice Policy Board, the Human Resources Administration, the Mayor's Office of Operations, the Partnership for After School Education and the New York Public Library.

Putnam – There was an immediate need to plan and develop a process whereby school districts in Putnam would be willing to become involved in the development of the Plan. It was determined that the Putnam Local Interagency Coordinating Council be designated as the vehicle to drive the coordinated process. This Council, made up of all county department heads, school district administrators and local providers of advocacy services and community support services began the process at their meeting of November 16, 1998.

Rockland – From the beginning, the Rockland CARES Steering Committee included representatives from the Departments of Health, Mental Health, Probation and Social Services, the Rockland County Youth Bureau, Office of the County Executive and the Alliance for Prevention. Cornell Cooperative Extension provided group facilitation, and a part-time coordinator was hired through the Department of Social Services. After the second year, the Department of Planning was also added to enhance needs assessment and data collection activities.

Westchester – Initial work involved converting the grant planning committee into the Integrated Services Planning Group and broadening membership to include key administrators from major departments and offices of county government and the private sector who were daily responsible for planning and resource allocation across the continuum of child, youth and family services. The planning group recognized that at least 13 county level plans have been developed or updated annually that impact families, youth and children and that the Integrated Service Planning Group (ISPG) membership should be drawn from the entities responsible for the 13 plans. Thus, the ISPG was established in 1999. The ISPG was co-chaired by the Youth Bureau and DSS. Membership of the ISPG included representatives from:

- All county departments serving children, youth and families (County Executives Office, Probation, DSS, Youth Bureau, Health, Community Mental Health, Planning, Office for Women)
- Key non-county government entities responsible for planning services (i.e. United Way of Westchester and Putnam, Child Care Council of Westchester, Westchester Community Opportunity Program – Early Childhood Programs with Head Start being the program of focus)
- Advocates representing families and youth (i.e. Westchester Children's Association, Family Ties, Hispanic Coalition, Youth Forum).

Service contract agencies were consciously and deliberately not represented on the Integrated Services Planning Group, as the planning group did not want contractors to potentially alter the process by directing or competing for funding for their agencies or programs within the ISPG. However, input was sought from a wide range of community and contract agency representatives into selection of the Integrated Services Goals and Objectives.

B. County Agency Members

Herkimer – In 1998, Herkimer County assembled a team of key decision-makers that would serve as the steering committee for the Integrated County Planning Project. This group, called the *Human Resource Planning Team (HRPT)*, has created and guided an integrated planning process that meets local needs and addresses ICP Key Concepts.

The HRPT has met on a monthly basis since 1998. The Commissioner and Director of Services for DSS, the Youth Bureau Director, the County Administrator, a Herkimer County Legislator, the Directors of Public Health, Mental Health and Chemical Dependence, Probation, Employment and Training, and the Office for the Aging, the

Director of the Rural Health Network, the Superintendent of Herkimer BOCES, the Principal Planner from Herkimer-Oneida Counties Comprehensive Planning Program, a representative of Herkimer County Family Court, an OCFS regional office representative and the ICP Coordinator serve on the Human Resource Planning Team. They have worked together to create an integrated, interagency planning process that allows for the collaborative identification of children, youth, and family needs. This group has participated in cross-training exercises designed to educate members on the mission of each department, current services provided, and funding streams that support the development of services.

The Human Resource Planning Team realized that key community stakeholders would need to become involved in this planning process in order to create meaningful and lasting change. They created two committees, the *Community Development Committee* to address the needs of all children, youth, and families, and the *Human Development Committee*, to address the needs of the at-risk and vulnerable population. Each group was comprised of representatives from local law enforcement, health, education, social services, and the community. Some members selected also served on existing local advisory boards, steering committees, and coalitions.

The *Community Development Committee* (CDC) met on a quarterly basis between 1998 and 2003. Members of the CDC included representatives from the following agencies and organizations: The Youth Bureau, Department of Social Services, Mental Health, Public Health, Office for the Aging, Probation, Employment and Training, BOCES, Rural Health Network, Sheriffs Dept. (DARE officer), Catholic Charities, Community Maternity Services, Cornell Cooperative Extension, Herkimer Area Development Corporation, Herkimer County Community College, Herkimer County Prevention Council, Mid-York Childcare Coordinating Council, Mohawk Valley Community Action, Mohawk Valley Perinatal Network, Runaway and Homeless Youth Program, Smoke Free Mohawk Valley, Resource Center for Independent Living, and ICP. Four Community Members from Ilion, Herkimer, Schuylers, and Old Forge also served on the CDC.

The *Human Development Committee* (HDC) has met on a quarterly basis since 1998. Members of the HDC include representatives from the following agencies and organizations: DSS Director of Services, Director of Mental Health and Chemical Dependence, Supervisors of the DSS Foster Care and Adult Protective Units, Public Health, Office for the Aging, Probation, Employment and Training, BOCES, Family Court Judge designee, Youth Bureau Director, Herkimer County Sheriff, Catholic Charities (Domestic Violence, Dispute Resolution, and RHY Program Directors), Family Services of the Mohawk Valley Director, Herkimer Area Resource Center Director, Herkimer County Prevention Council Director, DDSO Director, Little Falls Community Outreach Director, Resource Center for Independent Living, YWCA Rape Crisis Program, Frankfort School District, Little Falls School District, One Community Member (Old Forge), DSS Planner, and ICP Coordinator

C. School Involvement

Cattaraugus – Great inroads were made into the Youth Bureau’s relationship with the 14 school districts in the county and with St. Bonaventure University. The discovery of mutual needs and solutions was the greatest surprise that came from the breaking down of the isolationist walls by the school districts (who tended to be very myopic and overly protective of “their” domain). On the other hand, the notion that County Governmental Departments might “emerge from silos” and be less concerned with “turf issues” in the realization that there is no such thing as “other people children,” was a valuable learning for all of us.

Rensselaer – Several sub-committees have emerged as the need demanded. Some of these committees have the function of planning while some are task oriented working groups with the function of problem solving.

- The *Court Diversion Council* meets every two weeks. At this meeting participants brainstorm on what the best course of action will be regarding a youth with challenging behaviors. It is a monitoring body for the county’s PINS diversion program but consists of representation from various agencies and four county human service departments. While it addresses systemic issues, it is more of a problem-solving group for specific challenging cases for which previous solutions have been unsuccessful.
- An extension of that came the *School-Community Partnership*, which involves eleven school districts grouping together into five catchment areas for meetings that are held in the schools at the five sites. Representatives from Social Services, Probation and Mental Health participate in the meetings. It provides a forum for discussion of the CSE process, the PINS process, mandated reporter responsibilities and an opportunity to share the limitations of each other’s system.

Schenectady – Increased collaboration with schools.

- Reported improvement in communication and service integration as reported by the school districts to the County ICP team.
- ICP workgroup interface with school teams for strategic planning on an annual basis.
- Creation of strategic planning and systems issues liaisons with the City School District. The liaisons are the Assistant to the County Manager and the Assistant Superintendent.
- Increased community asset building using schools as the hubs. Creation of Collaboration Assessment Team model concept. The CAT teams create a school-based team that addresses emerging and ongoing issues of at-risk students that are or could potentially be identified as at-risk. Model has been piloted in two school districts and will be expanded in fall of 2002. See outcomes section for greater detail.
- Co-location of professionals from mental health clinic in four school buildings.
- Training on behavioral health issues was provided to school nursing staff countywide and will be broadened and enhanced for 2002/2003.

D. Team Process

Broome – Our ICP team was committed to improving the planning process and has substantially improved our ability to integrate planning across different agencies. We spent the first year adapting to each other and working together as a team for the first time in county government history. We conducted a self-study in which we examined county programs, services, and spending, state planning requirements for each county department, and developed an inventory of community-wide planning initiatives. We quickly developed a better understanding and appreciation for the programs, services, and regulations of each county department participating in this process. We discovered that although we are all part of the same county system, we do not speak the same language. Therefore, we had to pay attention to the definition of terms and meanings of words that vary from discipline to discipline. We came to realize that we share common struggles and successes and by working together as a larger countywide team our coordination/cooperation can be a positive force in systemic change.

Although the self-study was a difficult process, it ultimately helped us to develop a strong team and prepared us to move forward toward integrated planning. Eventually we were able to add new team members and expand our membership to include the other major funders in the County. ICP truly became a forum to develop strong relationships and collaborative partnerships. The personal contact afforded by the frequency of ICP meetings has been an important factor in the initiation of new collaborative projects and problem solving. ICP provides a “think tank” which leads to results. It serves as a forum for discussion and a venue for innovation. Participating agencies have joint ownership of problems and have developed joint solutions.

Oswego – A Partnership has been formed that consists of the Department of Social Services, Probation Department, Mental Health, Youth Bureau, Health Department, Employment and Training, and Integrated County Planning of Oswego County. The Partnership members have signed a Memorandum of Understanding. They meet every two weeks, and facilitation and recording tasks are rotated among the members. Agendas deal with cross systems issues.

Rockland – The ICP Departments have continued to meet monthly as a Steering Committee, in most instances with the same representatives from the initial grant development committee. The commitment of each Steering Committee member to the process has been a major factor in its success. Decisions on direction for CARES are made by consensus of committee members. Annual retreats are held to review accomplishments and to set priorities for the coming year. The Steering Committee meets at least annually with the County Executive and Department heads not on the committee, to gain approval for the work plan, and support for priorities. A subcommittee structure also developed in order to accomplish the work defined by the Steering Committee. Subgroups, either ongoing or short-term task oriented, have come together around Outcomes Management, Training, Data, Healthy Families Campaign, Information and Referral, PINS 18 and Youth Development.

Schenectady – There are a number of different initiatives that have involved key stakeholders in the existing and evolving planning processes.

- The ICP processes, both internal and external, involve stakeholders in planning, implementation and monitoring. The County has used interviews, focus groups, cross systems meeting and a variety of other means to become informed.

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- The efforts of Schenectady's Promise are inclusive involving families, youth, community based agencies, businesses, municipalities and any other interested community member. This comprehensive community initiative that involves more than 100 individuals and organizations has gained significant momentum in the community as both a forum for community planning as well as community mobilization for implementation of youth asset building strategies.
 - Involving schools in planning for county departments has always proven to be challenging primarily due to the fact that there are 9 school districts with more than 50 buildings throughout the county. However, a number of initiatives are underway that are proving to have positive outcomes.
 - ◆ County ICP participants meet individually with the school superintendents and their key staff to identify overall concerns and subjects for collaboration.
 - ◆ The County has implemented Collaborative Assessment Teams (CAT) in multiple school districts. In the CAT model, planning for service needs for at-risk youth is being conducted at the community (district) level. This new approach is involving additional school and community based organizations. The CAT concept is based on the community asset-building model.

Sullivan – Because we are a small county, a good degree of networking already existed before ICP. However, ICP meetings have certainly improved communication and additional trust has grown between agencies.

There is a more collaborative atmosphere for all agencies to actively plan for programs together to provide the best services to constituents. The improved relationship among agencies has led to true interagency planning (particularly among the county's Department of Family Services, Community Services, and the Youth Bureau.

Additionally, members frequently comment that the meetings give them an opportunity to learn about new programs offered by other agencies. There is also better communication amongst planning and service-provision partners and an increased number of referrals among agencies. There has even been much progress toward consolidating needs-assessment activities.

Ulster – The community-wide approach is one of the hallmarks of both the Assets and Communities That Care models. Ulster County recognizes that no single entity can ensure the positive development of young people. We firmly believe that all sectors of a community must be engaged in promoting the healthy development of our young people. These include youth, parents, local government, law enforcement, educators, the faith community, the business community, recreation providers, health, mental health and social services. In addition to working to change the conditions that place youth at risk for problem behaviors each community should take a proactive stand in identifying and addressing priority areas to promote healthy youth development *before* problems emerge. Finally, each community must develop their own comprehensive, long-range plan for strengthening the factors within it that nurture a healthy and competent child.

E. Communication

Genesee-Orleans – The provision of a common language to be utilized when promoting and discussing youth development was a primary benefit seen by all participants. The asset approach to youth development was embraced by the initiative. Community wide trainings were well received and attended in both counties. In Orleans, county administration supported the training of the entire staff from all human service agencies. Genesee was able to gain consensus from school districts on surveying students using the Profiles of Student Life Survey, and the America's Promise Survey. Survey results were the foundation of the needs assessment as it related to youth, and provided appropriate motivation for broad based community involvement in the planning process. The results of needs assessment were effective in leveraging other dollars into the community for youth programming.

Madison – The Youth Bureau and DSS have collaborated on the submission of two approved integrated Child and Family Services Plans. Their joint planning process has resulted in a more thorough assessment of service needs for all populations served. More input from stakeholder groups is now being gathered and assessment data collected by the various county departments and agencies are being routinely shared. This has helped to maximize the amount of information gathered and to avoid duplication of efforts.

Putnam – Probably the most important progress towards goals was the development of a relationship with the school districts, a commitment to move forward and the desire for trust. This was a great beginning and built a foundation for the future between the school districts and Putnam County government. A communication network for the exchange of information, priorities and strategies was developed. The Team began an awareness of each

other's mandates and there was strong agreement as to maximizing resources without duplication. The Team also began trying to speak the same language and use common terminology.

In March 2000, Putnam County presented their report on the development of an Integrated Comprehensive Plan. The primary "process" continued to be the principal goal. That was, to develop a process by which all stakeholders feel that all needs can be prioritized and assessed, so that true change occurs. The goals were to initiate actions that result in positive change, not for change itself.

The major success of this endeavor is that it was the first time that all of the school districts and Putnam County Departments have been together in one room to develop a planning process. The group has, and continues to develop, personal relationships through some difficult barriers caused by the process. This is a committed adhesive group with children and families as a priority. In spite of the language differences, communication and dialogue have been open and both formal and informal discussions have been more frequent and exchange is now common.

Rockland – With development of a collaborative atmosphere there has been an opportunity for good, open communication. Facilitated meetings have enabled the group to manage conflict effectively. Early on, the committee agreed on a common mission and vision, and adopted the Touchstones model as its common outcomes framework.

F. Supportive Environment

Cattaraugus – The collaborative has been so effective that the "bonds of this collegial and mutual relationship on behalf of our children, youth and families" continues (without funding) as evidenced by ICP monthly meetings 16 months following the official end of the project.

Dutchess –

- Stronger relationships between the Department of Social Services, United Way and the Youth Bureau.
- Joint public/private successful projects such as: the DC Common Grant Application; the Children's Services Council, their Status Report and fall conference, and Children's Health initiative (county funded for youth tobacco prevention); Probation and Youth Services Unit use of the YASI as the assessment tool for DSS' mandated preventive services; VERA Institute application; and the development of the Independent Living Guide.
- Better understanding of each other's systems.

