

Phase II Compilation: SB 555 Coordinated Comprehensive Plans for Children and Families

February 2003

Department of Human Services

Oregon Department of Education

Governor's Council on Alcohol and Drug Abuse Programs

**Oregon Criminal Justice Commission/Juvenile Crime
Prevention Advisory Committee**

Oregon Commission on Children and Families

Oregon Youth Authority

Phase II Compilation Partners For Children and Families

TABLE OF CONTENTS

	Page
Executive Summary	1
 Section 1 – Comprehensive Planning	
I. Introduction	3
II. Why Do A Comprehensive Plan?.....	6
III. Overview of Plan Findings.....	9
IV. Successes	11
V. Challenges.....	13
VI. Work Plan	14
VII. Executive Order	16
VIII. State Agency Shared Priorities and Strategies	18
IX. Recommendations	26
 Section 2 – Data Analysis	
X. What is the Status of Children & Families in Oregon	28
Poverty.....	28
Adult substance abuse.....	31
Domestic violence	35
Child abuse and neglect	38
Prenatal health and immunizations	42
Childhood care and education	50
School readiness and success.....	54
Youth substance abuse.....	59
Juvenile crime prevention	66
Teen pregnancy	77
Youth suicide	81
School success for youth	84
Community engagement.....	89
 Section 3 – Summary of Priorities and Strategies.....	 91
 Endnotes.....	 110

Executive Summary

Oregon is unique in the nation in attempting to institute a local and state planning partnership, with locally developed plans within a statewide framework. Comprehensive planning of services for children and families provides many important benefits. These include:

- Increased efficiency
- Blended resources
- Elimination of duplication of services
- Identification of service gaps
- Movement toward better wrap-around services for families

All 36 counties have completed collaborative, comprehensive six-year plans for children, birth to age 18, and their families. County planning participants have identified a common vision, analyzed local data, identified gaps and barriers in services, and established priorities and strategies to move their county toward the vision. Counties also have identified best practices, and developed measurable outcomes and targets to track their progress during the six-year duration of the plan.

Some of the most frequently identified priorities and strategies in the county comprehensive plans called for:

- Reduction of child maltreatment
- Juvenile crime prevention
- Substance abuse prevention and treatment
- Parenting education

Many counties have already begun to see the benefits of their planning efforts. The plans are being used to garner additional resources and to inform statewide planning by a number of state level agencies, institutions, and other organizations.

A collaboration of state and local representatives, the Partners for Children and Families (PCF), continues to support local planning efforts. The PCF has developed a set of shared priorities and strategies for state agencies as they relate to the PCF collaboration. PCF priorities include:

- Establish/maintain effective partnerships
- Promote community-based, holistic approaches
- Ensure use of best practices
- Promote innovation

- Reflect and incorporate diversity
- Provide data for planning and analysis
- Identify and track shared outcomes and measures

The PCF collaboration has developed seven recommendations in support of children and families in Oregon:

1. Support implementation of all of the recommendations of the Joint Legislative Audit Committee in *the Evaluation of Senate Bill 555 (1999) Local Coordinated Comprehensive Planning for Children and Families* report, September, 2002.
2. Seek legislation to put the Governor's Executive Order No. 02-04 into statute.
3. Develop support for collaboration from the State's leadership.
4. Establish a social services cabinet.
5. Maintain the requirements and processes as outlined in Senate Bill 555 (1999) as written through 2005.
6. Create a county "learning laboratory".
7. Jointly pursue federal and other grant funding opportunities.

Introduction

The Partners for Children and Families (PCF) collaboration of state and local representatives is pleased to present this progress report on the work of implementing Senate Bill 555 (1999), as required by Executive Order 02-04. Oregon is unique in the nation in attempting to institute a local and state planning partnership, with locally developed plans within a statewide framework. All 36 counties have completed collaborative, comprehensive six-year plans, which consider community strengths, needs, and prevention, treatment, and aftercare services for children from birth to age 18 and their families. We have seen extensive changes that have occurred through the implementation of Senate Bill 555, but much remains to be done.

One of our state's greatest strengths is the dedication and imagination found at the local level to create new approaches to serving people and solving problems.

While much more remains to be done, progress in establishing interagency working relationships has been remarkable over the three years since the legislation was passed.

--Oregon Report to National Council on State Government, 2002

In creating this partnership effort, the legislation builds on those local strengths and matches them with the strengths found at the state level, which include resources and expertise. One of the key challenges in implementing the legislation has been to find ways to leverage and coordinate these strengths to allow local communities to find the best solutions within an overall statewide context.

County planning participants have identified a common vision for children and families, analyzed data on children and families in their county, identified gaps and barriers in services, and established priorities and strategies to move their county toward the vision.

Counties also have developed measurable outcomes and targets to track their progress during the six-year duration of the plan.

At the state level, the PCF is working to foster an integrated systems approach at all levels, using best practices and measurable results. The PCF steering committee coordinates the provision of technical assistance, community data, and planning guidelines based on one set of core principles for all services to children and families.

Membership on the steering committee includes representatives from:

- Oregon Commission on Children and Families,
- Oregon Criminal Justice Commission (OCJC),
- Oregon Department of Education (ODE),
- Oregon Progress Board (OPB),
- Oregon Youth Authority (OYA),
- State Department of Human Services (Mental Health and Addiction Services and Public Health),
- Department of Community Colleges and Workforce Development,
- Juvenile Crime Prevention Advisory Committee (JCPAC),
- Oregon Housing and Community Services,
- Governor's Council on Alcohol and Drug Abuse Programs,
- Local commissions on children and families,
- County juvenile department directors
- Council of Local Health Directors, and
- Mental Health directors

In 2001, a companion piece of legislation, House Bill 3659 -- The Oregon Children's Plan (OCP), was passed. The OCP is a detailed implementation part of the overall comprehensive plans and represents a comprehensive investment policy for Oregon's youngest children and their families beginning with first-born children. The OCP and SB 555 planning are resulting in the identification and modeling of a true continuum of services and supports for children and families.

The benefits of coordinated, comprehensive planning will be numerous in all areas of service integration, and especially in the early childhood system. Indeed, many counties have already begun to see the benefits of their planning efforts. Increased efficiency, blended resources, elimination of duplication of services, identification of service gaps, and movement toward better wrap-around services for families have been identified, to name a few of these benefits.

Thus far in the planning process, the focus has been on improving how services and supports are delivered locally. The third phase of comprehensive planning—the implementation—will match selected funding from agencies named in SB 555 with the strategies identified in the local plans.

Coalitions that had a written strategic plan with measurable objectives were significantly more likely to report having a direct impact on reducing alcohol, tobacco, and illicit drug use. Coalitions without a written strategic plan are more than 50% more likely to say they had no impact at all on substance abuse.

--Promising Strategies, Results of the 4th National Survey on Community Efforts to Reduce Substance Abuse and Gun Violence, 1999.

This report includes priorities and strategies proposed by state agencies to improve the quality