Herkimer – Through the work of this committee, Herkimer County has effectively changed the way that it plans for its children, youth, families, and vulnerable adults. Herkimer County is committed to the integrated planning process, which has been endorsed by the Herkimer County Legislature and strongly supported by Herkimer County Administrator James Wallace. This strong leadership has "kept folks at the table" and is the main contributing factor to the success of this initiative.

Rensselaer –

- Team building has been an important strategy in efforts to integrate planning for all families and youth.
- Meeting every two weeks developed levels of trust and comfort so members could participate with honesty and discuss collaborative goals.

Rockland – Strengthened commitment, increased communication, and collaborative planning among and between Departments has taken root. There is a clearer understanding of responsibilities and how best to maximize resources to increase output. CARES created an atmosphere that welcomes collaboration, constant improvement, and systems change. The investment of the past five years has built the infrastructure and capacity for increased productivity, growth and departmental cooperation. There has been consistent, strong administrative support for the concept of Integrated County Planning. In 2002, the Rockland CARES project received the County Executive's Total Quality Award for "Department of the Year". With continuing support from the Department of Social Services the funding for ICP continued after the grant period and the work of CARES continued uninterrupted.

Schenectady – Locally Controlled Interagency Planning Process Coordination: All County ICP participants identified this as the strongest element of our planning process and the feature most evolved since the inception of the ICP Process. The key county departments all felt that the ICP process was used to inform and develop the

required planning for each department in their respective internal planning processes required by their respective State agencies.

G. Shared Vision

Broome – Like other organizations, part of our planning process has involved the articulation of what we are all about and what we hope to achieve as a group. The following describes our stated vision, mission, and the principles that have guided our view of integrated planning over the past five years.

ICP Vision Statement: Investing our resources to build strong families and communities

Our mission is to establish and maintain an integrated, interagency planning process that will effectively guide us in allocating and managing our human service resources.

Guiding Principles - Our view of effective integrated planning is centered around the following:

- Coordination, collaboration, and communication with the broader community maximizes our ability to respond to the needs of our residents.
- A comprehensive needs assessment process should drive human service funding decisions.
- Our programs and services should build on the strengths of individuals and of our community.
- A multidisciplinary approach to planning provides the best opportunity to meet the needs of the community.
- Planning will address all areas of human development and family life (i.e., economic security, physical and emotional health, education, citizenship, and community).
- Consumer input is critical to the planning process.
- Funded programs and services will have empirical support and will be measured against outcomes.
- Technology enables and supports our efforts.

Herkimer – In 1998, the HRPT adopted the following mission:

“To establish an integrated, interagency planning process that promotes the health and well-being of children and families in our community”.

In support of this mission, HRPT members have worked together to create the OCFS Child and Family Services Plan. Through this Plan they address collaboratively identified needs, improve coordination of service delivery, reduce fragmentation and duplication of effort, and make more efficient, effective and accountable use of federal, state, and local tax dollars.

Through the work of the *Community Development Committee*, the following vision statement was created in 1999: *“As a community, we share the responsibility that every Herkimer County person is valued, healthy, educated, has the opportunity for individual fulfillment, and will be prepared for life”.* This vision statement was adopted by the Herkimer County Legislature in March 2002 as the official Vision of Herkimer County.

Monroe –

- The Monroe County community is moving toward a “shared” language regarding outcomes for children and families and a vision that will meet the needs of all children in the community.
- The Monroe County community is beginning to own a strengths-based focus for children and families.

Rockland – Rockland CARES has proved to be a prototype for interdepartmental collaboration and human services planning, and affirms that government agencies work more efficiently when they partner to effect change. CARES has demonstrated both the realized and potential effectiveness of a model that strives to strengthen relationships with community organizations while encouraging stakeholder involvement in service delivery. Within its first year the Steering Committee established its mission and vision.

Mission: To integrate county planning for children, youth and families by enhancing relationships among county agencies and communities in order to better respond to the needs of Rocklanders.

Vision: All Rockland residents will have access to the resources needed to develop healthy children, youth and families within our community.

Schenectady –

Mission: We envision a future in Schenectady County where all families provide stable nurturing environments to children, have optimal physical and emotional health, and have access to services that are comprehensive, well-coordinated, and community-based.

Team members that understand that integration/collaboration must happen on a strategic level, management level and case/service level in order to see success. Implementation integrity is very important.

Balance between structure and flexibility. Structure and organization are needed in order to accomplish the vision. However, the structure must be such that it enables the openness and flexibility necessary for creative vision and change.

Ulster –

Mission: The Community Asset Builders Steering Committee is committed to foster the development of a healthier community for children and families and to activate communities for the healthy development of all youth.

Vision: Ulster County values and celebrates its youth and promotes opportunities for them to grow, contribute and enrich the community.

The Community Asset Builder's Steering Committee recognizes the role that every sector of the community has in ensuring that full youth development opportunities exist in Ulster County. The advancement of youth development philosophy and principals in communities that have recognized and promoted this message is the next step to ensuring the expectations listed.

Ulster County's approach to youth development understands that it is an ongoing process in which young people seek ways to meet their personal and social needs by building skills and competencies that will lead them to make healthy choices in their daily lives. Youth development recognizes the potential that each youth possesses. Youth development is a shared responsibility between family, school, community-based organization, religious institution, civic group, and youth themselves.

H. ICP Coordinators

Broome – The original ICP team chose not to hire a coordinator to perform the work of the team. Instead, they chose to hire consultants to assist them in achieving their various goals. Since the inception of ICP, several consultants have been hired to perform a variety of tasks on behalf of the team. Choosing not to hire a full-time staff member to serve as coordinator, as is traditionally done with specialized grant funding (and in many other ICP funded programs), provided the team with more flexibility and a greater ease in continuing ICP functions after the funding expired.

Rockland – Rockland chose to hire a part-time coordinator. Additional consultants were engaged for specific training in Outcomes Management, in developing a plan for community involvement and for data entry. A work plan is developed on an annual basis, and the coordinator has the responsibility to keep work on track. In addition, she participates in many subcommittee activities and connects the work of those groups to the Steering Committee.

Schenectady – Designated coordinator provided the consistency and persistence for the group to stay on task, move ahead and keep an eye on the vision. This is significantly important given the full plates of the membership who are fully consumed with operations. It can be done without a coordinator; however at a much slower pace.

II. Community Involvement in Planning

Dutchess – Developmental Assets were enhanced for youth, increased public awareness about assets and the continued county funding of the Youth Asset Initiative.

Herkimer – Improving stakeholder involvement in the planning process has benefited Herkimer County by:

- Improving communication, coordination, and collaboration among the county, law enforcement, schools, human and social services agencies, and the community.
- Involving these entities in a meaningful dialogue and decision-making process about community risks and resources has helped the county and other agencies to establish service and funding priorities that best meet needs.
- This process has improved information sharing among existing local advisory boards, steering committees, and coalitions.
- Committee members have an increased knowledge of early intervention and prevention services, and of employing research based practices to improve outcomes.
- The Committees have promoted *community involvement* by supporting the annual Adult Summit, Community Meeting, and the Herkimer County CARES Campaign.
- The Committees have helped to determine the goals, outcome measures, performance targets, and strategies for the Child and Family Services Plan.

Monroe – There has been an increase in coordination among community building groups such as the Asset Partner Network and the Neighbors Building Neighborhoods initiative (the City of Rochester's efforts to create a safe, comfortable city living).

Rockland – CARES encourages local participation in planning for children, youth and family services. With regard to the OCFS plan itself, agencies took part in the Youth Bureau sponsored town meetings prior to plan development, and were encouraged to view the draft plan and needs assessment on the county's website. Submitted comments on proposed goals and strategies were incorporated into the final plan document. Mandated public hearings became useful forums when they were developed into opportunities for education and conversation. Public hearing presentations included PINS 18 legislation and a demographic snapshot of the Changing Face of Rockland County.

A community outreach subcommittee was formed in the first year and members of that group assisted with establishing local collaboratives in three additional communities: Spring Valley, Suffern and Haverstraw. They were modeled after a group that was already meeting in Nyack. These groups, run by local leaders, provide information to county Departments on area needs, and are a means for networking about new programs. Often the collaboratives sponsor a local project that is replicated in another area. The Health Department conducted focus groups in these meetings, as well as with the county's immigration coalition to get information on health care needs.

Schenectady – Schenectady's Promise - Alliance for Children and Families (The Alliance) is a community-wide consortium developed through the ICP process. In 2002, Schenectady became a "Community of Promise" participating in the national *America's Promise* initiative. The Alliance's mission and structure are consistent with the mission and goals of America's Promise. This relationship allows Schenectady to access technical assistance from the national program, publicize our efforts and programs, and has provided the Alliance with a framework for their "Action Teams." The goal of each "Action Team" is based on one of the 5 promises outlined in America's Promise (see below).

Mission: To create and sustain a safe, healthy community for and with all the diverse children and families in Schenectady County.

Organizational Structure – Hundreds of individuals in the community have been involved in the process of forming the Alliance. 69 community participants have signed a pledge to actively participate in the Alliance.

Significant effort has been dedicated to enhancing human development initiatives:

- The Schenectady's Promise has embraced the Search Institute Assets model as part of the community planning and implementation model for promoting youth development.
- Commitment has been made to enhancing community capacity to facilitate asset building in youth in the community.
- The ICP Workgroup established a Youth Development Subcommittee that has established outcomes and strategies to meet those outcomes.
- Seven county department and community based agency staff have been certified as train the trainers in the Advancing Youth Development model.
- Two individuals were trained as Search Institute Assets Trainers.
- Key county ICP participants are planning to attend the Search Training.
- Approximately 100 county and community agency staff persons have completed the 28-hour Advancing Youth Development Training.

The Weed and Seed Initiative involves an identified neighborhood within the City of Schenectady. Many residents and public and private agencies are working collaboratively to improve life within that neighborhood for its residents. The Youth Bureau Director is a key leader for parts of this community project.

Sullivan – In the spring of 1999 using ICP funds, we contracted with Developmental Research and Programs (DRP) and brought trainers from Seattle to do the Community Leaders and the Community Board Orientation trainings for Communities That Care (CTC). Again using ICP funds to pay for the surveys and the reports, during the 2000 - 2001 school year, with much cajoling on the part of specific ICP members in the right places, we were eventually able to convince all of the school districts to survey their students. (We used personal contacts even at ballgames.) The biggest obstacle was convincing the schools that we (the Youth Bureau/County) had no interest in publishing anything to make any of the schools look bad or make one school look better or worse than any other. Because, like most schools, ours are paranoid about bad publicity, it was very difficult to convince them that as county employees, the last thing we would like to see is adverse publicity for any entity in the county.

ICP grant financial support to pay for surveys and the reports was a tremendous asset. Our members agree that CTC Youth Survey Reports and data collecting efforts yielded information that was extremely valuable to several planning partners when applying for grants. More recently, with the help of the state trainers (after DRP was bought out by Channing Bete, Inc.), we completed the rest of the series of trainings for our countywide CTC Community Board. With the help of the Recovery Center (which has taken on the role of lead agency for CTC) two grants have been secured. Two community-development program managers have been hired and are planning to lead the smaller school district based community groups in Monticello and Fallsburg through the series of trainings and establish a community board in each community. We still have faith that eventually there will be an "asset-rich" CareCorps (as we now call the community groups) in each of the county's school districts. Additionally, the executive director of Sullivan County Community Services is attempting to secure the money necessary to repeat the youth surveys. In spite of setbacks, we consider our community building efforts successful in many ways.

Ulster – On June 28, 2001, a conference was held to discuss the key data on children and families and to generate input and recommendations from the community. Ulster County youth, parents, politicians, business people, faith community representatives, educators, law enforcement officials and service providers attended this conference. In the morning, a summary of key data was presented. After lunch, participants sorted themselves into groups based on geographic locations. Participants were asked to identify areas of strength and of concern for their individual community and develop a plan of action to eliminate weaknesses and build on their strengths. The information they provided is invaluable to those who work in communities at the local level. This information was then turned over to the Community Asset Builders Steering Committee who would become the driving force behind the ICP. The Community Asset Builders Steering Committee consisted of about a dozen government agencies, not for profits and community leaders whose broad reach into the community proved invaluable. The work of the CAB Steering Committee was conducted by Community Asset Builders (CAB), a small group of data specialists and researchers whose expertise allowed for the continuous progression of the ICP. By including CAB in the ICP it created an environment where all participants were familiar with the goals of the ICP and had strong experience in the community.

Successful planning must be locally driven and based on the needs of all stakeholders in each community. Their invaluable input in identifying service strengths and gaps in Ulster County is solicited regularly. The Department of Social Services Advisory Council and the Youth Board have proven to be excellent forums for soliciting input on a monthly basis. These groups, which represent a wide cross-section of the community, assist in the identification of specific needs and gaps in services. The Council and the Board have been actively involved in the development of the needs assessment and local outcome sections of the Consolidated Services Plan, and will review the progress of the strategies that are implemented.

Focus groups have been effective in stimulating interest in major areas that have heretofore not been involved in broad based planning. Focus groups were formed around ages and stages of child and family development. The Early Childhood Focus Group is an example of this. In the most recent plan development cycle, members of the Early Childhood Focus Group recognized the fact that although they had been working in the field of early childhood for many years, they had not been working on childhood issues holistically. As a result, the focus group elected to become an Early Childhood Committee and have continued to meet. In addition to this, the early childhood focus and the indicators of need related to this age group spurred the development of an Early Childhood Network within the CCSI which also resulted in a request for and receipt of permission from SAMSHA to consider the mental health needs of children under age 7 in Westchester's SAMSHA grant programs.

Westchester – Westchester Youth Council: United Way, Westchester County Health Department and Westchester County Youth Bureau combined funding to create the Westchester Youth Council as a key component of the Integrated Services Planning Structure. It was recognized that a lead agency was needed to help organize and support development of the council and the youth agenda. Family Services of Westchester received the contract and has been overseeing this process since inception. The council draws together youth from over thirty-five municipalities who select key areas of interest on which to focus at both the community and countywide levels. The Youth Council coordinates its efforts with Youth Forum (a similar group formed under CCSI to address the needs of youth who have been involved in multiple service systems). The Westchester Youth Council holds an annual forum and Youth Council and Youth Forum issues and recommendations are included in the Integrated Services Plan.

A. Visibility

Cattaraugus – Because of the bridges built connecting the Youth Bureau to the schools, various schools have not only hosted ICP events but have generally been eager to participate in Survey Days, whereby we have alternatively employed the Search Developmental Survey with the Communities That Care® Survey. The shifting and subsequent blending of frameworks has been beneficial to all. School Boards regularly seek in input of the Youth Bureau on various issues. The burgeoning connection with the schools is especially important in a rural county that is comprised of many small towns where the school district serves not only as the chief educator but the social hub, as well as chief employer of many of our communities. The building of bridges to the districts has enhanced the ancillary program and service delivery of various county governments (especially DSS and the Youth Bureau) essentially because, “that’s where the kids are for most of the day.”

ICP has greatly increased stakeholder involvement not only in terms of participation but in the identification of needs and resources as well as the planning for implementing various strategies and programs, with the effect of the development not only of a common language but of a Human Development Continuum model.

Herkimer – The Integrated County Planning Project was involved in a series of activities designed to improve the capacity of the community to support the positive development of youth.

Between 1999 and 2003, annual Adult Summits were held that sought both to promote dialogue between youth and adults and to mobilize youth, families, and other community members to make a positive difference in the lives of youth. These events included an overview of *Search Institute's Developmental Assets Model*. Attendees participated in facilitated discussions designed to explore the role adults can play in the development of assets in youth and to determine ways to build a supportive community and make a difference.

Between 1999 and 2003, annual Community Meetings/Celebrations were held that sought both to inform the community about ICP activities and initiatives and to acknowledge members in the community that are working to improve the lives of youth. In 2002, a “Community Celebration” was held as a kick-off event for the community mobilization effort: *Herkimer County CARES* (Creating Assets and Resources for Everyone's Success). The Herkimer County Vision Statement was unveiled to the community at this event. This event also provided community awareness and education about the asset framework and helped to build community partnerships for asset building. The first annual "Asset Champion" and "Asset Builder" awards were presented to individuals and

organizations in the areas of *School* and *Business* that provide positive youth development opportunities and that make a positive contribution to the health and well-being of Herkimer County families and communities. In 2003, the Asset Champion Awards categories were expanded to include Youth and Community.

In 2003, ICP began to contract with a local agency to provide Asset Development Training programs to youth, school personnel, community groups, coaches, and any other group or organization that requests presentations and trainings on this topic.

Benefits of the Community Asset Building Campaign have been:

- The Herkimer County CARES Campaign, Adult Summits and Community Meetings have been good vehicles to raise awareness about the importance of working together as a community to improve the health and well being of all youth.
- Information generated at these events has been used to inform the planning process.
- Asset Development Training offered to the community has allowed for further dissemination of the asset/youth development message.
- The Herkimer County community has been able to come together and celebrate success.

Rockland – CARES trainings, data reports and presentations, and workgroup campaigns have provided the visibility for ICP.

Westchester – In 2003 Westchester ISPG released a Status Report on Families and Children highlighting selected indicators of safety, permanency and well - being. The report received extremely positive feedback from community representatives. In addition to posting the report on the Youth Bureau's website, over 5,000 copies of the report were circulated in Westchester, providing a level of public visibility to Integrated Services Planning.

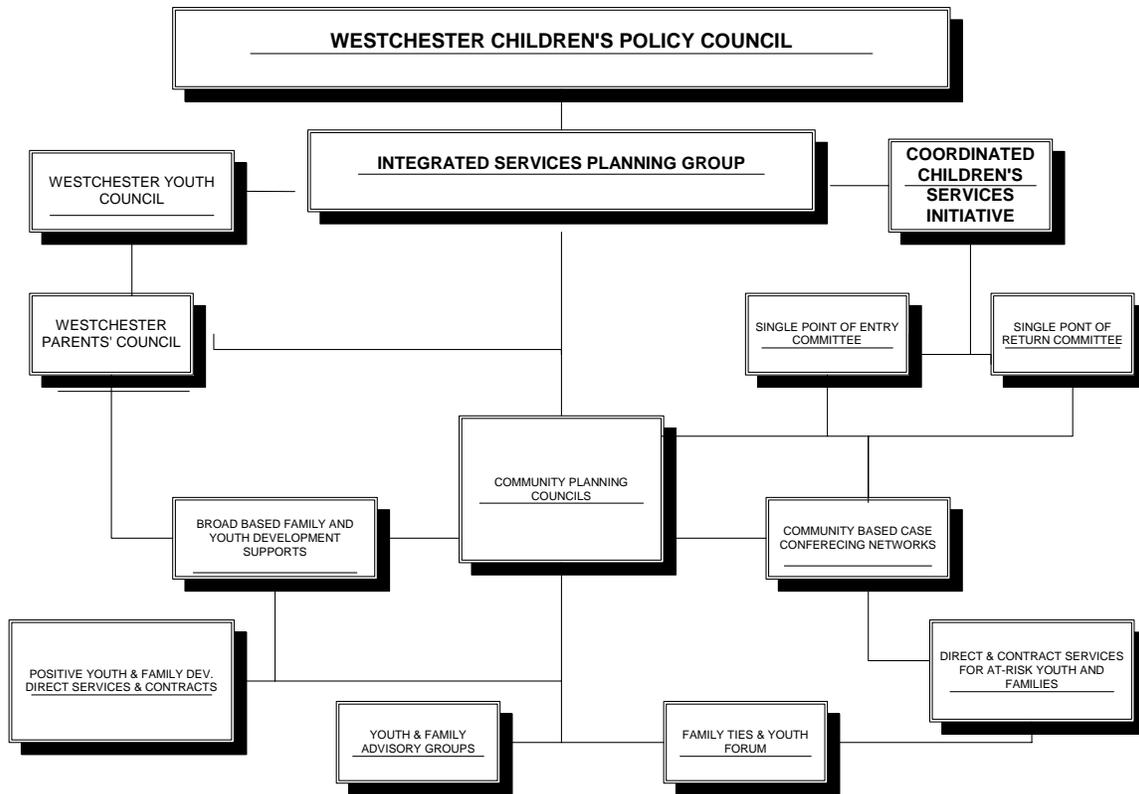
B. Working with Other Collaborations

Madison – To help supplement the CTC planning process and facilitate the move toward the community mobilization phase of the process, Madison County applied to the America's Promise initiative for designation as a "Community of Promise". In December of 2002 Madison County received its official designation as a "Community of Promise" from America's Promise, thus launching Madison County's Promise-The Alliance for Youth. The mission of this collaboration of more than 45 partner agencies, organizations, youth and other community members is to mobilize communities to fulfill the Five Promises of America's Promise for every young person in Madison County and to implement the strategies outlined in the CTC Comprehensive Youth Development Plan.

Oswego – Oswego County was also a recipient of State Incentive Cooperative Agreement (SICA) funds from NYSOASAS. Both the Youth Bureau (lead agency for ICP) and the Health Department (lead agency for SICA) contracted out the coordination of those grants with the same not for profit organization. This allowed for expanded activities for both initiatives, including a countywide youth survey that was administered twice over a three-year period.

Rockland – Early in 2002, Departments recognized the need for the development of additional community collaboration as exemplified by a group already meeting in Nyack. Led by the Rockland Alliance for Prevention (now the Office for Community Services), local agencies and leaders in Spring Valley and Haverstraw were helped to establish their own collaboratives to identify and pursue the unique needs of their respective communities. By Year V, information from the Immigration Coalition and Nyack Collaborative, together with the Spring Valley and Haverstraw Collaboratives, regularly informed CARES' planning processes and priorities. In addition, another collaborative was formed in Suffern in 2004. CARES Steering Committee members also participate in CCSI, SPOA and Rockland 21C, a group that has established Family Resource Centers in many of Rockland's elementary and middle schools.

Westchester – By 2003 Westchester's Integrated Services Planning Structure was expanded to include the following, with the Westchester Parent's Council being the last group to be formed.



Integrated Planning has had a positive impact on strengthening communities planning structures. Initially the Department of Community Mental Health was able to secure a grant from New York State OASAS to introduce the Communities that Care (CTC) model in New Rochelle through the Village Team. Student Assistance Services provided training and technical assistance for this process. As a next step, DSS used its Community Optional Preventive Services funding, in conjunction with the Youth Bureau's Invest In Kids funding to continue the grant with Student Assistance Services and provide support and technical assistance to other communities. The CTC model is now in place in New Rochelle, Mt. Vernon, White Plains and Ossining. Peekskill and Yonkers have also moved to use of the risk/protective approach to community needs assessment and service planning. Although not attributable to ISP, it should be noted that the Healthy Yonkers Initiative has been a model for community planning and its Early Childhood initiative has created and update a Yonkers status report on children and conducted annual family days events. Mt. Kisco/Bedford also has an emerging planning group. The use of CTC as a community planning model has enable these communities to apply for and receive a wide range of federal and state grants which require established planning groups as a proposal condition.

All CTC involved communities have received grants with most of them having multiple grants to improve or expand community level services. The grants for the current year for the CTC communities total \$2.4 million. The 10 years total for these grants, pending availability of continued funds, equals \$6.5 million. As these grants often require local matching funds, the municipalities have been rising to this challenge. The support and technical assistance provided through county level funding for Student Assistance Services to work with these communities has been a critical factor in their successes.

III. Needs Assessment

Cattaraugus – Because of the ICP collaboration it has become much easier to establish Needs Assessment Tools and to discover solutions not only for youth development and delinquency prevention models for the county as a whole (26,000 youth) but for community-specific interventions as well.

Dutchess – Specific needs assessment projects that increased community awareness of specific issues (i.e., the Dr. Lyon’s Report on At Risk Youth and Child and Maternal Health Report) and helped to build consensus on next steps/incorporating evidence-based practices.

Genesee-Orleans – Over the course of the five-year grant, data collection for needs assessment was an ongoing topic of the human service agencies involved. This resulted in the development of a community report card, which was seen as extremely valuable in Orleans County. Orleans County Human Service agencies were able to achieve consensus on the necessary data points, and specifically selected those that were easy to collect, so that the report card could be replicated beyond the life of the ICP grant. The community report card was a drawing card in both counties. It provided a reason for people to come to the table, as they saw a real value in the results.

Lewis – The ICP planner had done an excellent job of data collection on local, regional and national data that was distributed to planning team members and was discussed thoroughly at the times of distribution. Data was shared by all involved agencies. In Lewis County the agencies involved included the Department of Social Services, Probation, Youth Board, Public Health, Lewis County Mental Health, Lewis County Opportunities, Mountain View Prevention Services, schools and other community advocates. The primary benefit, as reported in the meeting, was the planner position that allowed a person to focus on planning and data collection. The Commissioner and Probation Director both strongly supported the need for an identified human services planner in order for the integrated process to continue in a timely and efficient manner.

New York City – The ICP Database differs from a database system being developed by the New York City Human Services Task Force in that the ICP Database is contract-based, youth-centered and designed to capture programmatic data rather than individual client data. However, the ICP Database could potentially complement any data systems design ultimately adopted by the Integrated Human Services Task Force. Further, the development of this new system will certainly build on the work that has gone into the development of the ICP Database. Some of the features of the ICP Database that could potentially be used in a new system include:

- A web-based database query interface which was designed to be hosted on the City’s Intranet and later on the NYC government’s external web site.
- Query results can be organized and filtered by various criteria such as: agency, programs, services/activities, target population, funding source, and geographic area.
- The drill-down facility on report allows access to detailed service provider, funding and other information, including links to related information on the City’s website(s).
- Query results can be exported to Excel spreadsheets for further analysis.
- Query results can be geo-mapped. Interactive mapping features provide tools to zoom down to borough, street, and block level. Jurisdictional boundaries (community district, City Council districts, and State assembly districts) can be overlaid on the map.
- Census data from City Planning has been loaded into the database to facilitate customized queries based on various Census indicators.
- The database and interface were designed to accommodate customized data elements from each agency.
- A bulk data upload utility was added to facilitate updates from participating agencies that would be refreshing data, or loading it for the first time.
- The database has an online browser-based secure data upkeep system to allow agency representatives to maintain data through the City’s website.
- Potential subsequent phases of the ICP Database could include efforts to implement a feature known as “smart logic.” This feature would provide the capability to pro-rate agencies’ data to a common reporting period in order to facilitate more detailed and meaningful analysis of cross-agency data.

Oswego – We have a much better way to collect data, and are much better able to manage data. New sources of data were identified, and current data is centralized in one spot. We developed a format for presenting data that

makes sense for organizations (we used “red flags” and “blue ribbons”). We have also learned what data to collect, and to channel data to the organizations that need it.

Putnam – The Annual Youth Forum provided youth the opportunity to support positive youth development and create leadership for teens. United Way of Westchester and Putnam provided assessment surveys to key leaders and service providers from our community. For the first time, the Planning Committee contacted households through a random telephone survey. Drop-site respondents who tended to be users of services augmented the findings of the household survey. For the first time, a planning document driven by actual data collected from the Putnam community, “Challenges in Our Communities: Steps Toward Solutions Putnam County”, was published by United Way. The survey identified current needs, issues, resources and barriers to accessing resources. Complementing this data collection was a series of community forums and focus groups attended by area citizens as well as those involved with special needs groups. Additionally, local school superintendents met with ICP committee members to review surveys of non-academic support services provided in school settings.

Rockland – CARES is a leading voice in supporting the use of data for planning and program monitoring. Its interdepartmental Data Committee has been building a comprehensive demographic and indicator base to improve planning for both community-based agencies and CARES Departments. Two public examples have been the Focus on Rockland’s Children, Youth and Families Indicators report which uses the Touchstones format, and “The Changing Face of Rockland: Planning for the Future”, a demographic picture of population, diversity, aging and family structure. Multiple community presentations demonstrated the power of data to inform the public. These events also generated support for planning efforts, identified emerging issues, documented health and human service needs, and facilitated grant writing. The Data Committee continues to use the Touchstones life area model to monitor indicator data and measure Rockland’s progress. The OCFS plans provided an additional opportunity for Departments to come together and discuss their relevant data.

Ulster – In advancing our youth development strategies, Ulster County adopted a hybrid model that combined the proactive youth development model, Search Institute’s 40 Developmental Assets, and the Communities That Care® (CTC) Model (a social development strategy developed by Developmental Research Program, Inc.). We were able to identify several outstanding elements within each model that allowed us to develop a hybrid model we could use to progress toward our vision of creating a healthier Ulster County. This model includes implementing a community-wide approach; establishing healthy beliefs and clear standards; building strong bonds to families, schools and communities; recognizing and nurturing the individual characteristics of each young person in Ulster County; using data indicators to identify a community’s strengths and needs; identifying outcomes; selecting and implementing proven, effective strategies to meet our community’s needs; and evaluating our progress towards achieving our desired outcomes.

Ulster County’s need assessment activities include collecting archival, survey, key informant and focus group data. Initial data collection efforts included collecting archival data (data that is already being collected by individual agencies) on children and families, and compiling it in one document under the Risk and Protective Factor framework. Archival data was collected on a range of indicators including demographics, poverty, housing, foster care, runaways, PINS, domestic violence, alcohol outlets, voting, hospitalizations, pregnancies, arrests, school achievement, suspensions, and dropouts. In order to identify trends and compare to surrounding counties and NYS data on the indicators was collected over several years.

Westchester – The two Child and Family Service Plans developed (three-year cycles) were characterized by:

- Extensive needs assessments including use of focus groups and compilation of social and demographic profiles of Westchester County and its municipalities. The Needs Assessment Component of the Child and Family Services Plans included at least 5 years of statistical trends on:
 - ◆ Population Changes and Geographical Shifts in Population Composition
 - ◆ Poverty Indicators
 - ◆ Day Care/After School Care/Academics (school district report cards)
 - ◆ Child Protective, Preventive, Foster Care and Adoption trends
 - ◆ Juvenile Delinquency and Persons in Need of Supervision (PINS) and Juvenile Crime trends
 - ◆ Domestic Violence Indicators
 - ◆ Prenatal and New Born Health Indicators
 - ◆ Sexually Transmitted Diseases
 - ◆ Teen Pregnancy and Teen Birth Rates
 - ◆ Alcohol and Substance Abuse Indicators

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- ♦ Runaway and Homeless Youth Indicators
 - ♦ Adult and Family Homelessness Indicators

This information was not only used for Child and Family Services Plan development but has also been use extensively by agencies and community groups in preparing applications for and obtaining state and federal grants.

A. Touchstones

Allegany – In response to the request for information of the impact of the ICP process, Allegany County submits the following compilation. As one of those counties that were funded for the first year of the project, Allegany County concentrated on the development of a county-wide data book that contains statistics on a wide range of economic, social, health, and other factors. Information selected for inclusion represents areas commonly needed for planning purposes by ICP members and the broader public and private service provider agencies of Allegany County. Organized in the same format as the New York State Council on Children and Families' Touchstones outcome measures, the data book seeks to aid agencies with comparative data for their planning and grant-writing needs. The book has been updated yearly since then and has, in fact, been incorporated into a county-wide on-line data reserve site maintained by the Allegany-Western Steuben Rural Health Network.

Broome -

- Touchstones was adopted as a framework in which to organize data.
- ICP sponsored the development of a social indicators database through the Homeless Coalition and the United Way. Over 80 social indicators have been collected and organized utilizing the touchstones framework. The social indicator database is now available on the web.

Rockland -

- In 2002, CARES Interdepartmental Data Committee released its first report, *A Focus on Rockland's Children Youth and Families*. Using the Touchstones format, this report gave programs base-line information needed to monitor certain community outcomes.
- *The Changing Face of Rockland County*, a data based presentation, was developed and presented at the well-attended public hearing for the 2004-2006 Child and Family Services Plan. The information highlighted demographics that spoke to dramatic changes in total population, ethnic diversity, seniors, youth under 18, and family structure. Community groups and government departments requested additional presentations as increased awareness of the importance of this data and its relationship to planning became public.

B. Search Institute

Allegany – Though not an official ICP group, the Children and Youth Unified Services Committee, a subcommittee of the Unified Services Committee in Allegany County, has acted as such a group over the last several years. This group initiated and followed up on the Communities That Care (CTC) process and performed Risk and Protective Factor Surveys to all schools in the county in 2001, 2003, and is on schedule for 2005. Also, in 2001, the Developmental Assets Survey was given to two of the schools in the county. This committee has since applied for funding from the Drug-Free Communities grant twice (not funded) and is in the process of applying again. They have been successful in obtaining funding to sponsor a research-based Big Brothers/Big Sisters program in three of the schools in the county starting in 2004.

Genesee-Orleans – The provision of a common language to be utilized when promoting and discussing youth development was a primary benefit seen by all participants. The asset approach to youth development was embraced by the initiative. Community wide trainings were well received and attended in both counties. In Orleans, county administration supported the training of the entire staff from all human service agencies. Genesee was able to gain consensus from school districts on surveying students using the Profiles of Student Life Survey, and the America's Promise Survey. Survey results were the foundation of the needs assessment as it related to youth, and provided appropriate motivation for broad based community involvement in the planning process. The results of needs assessment were effective in leveraging other dollars into the community for youth programming.

Rockland – Rockland supported the Assets model and provided a Search Institute introductory meeting attended by over 250 people in 1999. CARES continues to spread the word about youth assets in its Healthy Families Campaign, but there has been limited interest in its school-based survey among the local districts.

C. Communities That Care

Herkimer – In 2000, Herkimer County began using the Communities That Care (CTC) system of risk-focused prevention to determine needs and develop service priorities. Data-based predictors were collected and organized into the CTC format, and ICP committee members were given an opportunity to review data and identify priority risk factors. Youth and members of the community were also given an opportunity to review information and provide comment at a series of focus groups. A Herkimer County Risk Assessment Profile was created and disseminated to community agencies, and was placed on the web for easy access by the community.

A Resource Inventory was created to better identify gaps in services, and promising approaches were researched that would reduce prioritized risks. Out of the CTC process of risk and resource assessment in 2000, outcome measures were determined and performance targets and strategies were established for the 2001 Child and Family Services Plan.

The CTC risk/resource assessment process was utilized again in the development of the 2004 Child and Family Services Plan. The Resource Inventory and Risk Assessment Profile were updated in 2002 and 2003 respectively, and ICP committee members, youth and the community were again given the opportunity to review the data collected and identify priority risk factors and emerging community needs.

Completing a comprehensive assessment of human social conditions and needs using the Communities that Care operating system has benefited Herkimer County in the following ways:

- CTC has created a common vision/language among county departments and key stakeholders.
- Collaborative identification of needs and priorities has increased ownership in the process and has led to an increased emphasis by county and community agencies on the reduction of prioritized risks.
- Increased knowledge of research based effective “best practice” programs and services has led to the adoption and/or expansion of best practice services by county and community agencies in Herkimer County (i.e., Functional Family Therapy, PMHP, Life Skills, Get Real About Violence), and has helped to improve the quality of existing programs and services provided.

Madison – The Youth Committee of the Madison County Priorities Council brought a group of Madison County service providers and key leaders together in 2002 to learn about planning and community mobilization initiatives for positive youth development. The decision was made to adopt the *Communities That Care* (CTC) planning framework for conducting a countywide assessment of adolescent Risk and Protective Factors and community resources. CTC training was made available free of charge through OCFS and OASAS. Stakeholders and key leaders representing Madison County government and departments (Social Services, Mental Health, Planning, Probation, Youth Bureau, Public Health, Information Technology, Sheriff's), community-based organizations, the faith community, the media, education, youth, law enforcement, the Oneida Indian Nation and the business sector became involved in the CTC planning process. This process culminated in 2004 with the completion of a “working copy” of a Madison County Comprehensive Youth Development Plan. This plan outlines specific goals, target measures and strategies for reducing risk factors and enhancing protective factors related to three prioritized adolescent risk factors. Work done as part of this process has played an important role in the development of the Madison County Child and Family Services Plans.

Rockland – ICP continues to promote CTC in its Healthy Families Campaign. In 2004 the county's Department of Mental Health sponsored community readiness training, and the Haverstraw Collaborative is developing CTC in that village. The Data subcommittee is participating in this project and will provide archival data and assistance with setting priorities for risk and protective factors once the school survey is completed.

Sullivan – In the spring of 1999 using ICP funds we contracted with Developmental Research and Programs (DRP) and brought trainers from Seattle to do the Community Leaders and the Community Board Orientation trainings for Communities That Care (CTC). Again using ICP funds to pay for the surveys and the reports, during the 2000-2001 school year, with much cajoling on the part of specific ICP members in the right places, we were eventually able to convince all of the school districts to survey their students. (We used personal contacts even at ballgames.) The biggest obstacle was convincing the schools that we (the Youth Bureau/County) had no interest in publishing anything to make any of the schools look bad or make one school look better or worse than any other. Because, like most schools, ours are paranoid about bad publicity, it was very difficult to convince them that as county employees, the last thing we would like to see is adverse publicity for any entity in the county.

ICP grant financial support to pay for surveys and the reports was a tremendous asset. Our members agree that CTC Youth Survey Reports and data collecting efforts yielded information that was extremely valuable to several

planning partners when applying for grants. More recently, with the help of the state trainers (after DRP was bought out by Channing Bete, Inc.), we completed the rest of the series of trainings for our countywide CTC Community Board. With the help of the Recovery Center (which has taken on the role of lead agency for CTC) two grants have been secured. Two community-development program managers have been hired and are planning to lead the smaller school district based community groups in Monticello and Fallsburg through the series of trainings and establish a community board in each community. We still have faith that eventually there will be an “asset-rich” CareCorps (as we now call the community groups) in each of the county’s school districts. Additionally, the executive director of Sullivan County Community Services is attempting to secure the money necessary to repeat the youth surveys. In spite of setbacks, we consider our community building efforts successful in many ways.

IV. Administrative Efficiencies

Broome – ICP developed a web-based process by which local organizations could request letters of support from county departments when seeking external funding. This process proved to be beneficial in a number of important ways. It has enabled ICP members to become better informed about what local organizations are doing, has assisted agencies in preparing better proposals, brought additional resources to the community, and added a competitive level to the process. A total of 56 requests have been processed from 5/1/03-5/28/04.

Monroe – A common application and joint proposal review process has been implemented by the Rochester-Monroe County Youth Bureau and United Way of Greater Rochester for jointly funded programs, thereby reducing redundant paperwork and encouraging streamlined funding processes.

Rockland – The capacity to measure effectiveness and determine what does and doesn't work is an outgrowth of CARES' efforts to have Departments train and use outcome management techniques to monitor direct services, grant programs, and contract agency funding. As use of this tool becomes more institutionalized, the advantages of a consistent, effective model are increasingly apparent.

Adoption of research-based programs and strength-based practice by Departments and community-based organizations is yet another example of CARES' capacity to influence change.

Schenectady – Developed common language to be used by all participating ICP departments in RFPs, departmental documents and grant proposals that include the ICP vision statement, outline of ICP goals and objectives and core values that include integration of planning and service delivery, outcomes based, research based, optimize human development, and improved communication.

Sullivan – One of the achievements attributable to our ICP project of which we are particularly proud is the sharing of resources and more efficient use of division-wide expertise in two different areas. Since the Youth Bureau has extensive experience and expertise in the area of program monitoring and contract management, it is now providing program monitoring for the Department of Family Services (DFS). In turn because of their long-standing expertise in providing preventive services, the DFS Preventive Services Unit has taken over the Coordinated Youth Services program that the Youth Bureau had provided for many years. This includes supervision of youth returning from a facility placement, recidivism prevention, and participation in PINS diversion.

Westchester – ISP continually emphasized the need to measure the impact of services. In so doing, data collection and program evaluation methods have been incorporated into direct services provided through the county and into county child, youth and family service contracts. Specifically, DSS and the Youth Bureau secured the service of Philliber Research Associates to develop program outcome measures for five service areas. These portfolios included parenting/parent skills training programs, youth development programs serving children ages 6-12, youth development programs servicing children ages 13-20, independent living skills programs and case management programs. Each portfolio is developed around measures of cognitive and behavioral change. Contractors, advocates and county direct service providers participated in focus groups to provide direction on development and review of the measures. The portfolios were introduced into contract use in 2002 with annual program outcome reports provided by Philliber Research Associates. In 2005, twenty-five contract programs are participating in this process.

Outcome tracking within direct service programs such as CPS, MPS, Foster Care and Adoption have been enhanced by the availability and use of OCFS Data Warehouse reports and are outlined within the Integrated Services Plan and Westchester's Child and Family Services Performance Improvement Plan. Westchester DSS further enhanced its outcome measurement process by implementation of a Services Quality Assurance Team in April 2004. The QA Team conducts ongoing case reviews in all service areas and includes customer interviews in this approach. The QA Team reports its findings to the Commissioner and child welfare administrators. Quality Assurance Action Plans are developed, implementation and monitored monthly to create a continuous quality improvement process.

Non-Profit Work Group: The Children's Policy Council raised concerns about the issues confronting non-profit agencies. Consequently, subcommittee was formed that included members of the County Executive's Office, DSS, Youth Bureau, directors of United Way, Westchester Community Foundation and Westchester Children's Association. With assistance from Cornerstone Consulting Group, a series of focus groups were held with 90 non-profit human service organizations serving children, youth and families. The Non Profit Work Group submitted its report to the Policy Council in April 2002 outlining issues related to money, need for improved cash flow, longer grant awards, more realistic allocations for overhead and administration, streamlining of application and reporting requirements, need for more active and aggressive leadership roles in coordinating fund raising efforts, merging

and consolidating resources, merging agencies, assistance in purchasing benefit packages and in developing buying collaborations, assistance in capacity building and need for improvement in communication and relationships between funding entities and grantees. United Way and Westchester Community Foundation followed up with a series of conferences and workshops on non-profit issues. Key recommendations have also been incorporated into county government contracting.

A. Resource Inventories

Broome

- ICP regularly discusses upcoming funding opportunities available from state, federal and private sources. This has been formalized in a RFP spreadsheet which tracks grant submissions and awards. This spreadsheet is now available on the web at www.gobroomecounty.com/departments/icp
- Conducted a financial analysis of spending on programs and services across the different county departments. The team has reviewed financial expenditures across ICP county departments and is working toward getting more accessible data on financial information.

Rockland – Using the Department of Social Services Human Services database as a starting point, county resource information was converted into a Refer 7 software-compatible format. The work initiated by a broad-based community advisory group has culminated in centralized Information and Referral and an enhanced Call Center for Rockland County.

Schenectady – Developed a county inventory of services database that includes all programs funded by the county and organizes them using the framework outlined in human services continuum, and also include “expenditure”, “service continuum type” and “outcomes” fields. These enhancements will enable County to better evaluate outcomes, prioritize services and focus on resource allocation.

B. Funding

Dutchess – Greater collaboration and understanding of the issues of human and youth development leading to more effective resource allocation on the County level.

Monroe – A common application and joint proposal review process has been implemented by the Rochester-Monroe County Youth Bureau and United Way of Greater Rochester for jointly funded programs, thereby reducing redundant paperwork and encouraging streamlined funding processes.

Oswego – The *All Call* Process was implemented in Oswego County as a result of the ICP and SICA initiatives. The purpose of the *All Call* is to notify stakeholders of funding opportunities, collaborate on responding to Requests for Proposals, avoid duplication, enhance cross-systems planning, and improve applications for funding by obtaining input from a broad group of stakeholders. A brief description of the funding opportunity is sent out to a large list of stakeholders. Organizations self select whether they are interested in attending the *All Call*. Originally the *All Call* was facilitated by a neutral staff person of Integrated County Planning of Oswego County. Now, this is usually done by the Director of Services for Social Services or the Youth Bureau Director. At the start of the *All Call*, the grant parameters are briefly reviewed and discussed, along with detailed needs assessment information that relates to the grant. At the conclusion of the discussion, each member present states their particular interest in the funding opportunity. This can range from just wanting information, to offering to provide in-kind services, to offering to provide a specific service as a piece of the grant, to wanting to be the lead agency for the grant. The group then reaches consensus on whether an application will be submitted, and who the lead agency will be. A grant writing team is then identified. This always includes the lead agency, but other organizations may offer to write a piece of the grant. The *All Call* process has resulted in a coordinated, efficient response to funding opportunities, and has served to enhance existing and new partnerships in Oswego County.

Schenectady – Commitment of all participating departments to use the ICP Workgroup as a clearinghouse for grant opportunities. All grants flow through the ICP team to assure that the necessary agencies are participating and that the proposals optimally support the concepts and outcomes of the ICP process. Examples include:

- TANF Services Plan that included collaboration by Social Services, Probation, Cooperative Extension, Office of Community Services, Public Health and Job Training Agency.
- MH/JJ Grant was developed through an ICP planning process and involved probation, child welfare agencies, mental health and substance abuse providers. The project also resulted in expanding MST and FFT in Schenectady County.

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- Title V after school initiatives include the following ICP Workgroup agencies: County Manager's Office, Youth Bureau, DSS and Probation as well as a host of school district and community based agencies.
 - Juvenile Justice Incentive Grant proposal was also developed through an ICP planning process including probation, mental health and county manager's office. The project will result in bringing another best practice model to the community – Functional Family Therapy.
 - Juvenile Crime Enforcement Coalition Grant
 - Eat Well Play Smart Initiative
 - Healthy Neighborhoods Initiative

Tompkins – COPS collaborative funding and monitoring - A new collaboration between CY5 and DSS has enabled both departments to maximize their use of County funds by accessing new Community Optional Preventive Services (COPS) funds. This initiative creatively pools and maximizes the financial and staff resources of both departments to maintain and enhance valuable services and meet local needs while streamlining reporting and oversight functions.

Funding recommended by the CY5 Board for these collaborations was budgeted by the CY5 Department and then transferred when needed into DSS to enable them to contract with these specific agencies only for these proposed services. The monitoring of the programs is shared by DSS and CY5 in ways that reduce duplicative reporting without creating mixed messages from “two masters.”

C. Use of Evidence Based Programs

Monroe – “Research-Based Program Models: A Resource Tool” was developed to assist youth and family service providers, municipal recreation programs, community-based organizations, educators and others in gathering information and ideas on research-based programming.

“Building Strengths in Youth, Families and Communities: A Conference on What Works” was sponsored by ICP funds, processes and collaborators. This was an important first step in Monroe County’s commitment to building community capacity to implement research-based programs and research-based elements of effectiveness.

Monroe County has committed funds and staff support to implement research based programs such as Functional Family Therapy, the Incredible Years Basic Parenting Program, Promoting Alternative Thinking Strategies (PATHS), Peacebuilders, and more. Programs funded by the Rochester Monroe County Youth Bureau (RMCYB) are required to provide documentation that the program’s tenets are based on researched models or research based elements of effectiveness.

Oswego – A few research-based programs have been implemented by local not for profit organizations.

Rockland – CARES and its member agencies informed the community about research-based programs that have been effective in assessing and developing community and family. Department staff was trained in strength-based service techniques, while concurrently, Search Institute's Asset model was brought to Rockland agencies. This process is ongoing through information and materials from the Healthy Families Campaign and presentations at the bimonthly Youth Development Network.

Schenectady – Increased investments in best practice models. Since the original plan the following models have been or are in the process of being implemented:

- Co-location of behavioral health services in social services and probation (mental health and substance abuse)
- Multisystemic Therapy for both aftercare and Juvenile Delinquent populations
- Functional Family Therapy with juvenile justice population
- Youth Advocacy Services for child welfare and juvenile justice populations
- Significant expansion of Healthy Families Program
- Increased capacity in human development continuum for staff working with the at-risk populations. DSS and Probation staff has participated in Advancing Youth Development training. DSS, Probation, SJTA staff as well as many community agency staff participated in youth assets training.

Westchester – Through ISPG, specifically the joint efforts of the Youth Bureau and DSS, Requests for Proposals have been issued emphasizing the need to track outcomes and encouraging replication of evidence based program models. Approximately 15 evidence- based models have been developed and funded in the past six years. These have included Multi-Systemic Therapy (MST), Functional Family Therapy (FFT), Teen Outreach Program (TOP), and the Work Appreciation for Youth Program (WAY), Strengthening Families Program, Positive Behavior Interventions (PBIS), expansion of the Mother-Child Home Program and funding for the Court Appointed Special Advocate Program (CASA). Funding has also been provided to sustain segments of the CCSI wraparound model.

Major child welfare reforms have been undertaken, especially in the area of Child Protective Services, where a Dual Track CPS Response System was designed and implement in two pilot communities 2003. The Dual Track Model is a shift to community child protection and engages the community level CTCs and Networks and planning groups such as Peekskill Agencies Acting Together (PAAT) in the process of change.

V. Sustaining the Collaborative Process

Broome – Although funding from OCFS has expired as of 12/31/03, Broome County ICP will continue to work on a limited budget. Team member agencies will each contribute a small amount to cover the costs of the facilitator consultant for the upcoming calendar year. The following is the workplan for 2004:

- Discuss workforce/staff development issues to meet future organizational needs.
- Continue to improve our ability to effectively use and develop technology.
- Strengthen linkages with Binghamton University and Broome Community College.
- Continue with progress on social indicator database.
- Continue to develop linkages with area schools.
- Develop a marketing strategy for ICP.
- Apply for the Positive Youth Development grant initiative from OCFS.
- Provide leadership around general human services issues county-wide. Discuss the viability of hosting a meeting of various community coalition representatives to improve coordination and information, perhaps on a quarterly or semi-annual basis.
- Discuss the consolidation or integration of county departments' advisory boards/council meetings.
- Educate the legislature and general public: marketing of "human services" to larger community.

Dutchess -

- The ICP Workgroup continues to meet regularly to oversee the implementation of the Child and Family Services Plan and implement needs assessment activities such as the revision of the data website (currently under reconstruction) and the development of the next CSC Status Report (both are now county funded).
- Consultants Center for Governmental Research's (CGR) Dutchess County's Human Services Review Report released that includes three recommendations: the development of a Health and Human Services Cabinet for Department Heads, requiring performance evaluations on contract and county human service programs, and multi-systems solutions teams for families involved in multi-systems.

Genesee-Orleans – The diminishing of the youth bureau presence in Orleans County is critical to a joint youth bureau and DSS plan.

Each county has engaged in the activities outlined in the plan, but neither has formally engaged in ongoing planning efforts since ICP concluded.

The resources for a community wide needs assessment were a major draw to bring people to the table. Both counties are engaged in a very scaled down version of planning at this point. In Orleans the ICP group meets sporadically, and is motivated in fits and starts, and very much affected by staff turn over. In Genesee, the Health and Human Service Focus Group of the County Comprehensive Plan, and the Human Services Coordinating Group, are the primary vehicles for joint planning, but momentum is lacking.

We see a value in the joint planning of the Youth Bureau and the Department of Social Services, but don't feel that we are too much further ahead in overall joint planning than prior to the ICP project. The focus on youth development is still very strong in Genesee County, which was initiated through ICP and continues with various funding streams that have been secured through the youth bureau.

Herkimer – Although ICP grant funding ended in December 2003, Herkimer County (with the use of Department of Social Services, Youth Bureau and Mental Health dollars) has committed to keeping a full-time ICP Coordinator position in order to continue the planning process. Additional responsibilities were added to the ICP Coordinator position, such as CCSI coordination, program monitoring, and policy and procedure development, but maintaining the integrated planning process remained the core function of the position.

Due to funding restrictions, some of the events previously sponsored by ICP (i.e., Adult Summits, Community Meetings) will no longer be held. In 2004, the Youth Bureau began funding Asset Development Workshops delivered by Catholic Charities, which were previously funded with ICP grant dollars. This program is also now responsible for hosting the Annual "Asset Champion" Awards.

The Human Resource Planning Team continues to steer the ICP process and meets on a monthly basis. Although the specific individuals serving on the HRPT may have changed due to retirements or changing employment, the organizations represented on the planning team have remained the same.

Lewis – The collaborative Children’s Service Initiative (CCSI) was a springboard for the ICP project and continues to function and focus previous ICP team members on the issues of children. The CCSI meetings are well represented by school officials throughout the county and that organizational body continues to be a brainstorming session on how to serve children and families better. The latest initiative this the implementation of a standardized assessment tool to be used by all human service and school personnel within the county so that families strengths and weakness can be identified and funneled to the most appropriate service provider, this also gives the providers a measurement tool to measure the success of the intervention.

Madison – As previously discussed, Madison County has a number of ICP related initiatives currently underway. The Madison County Youth Bureau and DSS have made the commitment to engage in joint planning and have voluntarily collaborated on the submission of two approved Child and Family Services Plans. They are now positioned to continue this collaboration to develop the “required” Child and Family Services Plan when it comes due.

Other integrated planning activities involving larger stakeholder groups also continue to occur. The Priorities Council continues to meet quarterly to assess and address issues related to the general needs of county residents. A representative of the newly formed Colgate University Upstate Institute has joined the Priorities Council, bringing a wealth of college resources to the ICP process.

Madison County’s Promise - The Alliance for Youth also continues to actively work to mobilize youth and adults to fulfill the Five Promises of America’s Promise for every young person in Madison County and to implement the strategies outlined in the CTC Comprehensive Youth Development Plan.

Though ICP has evolved slowly and somewhat informally in Madison County, we are pleased with the progress that has been made despite the lack of dedicated staff or funding to guide this process. The availability of the Search Institute and Communities That Care training at no cost was extremely helpful in our efforts to engage more stakeholders in collaborative planning related to youth issues.

Oswego – The current status of integrated planning in Oswego County includes:

- The Partnership, mentioned earlier, meets regularly. Agenda items are centered around cross systems issues.
- The Partnership is continuing to look for ways to monitor the Child and Family Services plan.
- There has been a large turnover of many of the stakeholders involved in the initial ICP process. This, along with the end of the funding, has impacted on the sustainability of the process.
- The *All Call* process is continuing. The process has been somewhat streamlined, due to the loss of paid facilitation, but the process remains intact.
- We find that the integrated county planning process remains fragmented at the state level. Different parts of the plan are sent around to different places within OCFS, and there is not an integrated review of the plan.
- We have been able to weave the Search Institute and Communities That Care frameworks into our daily work. Our work has much more focus on individual and family strengths. We also have many more youth serving on various boards and committees.

Putnam – Using already existing partnerships and forming new ones, we were able to build on the Integrated County Planning Process to develop the Communities That Care Process in Putnam County. This a true example of “life after funding”, in that the relationships necessary to form the community boards and the credibility of the Youth Bureau, National Council on Alcoholism and Other Drug Dependencies and Putnam Family and Community Services made it possible for every school superintendent in Putnam County to get on board and approve the administration of the Communities That Care Youth Survey to over 5000 students, grade eight through twelve in the five school districts with middle and high schools in Putnam County. The enthusiasm and cooperation of school personnel was outstanding.

As the community boards began the process of reviewing the data in preparation for presentation to their constituencies, the level of interest and commitment to the process is clearly evident. Board meetings are frequent, dialogue speaks to the issues and how they can be addressed on the community level (school, families,

recreation, faith, legal, health, etc.) I think it speaks to the core of the community process, when a pastor offers to meet with businesses around the only school in Putnam County which allows students (seniors) to leave school grounds to patronize local businesses to speak about positive youth development and develops a parenting presentation for one of our local schools with no funding. Members of community boards have met with local sports associations to speak about youth development and to insist on alcohol-free sporting events. Boards have been consistent in the necessity of raising community standards around alcohol-free, drug-free and smoke-free behaviors.

As part of both the ICP and CTC Processes, we have developed The Putnam County Integrated County Plan for Children, Youth and Family Resource Guide. This Guide has been distributed throughout our Putnam Community and will be revised for 2006. The philosophy supporting this Guide is to invite public and private agencies and schools to submit their own "picture" of their organization and services. This document is also on Putnam County's website.

Rensselaer - In recent months, the ICP Committee has been reflecting on past accomplishments and current goals. There have been many discussions regarding where we are going. Should we invite more participants? In summary, we are considering restructuring.

Rockland – Relationships developed and work begun during the five-year demonstration project proved to be a solid foundation for the CARES project. Post-state funding for a consulting director has continued with the support and commitment of the Department of Social Services and work has been uninterrupted. Many ideas and practices generated during discussions at the Steering Committee have become part of the fabric of county government. The County Executive's commitment to Continuous Improvement philosophy and practice is exemplified in the focus on government as a service to Rockland's citizens and a strong emphasis on measuring performance and consumer satisfaction.

Schenectady – Although funding to support this interagency planning strategy has ended, Schenectady County will continue to use a human service interagency planning model. Without the funding however, the assessment, planning and implementation initiatives will likely move slower. The following key initiatives are the focus for 2005:

- Continue to increase all efforts to provide enhanced best practice research based programming that support human development.
- Improve children's mental health services through improved access and availability, enhanced integration with other service systems including DSS, Probation and Youth Development programs.
- Develop strategies to assist the children's service systems that are coping with significantly elevated case levels and case complexities.
- Implement a community strategic planning process around senior and long term care services.
- Implement a regional and community systems I/N system for seniors.
- Plan and implement strategies to improve permanent outcomes for children.

Sullivan – Though many of the original members of the group have changed jobs or retired, most of the original participating agencies remain vested in the work of the group and new agencies have joined.

Realizing that we as a group must continue to evolve in order to exist, presently are in the process of creating bylaws that will ensure that the group survives any change in membership.

On an ongoing basis, we continue to make efforts to more fully engage community members who would enhance the group but are new to the area or are on the periphery.

Because we are a small county, most of our members find themselves sitting around different tables wearing different hats. Therefore, one of the themes of our group has been to minimize duplication. Very recently the steering committee of a community group called Partners in Community (PIC) voted to disband their group. Their sense that they now essentially duplicating the work of our ICP group were cited as a major reason for taking that action. Naturally we will be inviting former PIC community members who are not already ICP partners to join our group.

Tompkins -

- Planners and department heads meet regularly.
- DSS and CYS routinely share data
- A representative from DSS serves on the County Youth Services Board
- The planners from DSS and CYS worked jointly on this update.

VI. Specific County Accomplishments in Services Areas

Allegany – The Elder Abuse Committee, also a subcommittee of the Unified Services Committee in the county, now shares monthly elder abuse data between the Office for the Aging and the Department of Social Services and has been looking at ways to include the data from police departments. A larger group named the Community Partnership on Aging is also now looking proactively at the aging of county citizens and brainstorming ways to address access to services, as well as service needs.

Broome – One of the most significant achievements of the ICP process has been cultural change. Cultural change has occurred on a number of different levels. Most notably, change has occurred in “how, where, and why” county agencies communicate with each other and with local providers. The team worked to infuse theoretical discussions within team meetings to challenge and inspire their thought processes and assumptions. The team remains committed to raising insightful and provocative questions to encourage “thinking outside the box.” Our improved communication has led to the beginning of a culture change that has enabled us to experience first hand the power of dealing with real issues collectively in the forum we have created during this process.

- ICP has interrupted the “culture of war” that existed between county departments in the past. ICP has renewed a spirit of coordination and collaboration among the human service departments and has greatly improved communication. Change can be observed among line staff as well.
- ICP has successfully maintained the membership of the foundations and the United Way as vibrant members of the team. This has resulted in the cultivation of an important relationship between county departments and other major funders in the community. All team members report being better informed.
- ICP has provided the county departments with an opportunity to speak with one voice, which has proven to be quite powerful. A positive image of county agencies in the community has emerged.
- ICP has sustained losses in the County and numerous staff changes in recent years. The ICP structure serves as an anchor for county departmental transitions during staff changes and budget crises. The team provides continuity, flexibility and support during stressful times.
- The County Executive’s Office is better connected to the work of human service providers and has begun to apply ICP model practices to other areas of county government.
- The successes of ICP are held in high regard elsewhere in NYS and have led to increased resources for local projects.
- ICP has assisted the Health Department’s planning processes, which has ultimately lead to positive cultural change within this department.
- The ICP process has interrupted the existing view by local agencies that county funding is an entitlement with little accountability toward outcomes.

Cattaraugus – Whereas there was a general “scatter shot” approach to the delivery of youth services ICP helped coalesce the efforts and there was formed a 300 plus member asset based county collaborative which not only had the result of the establishment of a coordinated approach to youth development efforts in general but aided in the reduction of duplication of services.

The success of the “Mini Grants” program was undeniably successful in proving the adage that “a little goes a long way.” Over the duration of the Project almost one full year’s worth of funding was distributed in \$300 Mini Grants to hundreds of youth serving organizations. Each Mini-Project had to be specifically related to the 40 Developmental Assets and a report by the involved youth was to be made back to the larger ICP Consortium.

Because of the ICP Consortium, various training events were scheduled for youth service providers. Subsequent evaluations revealed that such was previously lacking in our county and thus ICP filled another need, namely the provision of continuing education of youth workers and the opportunity to expand essential programs.

Through our involvement with ICP we have become far more accurate in our becoming outcomes based and goal oriented.

Chautauqua – Currently, there are several programs that benefit the consumers served by JST. Two programs planned in collaboration with the Youth Bureau are the Juvenile Assigned Work Service Program (JAWS) and the Youth Assistance Program (YAP). JAWS provides opportunities for youth to complete court ordered supervised

community service requirements. The YAP program is a diversion program where youth tour a local state prison. JST refers youth to this program.

Dutchess -

- New resources that also generated other resources such as United Way's \$34,000 per year leveraged for preventive services to children using the Child Welfare Financing.
- DSS, Probation, District Attorney's Office and Youth Bureau releasing a joint county RFP for non-residential domestic violence services funded with state, federal and county dollars.
- The newly formed Community Assessment Group with CGR (paid by the Dyson Foundation) trying to identify a process, ownership and website design for the next generation of on-going countywide community assessment.

Herkimer -

- There has been improved communication, coordination, and collaboration among HRPT members
- The HRPT has adopted a system to assess risks, inventory resources, develop priorities, establish measurable outcomes, research best practices, and *allocate funding to address prioritized needs*, thus improving the quality of services available to children, youth, and their families in Herkimer County.
- Team members have combined resources to develop new programs and services that address priority needs and make better use of federal, state, and local tax dollars, (i.e., The development of the Family Support/PINS Diversion Unit which combines the funding and services of DSS, Mental Health, the Youth Bureau, Probation, and a private agency. This program has significantly improved out of home placement rates and has saved tax dollars).
- Team members have placed an increased emphasis on providing early intervention and prevention services and utilizing research based practices to improve outcomes.
- Team members have improved cross-training mechanisms at the county level, thereby gaining an increased understanding of how each department functions.
- The HRPT has promoted *stakeholder involvement* in the planning process by establishing the Human and Community Development Committees, and promoted *community involvement* by supporting the annual Adult Summit, Youth Summit, Community Meeting, and the Herkimer County CARES Campaign.
- Using the NYS Touchstones as a framework, the HRPT has collaboratively determined the goals, outcome measures, performance targets, and strategies for the Child and Family Services Plan.

Lewis – The ICP project also began the groundwork for Communities That Care. Based on the work and data collected, the Community Recovery Center and Mountain View Prevention Services applied for and received a Drug Free Communities grant for \$100,000 per year for five years. With this funding allocation the Community Recovery Center was able to hire an adolescent counselor and is continuing the CTC format. CTC with Mountain View Prevention services hosted a youth summit for high school youth in the county. All schools sent representatives to the summit, which was attended by county legislators, and human service providers as well. Concerns and ideas of the represented students are then brought back to the CTC committee for discussion and implementation where feasible. The CTC is able to collect data and distribute such as needed. CTC has also fostered implementation of the Strengthening Families curriculum through Mountain View Prevention services and the Community Recovery Center. The curriculum has 16 parents and children registered for the initial series of workshops, which began in January.

The Probation Director also reports that summer youth programs have become more coordinated than competitive. The numbers of youth served has increased and all service providers are aware of what is available. In summer 2004 youth programs consisted of Summer Youth Employment, Probation work crew, day camps, etc. This venue helped Lewis County to maximize revenue streams to serve more youth.

Lewis County has not been able to sustain the integrated planning process due to lack of funding support for a human services planner. Coordinated planning still transpires within the county throughout the vehicles of CTC, CCSI and other independently coordinated projects but an overall planner is not available at this time. Data collection is left to independent organizations and has become fractionalized; even though each organization is collecting and looking for data, the collaboration achieved through ICP continues with meetings set and a mind set that sharing will increase the probability of good outcomes and increased funding streams.

New York City – A benefit of the formation of the ICP Working Group has been the stronger collaborative relationships that have formed among the four participating ICP agencies as well as the other ICC (Interagency Coordinating Council on Youth) agencies that committed to contributing to the database. The level of cross-agency communication, interaction and sharing of information has been heightened as a result of this project. With comprehensive data available on programs offered throughout the city, participating agencies would be able to work jointly on projects of shared importance. The effort to assemble this data and develop a joint database led to increased familiarity among agency representatives with programs and data systems of other City agencies. To a large degree, the ICP Database project served as a catalyst for the reinvigoration of the ICC at the outset of the Bloomberg administration.

An example of a project that involved a large collaborative effort among New York City agencies as well as other stakeholders was the development of the Out-of-School-Time (OST) program. In 2003, the City of New York began a yearlong strategic planning process to design a more efficient and better-coordinated system of after-school programs for the city's school-age population. Mayor Michael R. Bloomberg initiated this system overhaul with the goal of consolidating and streamlining services and increasing accountability. These goals reflect the Administration's overarching philosophy of making government more efficient and accountable while delivering effective services. The OST reform effort also builds upon the Administration's overarching commitment to improving the academic performance of young people by insisting upon high standards and quality services.

The new OST system developed during this yearlong planning process is reflected in the recently released OST Request for Proposals. The goals of the new OST System are to:

- Build upon the *Children First* in-school education reform initiative;
- Improve the delivery and quality of services for youth and working families;
- Create quality programs with measurable outcomes and standards for accountability;
- Use scarce resources more efficiently; and
- Target programs and resources to underserved communities.

Various City agencies, providers, and funders worked collaboratively to develop a vision and goals for OST programs in New York City. Each goal is tied to a set of program requirements, sample activities and quality indicators, and providers will delineate how they plan to achieve program goals. Providers in the new system will maintain electronic attendance reporting and tracking systems so the City will know precisely how many children are served through OST programming. Providers will be expected to account for who they serve and how they have met program goals.

Oswego – The ICP and SICA funding were the springboard to a new not for profit in Oswego County. Integrated County Planning of Oswego County, Inc. was formed out of the former Child Care Council. This agency is the central place for health and human services planning in Oswego County. Currently it houses the Child Care Council, Rural Health Network, Tobacco Coalition, and Traffic Safety Council.

Putnam – Stakeholders have an increased knowledge of their own systems, with greater awareness of collaborations previously unknown and unnoted by the group. Plans to continue include recommended quarterly meetings with the stakeholders, identification of customer needs and plans to address these needs without duplication, work on quality improvement of this system as we move forward, ongoing review and self-analysis, and use of the Interagency Council as a vehicle for others to be involved in the process.

Rensselaer -

- *The Detention Census Committee* was one of the first formed as a result of the ICP group. Its purpose is to monitor detention usage and limit the number of children at detention at any one time. The group reviews the current attendance to help Family Court release children who are at less risk and moves children to other avenues where possible. This committee has been very effective in preventing placements from exceeding the maximum capacity and reducing placements in distant counties.
- *The Children's Services Committee* was formed to address the change in law to expand the maximum age for PINS to 18. It is a multi-departmental group. Probation, Mental Health, Detention and the County Attorney's Office are represented. The committee meets monthly at DSS to formulate strategies to prevent the unnecessary placement of youth and to address the increase in volume as a result of the new legislation. New contracts for preventive services have been put in place as a result of our planning efforts.

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- *The Underage Drinking Coalition* also sprung from the unmet needs identified in the ICP Committee. Statistics showed the underage drinking-while-intoxicated arrest rate in the county was two times greater than the State's average. Under the leadership of the County Executive, Kathleen Jimino, county officials, concerned citizens and other interested groups formed the Coalition. It has three goals: 1) to strengthen countywide coalition as well as to support and local coalition which is engaged in activities to prevent and reduce alcohol and marijuana use among youth; 2) to reduce the use of alcohol and marijuana among youth and over time, among adults by addressing the factors which increase the risk of alcohol and marijuana use and by promoting those factors which reduce this risk; 3) to increase the capabilities of the coalition to utilize research and outcome based data to make decisions about what strategies to implement and to monitor progress. In 2003, nearly three dozen officers from county municipalities were sworn in as deputy sheriffs for countywide patrols. In addition to local police, the effort also engaged the State police, the State Liquor Authority and the college community. Increased enforcement operations were accompanied by an aggressive media campaign including several special radio and television segments, exclusive newspaper columns, regular press releases and public announcements. Enhanced patrols and compliance checks resulted in 20 arrests for selling to minors and 33 arrests of youth driving while intoxicated.

Rockland – One of CARES' original goals was to reduce duplication of services while maximizing resources. Rockland's PINS 18 intake system is a result of that goal. The intake system was redesigned to eliminate redundant assessments by Probation and DSS by blending funding for services while minimizing local cost. This initiative, also including the Mental Health Association, was developed to divert youngsters from residential placement. In 2003, this new, innovative systems change helped 100% of youth from 55 families who accessed PINS 18 intervention services to remain in the home, school, and community. This PINS Integrated Service program has expanded to include all PINS-eligible youth.

The Bridges Academy, piloted in the spring of 2002, provides basic life skills to high-risk youngsters between 14 and 18 years of age while offering their respective families support and networking opportunities. In 2004, this highly successful program served approximately 80 young people in three sessions of the Academy. This workforce preparation program, a collaborative effort by the Youth Bureau, Cornell Cooperative Extension of Rockland County, DSS, BOCES, and the Probation Department, has proved to be a winning model for PINS youth and those at-risk of PINS involvement and is an important component of PINS 18 Integrated Services.

A Youth Development Network was initiated with facilitated bimonthly meetings to inform individuals working with young people about the principles of youth development. Formal presentations included risk and protective factors, Autism, transportation options for youth to attend programs, and research-based prevention services for Gay, Lesbian, Bisexual and Transgender youth.

A Healthy Families Campaign, now in its third year, has brought research-based information to Rockland's Families by an internet presence, written materials distributed at small group presentations, and through two local mall events that included participation of many non profit groups in the county.

Schenectady – In 2003, the County Manager's Office, the United Way and the Center for Excellence in Aging through the State University at Albany Rockefeller College initiated the development of the Schenectady County Long Term Care Consortium comprised of more than 20 caregivers, county agencies, providers and other community agencies. The consortium is focused on making Schenectady County a great place to live as an older adult. Multiple ICP departments participate in this initiative.

Outcomes Based/Results Oriented – Over the five-year period, each of the participating departments moved towards outcomes based assessment, planning, prioritization and resource allocation.

Sullivan – From our perspective, another significant success of our ICP project has been the cooperation and collaboration that has taken place among the providers of sex education in the county. This collaboration was an outgrowth of our Youth Bureau (CCP and combined CSP) health and mental-health subcommittee meetings that were held in the second year of ICP and were open to the public. Among others in attendance were representatives from Teen Link to Community (TLC, a grant-funded group from Maternal Infant Services Network), AIDS-Related Community Services (ARCS), Rape Intervention Services and Education (RISE), and Board of Cooperative Educational Services (BOCES) Teen Parenting Services. During the needs-assessment discussions it was discovered that these organizations had all been offering presentations to local schools regarding similar subject matter. The topics included teen pregnancy prevention, personal responsibility, avoiding risky sexual behavior, respect, communication, peer pressure, self-esteem, sexually transmitted infections (STIs), date violence, date rape, and an overall discussion of sexual development, and attitudes about sexuality in the context of relationships and behaviors that put teens at risk. The various providers reported that some schools

were cooperative and had accepted presentations from some or all of them (which sometimes became duplicative) while others schools did not allow any of the providers access to the students.

The group met several times after the original meetings and jointly developed "The REAL DEAL," which was then offered to the school systems. The REAL DEAL educators additionally developed a teen-parent workshop with information regarding adolescent development, family communication about sexuality, healthy and responsible relationships, and STI and pregnancy prevention. Since then the project has grown and now peer counselors have been trained and sit with TLC representatives in cafeterias in each of our school districts (a minimum of one day a week) giving helpful information and answering difficult questions for concerned youth.

Tompkins -

- It allowed common issues to surface so they can get County attention. For example, access to transportation is a challenge for youth, the elderly and low income DSS clients. Affordable housing also crosses departments.
- Our ICP work reinforced the efforts of the Human Services Cabinet (County department heads) to look at human service planning, issues and policies on a county level. We created a shared file access between DSS and CYS to work collaboratively on Community Optional Preventive Services (COPS) funding.
- We collected information about the area programs with a home visiting component and also programs offering parenting support services and education.
- Access to OCFS training on best practices led to Tompkins DSS Multi-Systemic Therapy to address difficult adolescent behavior in an evidence-based program.
- Prevention Initiative - We are collaborating locally to reduce PINS, runaways and the need for expensive foster care and detention. The first meeting of our Risk Prevention Initiative took place in March 2004; an inter-disciplinary group of public agencies, schools, law enforcement, courts and treatment agencies looked at the interrelated trends of increased PINS cases, substance abuse, and other troubling behaviors and learned about schools' needs around PINS referrals. In July 2004, we co-hosted with DSS, Probation and Mental Health a 2 day workshop presented by the VERA Institute on handling PINS more effectively. CYS has requested that the Probation Department track and provide better data on youth they are working with so better planning around PINS, JD's and detention can occur. They agreed to track information on race/ethnicity and school district in addition to the information they had been collecting.
- The relationship enhanced through ICP created an expedited eligibility process for WIA. As part of a WIA youth employment collaborative in Tompkins County, CYS is responsible for gathering eligibility documentation. We are able to confirm eligibility of some youth efficiently with DSS.

Ulster – From the beginning of the ICP the county has become infused with cultural change. In the past only agencies with a common agenda worked towards a goal. The ICP has created a goal encompassing the entire county, and has provided a forum where all players in the community are invited to the table, and all needs play a part. Some of the cultural changes we have seen as a result of the ICP include:

- Greater ability to understand the full community's needs and resources.
- An increase in countywide collaboration and dialogue.
- Heightened expectation for communication between community and agencies, and between agencies.
- Creation and recognition of various groups and organizations specializing in the planning and researching of youth needs and resources.
- Increased sense of voice by many community organizations.
- The community profile will be updated with 2004 CTC data as it becomes available.
- New county data will be reviewed by the CAB Steering Committee then presented to the community.
- Availability of the ICP on the web will become available, allowing easy access to all agencies and the community.
- Marketing to other agencies will continue in order to garner their support for a countywide effort.
- Education of the public and County Government on the changing needs of the community.

VII. What We Know Works

A. Cultural Change

Another notable achievement of this process has been the infusion of a theoretical discourse to promote reform. This level of discourse is rarely achieved in bureaucratic settings, yet is critical to planning for enduring systemic change. This process has provided us the opportunity to discuss, debate, and conceptualize the future.

In addition to some very tangible goals, ICP set out to achieve cultural change and to develop a process for success. The following is a list of factors the team believes have been important to the overall success of ICP:

Development of trust: Meeting on a regular basis has enabled the team to establish a level of trust that is critical to achieving success in collaborative goals.

The team has worked to achieve a balance between formality and informality. Any group that is intending to operate for long periods of time must learn to balance its group processes to achieve a balance between the appropriate time for formal and informal processes. Flexibility is required and has been maintained throughout the years.

Team members continue to challenge each other. The culture of the team supports dialogue and debate on a wide range of issues. Team members support such dialogue in an effort to keep the process honest and to keep guiding principles in the forefront.

Invest time to get to know one another.

Adapt to changing needs and expectations - be flexible.

Celebrate Success!!!

The architecture for CARES depends on strength-based planning to better use the many, and diverse, contributions brought to our processes. Brainstorming, a positive attitude, and mutuality of purpose fast-forward much of our progress.

Developing a respectful and humor-filled relationship reinforces a sense of camaraderie and partnership.

Blended funding provides opportunities to put promising practices into action. PINS 18 programming, BRIDGES and Mentoring projects, examples of collaborative partnerships, incorporate Youth Development principles and were developed based on interdepartmental support. Their proven success in engaging a challenging group of young people reinforces the value of the model.

True collaboration. Partners that are willing to reallocate resources to another agency partner in order to fulfill the larger mission/vision of the team.

The creation of the ICP has been a very beneficial learning tool as well as a way of bringing an array of community services together under one plan.

B. Frequency of Meeting

Frequency of meetings: ICP meetings are held every two weeks. The team has met quite regularly over the past five years. Frequency of meetings has helped to keep agendas to a reasonable length and issues can be dealt in a timely manner.

Regular retreats: The team continues to hold half-day or full-day planning retreats every 12-18 months. Retreats have assisted the team in recommitting to ICP goals to and set goals and objectives for the next year.

Monthly meetings reinforce commitment and strengthen relationships.

Annual retreats to review the prior year's accomplishments and to establish priorities for the upcoming year keep the group on track and focused on the future.

C. Self-Assessment

Review accomplishments regularly: ICP reviews and documents accomplishments on a regular basis. This helps to re-motivate and rejuvenate the team toward achieving results and serves as a reminder of the work yet to be achieved.

ICP team addresses and resolves/assists with issues/problems; thus, team members feel supported by the full team.

Annual briefings with the County Executive and Department Heads not on the Steering Committee review accomplishments and garners support for the current work plan.

D. Who is Involved

Right people at the table: ICP has remained committed to keeping the decision makers at the table. Agency heads are members of ICP.

Involvement and commitment of the Deputy County Executive and his office: His role, leadership and commitment was critical to the success of ICP and getting things accomplished. Once TH retired, the County Executive's Office committed to the ICP process, assigned a representative to the team.

Team size: The team has deliberately remained small. Although the team has evolved and grown since 1998 when the team was established, new additions to the team are made only after careful consideration.

Assemble key stakeholders.

Involve youth, families and the community – be diverse and creative.

Manageable sized internal workgroup (approximately 10-12).

Diversified team: CAB's stable and involved team plays an integral role in the success of the ICP. With members' wide and varied reach into the community and local programs, the ICP team's finger is constantly on the pulse of the County.

Team size: The team has remained small in order to allow for the input of all members of the team. All members of the team bring a key relationship with other agencies to the table allowing a small group to have the voice of a greater cross section of the County.

E. How

Team has remained solution focused v. problem focused. Working together as a team has enabled us to work together to solve problems.

Identify community needs – and meet them

Provide training and support opportunities for stakeholders and the community

Rotating meeting sites gives each CARES Department a sense of ownership and an opportunity to host.

Sharing information by posting minutes and other materials on a shared network drive encourages participation. Group e-mail discussions support on-going communication.

The success of collaboration: Along with those who faithfully believed in being able to bring the community together under one agenda came some skepticism. As the Integrated County Plan began to come together more agencies began to buy into the idea of the plan. The community realized the possibility for agencies with different views and agendas to collaborate towards the success of the ICP. This has resulted in expanded collaboration on many projects and groups throughout the community.

The data: The great work done by the data specialist has proven invaluable. Many are skeptical of surveys and what they tell us, but by proper data collection and presentation to the community the data specialist was able to win over the trust of the community. Over the five-year period since the beginning of the ICP the Communities That Cares survey has been conducted three times in the County with great support. The community knows it has a reliable source of data on their community, and no longer have to guess the community's needs.

A research and data driven approach was essential, the data lead the way for change in the community. The data also removed some of the misconceptions about what is going on in the community and how the change process needs to proceed. The use of a Risk and Protective Factor model worked very well with Ulster County's approach to the ICP. It provides a system that is easily understood by the community, which makes transition and acceptance easier. By getting the community involved in the model it then becomes easier to get them to the table to further discuss issues affecting the community and working towards a solution.

F. Leadership/Facilitation

Skill of facilitator: Facilitator is responsible for keeping meetings and short term and long term agenda items alive. Facilitator assists the team in staying on track and ensuring the team moves in the direction we have mapped out. Facilitator is knowledgeable about human service issues. Her neutrality and ability to organize information has been an asset to the team. Having an “outsider” facilitate meetings is helpful to keeping meetings moving and discussions open and honest.

Use of consultants versus hiring a coordinator. The team has been able to tap into a wide range of expertise and has been held responsible for the implementation of goals and objectives, instead of pushing all work on a coordinator. In addition, hiring consultants will provide the ICP team flexibility in continuing after funding from OCFS is no longer available.

Keep meetings fun: The culture of ICP meetings has evolved in which a sense of humor is critical to the functioning of the team meetings. Humor has helped the team remain committed and has been a positive force when dealing with difficult issues.

Make integrated county planning an expectation – obtain strong commitment from leadership.

Assign someone the task of coordinating this project (this should preferably be their primary function, not just an additional duty).

A skilled facilitator and recorder keep the agenda moving and documents decisions made.

A neutral project coordinator assumes responsibility for activities and project development.

The creation of the ICP was not a quick process, which made its successful creation very difficult. Change must be supported and strengthened by a strong county leadership. Having a solid process for those involved to invest in is also key to the success. It is necessary for all members to take a hands-on approach to the development of the ICP; it is their relationships with the community that makes the plan truly integrated. An equal balance must be maintained in the team to ensure all have a voice.

VIII. Challenges

Involvement of Many

Involvement of parents, youth, and the community – Involving parents, youth, and the community in a meaningful way proved to be one of the greatest challenges of the ICP Project. Although the meeting structure of ICP worked well to engage key stakeholders, it was not effective in engaging these populations on a large scale. Several means to engage these populations were tried (Adult Summits, Community Meetings/Celebrations, focus groups, surveys, asset training), and the most effective of those strategies remain in use today.

The participating departments, agencies and entities varied in the degree to which they embraced and integrated the ISP process. The level of “buy in and commitment” ranged from ISP being yet another thing to do, to ISP becoming a mechanism through which to more effectively function as an organization.

Time

We are optimistic that the ICP initiatives that have been developed in Madison County since the concept of ICP was first introduced in 1998 will continue. The greatest barrier we face that could negatively impact the long term sustainability of our collaborative planning and community mobilization efforts is the lack of sufficient available staff time to devote to the process. By necessity Madison County has always utilized existing staff to work on ICP activities. With a tight county budget and the need to ‘do more with less’ it is becoming increasingly more difficult to free up the amount of staff time necessary to keep our ICP related initiatives moving forward. The key to sustaining ICP, particularly the community mobilization piece, will be the involvement of additional stakeholders who are willing to take a more active role in the process.

There are conflicting priorities every day, and often agency and programmatic issues and needs come before interagency planning and coordination. Resources are needed and a planning coordination structure needs to be in place in order to give planning the attention and priority that it needs

Some of the barriers continue to be the ability to coordinate everyone’s schedule. This process must come from the top down and there must be a commitment to the process. The demand of new standards for education, the demands of participant requirements, both locally and at the State level, make meeting difficult but achievable. There is no fixed funding to address some of the needs and gaps in services which are identified by the group, though the group is creative and do share funds where possible. This initiative has no mandate for school districts, mental health or other agencies to participate. If the ICP Team’s priorities and their priorities are in conflict, there could be resistance on both sides.

Environmental factors impacting on the member organizations. The increasing workload in a resource challenged environment requires staff to focus on the operations at hand with less ability to focus on strategic and interagency planning. Child and Family Services, Probation and Mental Health are profoundly impacted by ever increasing volume of workload. This is driven by factors such as an increasing child poverty rate in the City of Schenectady that is now greater than 30%.

ISPG members indicated that they struggle to fit the additional time required to develop and maintain the ISP into already existing busy workdays. The time required to develop, establish, and then maintain strategic planning and collaborative relationships (both between individuals and among many groups) and to implement collaborative initiatives was often felt to be a strain on participants with already overextended schedules and staff.

Other State Agencies

It was also seen as a barrier to true integrated planning, that there is still no mandate or even inclination on the state level for other state agencies to encourage joint planning. We are still very often working in silos.

Counterpart state departments do not appear to be on board with ICP principles, nor are they “integrated.” There seems to be minimal involvement in advocating for these changes at the state level that will coincide with local need/planning processes.

The ending of the ICP funding resulted in ending the contract with Integrated County Planning. While this organization is “still at the table” and is an active member of our Partnership, we struggle with losing the assistance with facilitation, administrative support, facilitated grant writing, coordinated joint planning meetings, providing data for the *All Calls*, and maintaining up-to-date archival data.

The main obstacle continues to include the coordination and participation of other agencies that are vital to the development of a comprehensive plan that assess the needs of all the children in the community, especially the school districts, family court and family advocates.

County officials and Steering Committee members anticipated more progress toward integrated planning for agencies at the State level. There is still a myriad of duplicative and conflicting planning regulations, including those governing Departments of Social Services and Youth Bureaus, although both under the auspices of OCFS.

It has been our experience that OCFS needs to more radically integrated county planning into its own planning, budgeting and review processes. The Child and Family Services Plan review is fragmented, components specific and most questions to counties deal with the administrative components rather than with the strategic plan components. OCFS also discourages inclusion of county child welfare performance improvement plans within the Child and Family Services Plan in its guidelines for the 2004-2006 plans. This furthered fragmentation. Westchester has brought these concerns to OCFS.

Fiscal Issues

Financial issues are always paramount to a small rural county. Competition for grants is fierce, especially when competing with much larger districts or urban areas. With the push from the State and Federal governments to utilize research-based initiatives, which can be quite costly, this is especially daunting for our rural county.

One significant barrier has been the state contracting process. Each year of the Integrated County Planning grant process a new contracting challenge was presented to the counties by the state. For example, in year five, counties were not informed until mid-year if the funding was to be appropriated, yet were unable to roll over their funds into the following fiscal year.

Funding for needs assessment studies or surveys.

Now that we have fully embraced the asset approach to youth development, we no longer have the resources to continue the ongoing training needed, or to continue to administer the survey periodically.

The ICP grant funding forced us to be intentional about meeting with our Human Service peers. During the project, Human Service Departments began a formal process of meeting monthly. Participation has since fallen off, due to the lack of a designated lead and as there have been changes in staffing. There is no longer the resource to provide the underpinning and the outside entity in the form of a consultant to objectively pull everyone together, and bring new staff into the group. You find yourself starting from scratch as faces change.

Most significant is that the issue of the Medicaid burden on counties drives everything. The financial constraints put planning for children and families on a back burner. Counties do not have the luxury of shifting their focus from the basic worry of roads, bridges and infrastructure.

Although the County Legislature is presently committed to continuing the role of ICP Coordinator, fiscal challenges have forced them (and all local governments) to make painful choices regarding funding priorities. Mandated services remain the number one expense draining local communities, which leaves very little discretionary funding to support initiatives such as this one. In the future, this may impact the scope (and viability) of ICP in County.

There have been reductions in funds above and beyond the ICP grant, e.g., state child care, foster care block grant, youth bureau funds, and local funds, and this results in a trickle down effect on the sustenance of ICP programs.

A decision still needs to be made on the actual role of the plan, i.e., how often it will be used and by whom. When the ICP was originally presented to the counties, it was touted as a mechanism to bring in line various planning and funding streams that focus on youth and families. In the ensuing years, the state has not merged together various planning processes, e.g., PINS planning, Substance Abuse, OMH, and DD. In addition, the various state agencies have continued to issue RFPs without requiring that the applicant connect responses to the ICP. Thus, the ICP is in many areas no more than a paper plan that sits on a shelf. If the ICP is still perceived as the center of youth and family services planning at the local level, then the state needs to commit its funding so that it is directed/orchestrated by the ICP. This would give more authority and purpose to the ICP.

The major challenge in implementing the ICP Database has been the lack of continued funding. To bring the database "live", cross agency data from up to twenty-two City agencies would need to be placed in a common format and maintained and this cannot be accomplished without a sufficient dedicated staff.

There are conflicting priorities every day, and often agency and programmatic issues and needs come before interagency planning and coordination. Resources are needed and a planning coordination structure needs to be in place in order to give planning the attention and priority that it needs.

Development of priorities, such as the internet database and mentoring programs, has been constrained by lack of funding.

Loss of a full time coordinator. The coordinator was able to aggregate and analyze data across systems, undertake the logistics, support the team members and assist in a variety of interagency initiatives.

On the state level (beyond no longer having money for outside presenters and technological upgrades), the most significant barrier to true integrated planning is the lack of adequate funding for primary prevention programs and continued allocation of prevention funds via mechanisms other than ICP.

With the loss of ICP funding came the loss of our data specialist. While data is still collected, it is a much more difficult task. The data specialist was able to continually search for data on the County, and through experience was able to get through some of the bureaucratic red tape that makes obtaining some of the data difficult. The data specialist's involvement with the community helped them give life to the numbers.

There is a limited amount of money available for programming and several members reflected that this affects integrated planning. It was noted that as agencies think about their survival in the near and distant future, competition for limited resources would prevent continued collaboration. It was noted that incentives for participation in the planning process must be tied to benefits for the agencies themselves and not just the community at large. As this recommendation runs somewhat counter to the original membership decision, it needs to be carefully reviewed for intended and unintended consequences that may accompany its adoption.

The ISP needs to have a full time staff person devoted to it in order to create the internal and external PR needed to sustain it. Westchester did not use its grant to fund a full time position devoted solely to ISP. It did so recognizing that the grant was time limited. OCFS needs to consider creating a continuous funding stream to support integrated county planning.

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Plan Document

The state planning requirements have not taken the bold step to actually integrate the plans for the Youth Bureau and DSS, although that was one of the main purposes of this grant process. Therefore, the current plan is a joint plan, not a truly integrated plan. This is very disappointing.

Despite the fact that OCFS is the mastermind of ICP because it oversees both DSS and the Youth Bureau, the agency has failed to truly integrate their other planning initiatives/expectations into the ICP process and resultant plan. We still have our IV PIP, the CFSR PIP, our "plan" on how to spend the PINS allocation and any other number of required submissions that exist. These documents and the efforts they are based on fit, or at least should fit, with what ICP is doing for children and families. OCFS needs to look within for some of the answers, as they won't be supplied by our experiences with this process.

A decision still needs to be made on the actual role of the plan, i.e., how often it will be used and by whom. When the ICP was originally presented to the counties, it was touted as a mechanism to bring in line various planning and funding streams that focus on youth and families. In the ensuing years, the state has not merged together various planning processes, e.g., PINS planning, Substance Abuse, OMH, and DD. In addition, the various state agencies have continued to issue RFPs without requiring that the applicant connect responses to the ICP. Thus, the ICP is in many areas no more than a paper plan that sits on a shelf. If the ICP is still perceived as the center of youth and family services planning at the local level, then the state needs to commit its funding so that it is directed/orchestrated by the ICP. This would give more authority and purpose to the ICP.

It has been our experience that OCFS need to more radically integrated county planning into its own planning, budgeting and review processes. The Child and Family Services Plan review is fragmented, components specific and most questions to counties deal with the administrative components rather than with the strategic plan

components. OCFS also discourages inclusion of county child welfare performance improvement plans within the Child and Family Services Plan in its guidelines for the 2004-2006 plans. This furthered fragmentation. Westchester has brought these concerns to OCFS.

Turnover

We experienced significant turnover in administrative positions within key departments during the past five years due to county cut backs, staff reassignments and retirements. This provided a challenge to the team to be able to transition and continue to move forward as a team although at some times, the turnover was extensive. We have developed an orientation manual to assist new ICP members in becoming acclimated to the ICP process. In some ways, the regularity of ICP meetings became a helpful, stable factor during stressful times.

“Its all about the people”. The strength of the ICP process has depended upon the dedication of the key stakeholders involved with the project. Through retirement and employment changes, ICP has lost many dedicated people that have brought energy and enthusiasm to this initiative. This remains an ongoing challenge. Engaging new individuals in the ICP process takes time (see above). It has been imperative to the success of ICP that we have had the expectation and commitment by the leadership of County to continually engage new leaders in the ICP process.

The enormous complexity of the State education system and the current increase in requirement and standards, which are driving the local systems services is another barrier. Though the goals are generally the same, specific mandates and functions are radically different. In addition, the completely separate systems and institution of accountability strongly drives distinction locally between schools and government agencies.

Another barrier is language. Departments, agencies and schools all have different terminology; sometimes the same words mean different things to the group. The use of asset building and resiliency models has improved understanding.

ISPG participation has dwindled. As founding members, departments, agencies or entity representatives retire, change employment or opt out of participation the level of consistent involvement has declined. A few key leaders remain and have historically assumed the bulk of the ISP work. As one member noted “the project has been hampered by uneven participation of partners. Some departments/community based organizations were always at the table while others had to be dragged kicking and screaming to the table”. The importance of the process needs to be reiterated at all levels and coupled with better understanding of resource allocations. Members perceive that this would encourage more consistent participation.

Bureaucracy

In addition to the challenges inherent in working within inter-governmental layers of bureaucracy, some basic county government infrastructure issues surfaced as a challenge. For example, the County utilizes an accounting program called FAMIS which is rather antiquated and does not provide the flexibility to maneuver data in a way that would be helpful to ICP team members.

Conflicting directives from state agencies regarding planning or data collection, i.e., assessment tools like LSI and Mental Health Assessment, YASI, and CANS. Specific information is not defined or gathered in the same way. Different systems don't know what the extent of information is that is available.

Different guidelines, priorities, expectations, and legislation governing different county departments has proved challenging. Whether creating a CFS Plan or combining funds to support a program, the differences in philosophy and mandate (even between DSS and the Youth Bureau) have proved limiting at the local level.

Key funding and planning dates on the state and federal levels do not match with local planning, e.g., budget submission, United Way funding cycle, public hearings for plans. ICP was originally sold to counties as a means to be able to bring these timeframes and planning requirements in line with each other.

County ICP team leaders noted that, despite a desire to commit to the ICP mission of a multi-disciplinary approach to planning that embraces coordinative, collaboration and communications as core principles of planning, separate and conflicting eligibility standards and rules governing the expenditures of funds often worked against a true comprehensive service system.

Technology

Technology, or perhaps more appropriately, our lack of technological advancement has presented the team with numerous challenges. Today all team members have computers and access to email and the web. ICP has a

webpage and we have begun to use the web in our interactions with service providers. Technology will continue to be a challenge.

In addition, further development of the system requires common definitions of variables pertaining to the range of programs offered by City agencies as well as standardized definitions of components of programs. Similarly, should the database be used to support youth employment programs, as described above, obtaining data from other City and potentially State agencies and maintaining such data will also be a continually demanding task requiring dedicated administrative and information technology staff.

Complex State data systems particularly in the child welfare and public assistance systems create a challenge in obtaining and using data effectively to drive decision making.

Capacity Building

We lack some knowledge on data analysis and information management that we need to develop within our staff. We have had to rely on consultants to assist with this area and have recognized our need to develop these skills internally.

Balancing the priority of the ICP collaboration with agency capacity.

There is no funding for on-going staff training. We have experienced a drastic reduction of county funding in our programs, and training dollars are scarce.

Sharing

Using technology to the greatest advantage. There are technologic barriers to effectively sharing each other's information.

Regulatory barriers like HIPPA and other confidentiality issues negatively impact sharing of information.

Timeliness in providing statistics and new data is also needed on federal and state levels, i.e., from Department of Health and OCFS' Detention and Placement rates.

Common language is also needed for tools (such as the YASI) used to meet cross systems regulations.

Schools

One of our biggest challenges remains how to engage school systems as partners. Although an initiative from our Community Services partner has made great strides in improving communication among the school districts, county departments, and the provider community for MR/DD (mentally retarded and/or developmentally disabled) services with regards to school placement, transition planning and long term living arrangements, for these most vulnerable youth, there is still much to be done. We need to convince some of our schools to file a PINS only after alternatives have been exhausted, to improve communication with the schools, and get them more involved in planning and community building.

Selling Successes

One participant noted that a lack of public relations internally and externally was a barrier. As a regular participant, the member reflected, "I was unaware of some of the results of ISP". She went on to note, "Sometimes programs would be developed by a government department based on ISP work but the connection wasn't always made as clearly as it could have been". She indicated, "A greater understanding of the impact of ISP would have perhaps encouraged greater buy-in at many levels". It was recommended that a basic fact sheet of accomplishments be created and updated and used both externally and internally to underscore the importance of ISP.

Much of what we do can't be "seen"; the immediate outcome can't be seen. How can you prove prevention works, especially in a tight financial climate?

Dedicated Staff

The ISP needs to have a full time staff person devoted to it in order to create the internal and external PR needed to sustain it. We did not use its grant to fund a full time position devoted solely to ISP. It did so recognizing that the grant was time limited. OCFS needs to consider creating a continuous funding stream to support integrated county planning.

IX. Recommendations

- Attending to the process is important: The process we have been engaged in over the past five years has been a very productive one. We recognize that change is slow and difficult and therefore have chosen to meet frequently (every two weeks) while closely following a well-designed work plan. In addition to regular meetings we have held annual retreats to review our progress and to refine our work plan. Our philosophy of process has taken on a “hands-on” or experiential approach whereby we have completed all of the work ourselves. Although this approach has taken more time, we have ownership over the process and the outcomes. The process has shown that when time is organized, directed and kept on track goals can be met. Our process is structured, yet flexible, allowing us the ability to develop and grow as we proceed. Even our diversions and/or missteps have been able to be successfully incorporated at other points in the process. The facilitator model worked exceptionally well in this process.
- We appreciate the vast resources at our disposal: Through this process we have come to appreciate the vast resources filtered through our county government and have realized that we do have the financial resources to improve the lives of our children; however our “system” reinforces duplication and fragmentation of service. Additionally, our system has not demanded accountability in outcomes. Our system has encouraged the fragmentation of service provision, although this has often been driven by mandate, regulation, and funding. Planning and service strategy has been made difficult by the rigidity of categorical funding. Our future ability to integrate planning will require that we pay closer attention to whom we are funding, what we are funding, and to whether we are getting the results we desire. We will need to be released by the “bonds” of categorical funding to successfully designate money to meet the needs of the community.
- Have a high level champion, the commitment of the broader system and the highest-level administration in each agency.
- The integrated planning process takes longer than anticipated—be prepared to invest some time into this. It is also critical to invest in relationship building.
- The importance of the public/private sector to be continually aware of the entire process.
- We are more aware of where we need to develop better community linkages: Our analysis has clearly demonstrated that we lack linkages with the schools and with agencies that generally provide for the overall developmental needs of children, especially agencies that focus on building assets. Developing linkages in a variety of ways with these institutions will be our top priority in years to come.
- We would like to recommend that any county looking to integrate planning should have a human services planner with direct accountability to the Department of Social Services and Youth Bureau. The planner should be direct hire or specified contract for deliverables that has specific reporting requirements to the Department and Youth Bureau.
- It is key for management and administration to support ICP principles. The success at our local level has come from the joint partnership that began with the Director of Child and Family Services and the Executive Director of the CYB. Specific priority focus areas (Family Development, Youth Development, and Community Building) also have provided an important tool for us to track our progress and complete certain tasks. These priority focus areas have helped us to determine specific community agencies with whom to partner as well. The priority focus areas were chosen after taking part in the Communities that Care planning process, which was recommend by OCFS in the early stages of the ICP process.
- We would definitely recommend that other counties approach integrated planning with enthusiasm—positive things generally happen when you bring people to the table! Some specific recommendations include:
 - ◆ Find a framework for conducting a needs assessment. Without a framework, it is hard to know where to draw the line.
- Start small and be patient with each endeavor.
- Communicate, cooperate, and collaborate. If you leave your ego at the door and don’t worry about who is going to get the credit, there will be plenty of credit for all to share.
- Remember that getting people to sit around the same table and listen to each other is an important part of planning.

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- Never forget refreshments! (If you feed them, they will come.) But try to have someone else pick up the tab (at least take turns).
 - Never hesitate to ask questions. State OCFS personnel and your counterparts in other counties who have been through the process are usually happy to be of assistance whenever possible. Usually if the person you ask does not know the answer to your question, he or she will at least be able to point you in the direction of someone who does.
 - Never lose your sense of humor!!!
 - Establish someone to be in charge of ICP to keep it moving along, whose focus and vision is integrating the planning.

Appendix A

Participating Counties Integrated County Planning

County	Population Category
Five-Year Funded	
Broome	Large
Cattaraugus	Medium
Dutchess	Large
Genesee-Orleans	Small
Herkimer	Small
Lewis	Small
Monroe	Large
New York City	Large
Oswego	Medium
Rensselaer	Medium
Rockland	Large
Schenectady	Medium
Sullivan	Small
Ulster	Medium
Westchester	Large
Wyoming	Small
One-Year Funded	
Albany	Large
Allegany	Small
Chautauqua	Medium
Columbia	Small
Delaware	Small
Erie	Large
Essex	Small
Livingston	Small
Madison	Small
Nassau	Large
Onondaga	Large
Putnam	Medium
Seneca	Small
Tioga	Small
Tompkins	Medium

Population Categories:

Small = total population less than 75,000;
Medium = total population between 75,000 to 200,000
Large = total population over 200,000.

Appendix B
Integrated County Planning
Counties Contributing to *County Reflections*

County	Contact
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Broome	Beth Saxton, Director Broome County Youth Bureau 36-42 Main Street Binghamton, NY 13905 (607) 778-2415
	Arthur Johnson, Commissioner 36-42 Main Street Binghamton, NY 13905 (607) 778-2600
Cattaraugus	Anthony Evans, Director Cattaraugus County Youth Bureau 200 Erie Street, Suite 2 Little Valley, NY 14755 (716) 938-9111 ext. 2611
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Oswego	<p>Kathleen Fenlon, Director Oswego City-County Youth Bureau 70 Bunner Street Oswego, NY 13126 (315) 349-3451 kathyf@oswegocounty.com</p> <p>Kathy Buchiere, Director of Services Oswego County Department of Social Services 100 Spring Street, PO Box 1320 Mexico, NY 13114 (315) 963-5399</p>
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Rockland	Dennis Fleming, Director Rockland County Youth Bureau 18 New Hempstead Road New City, NY 10956 (845) 638-5166
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Westchester	Marlene Furtick, Executive Director Westchester County Youth Bureau 112 East Pond Road, Room 110A White Plains, NY 10601 (914) 995-4683
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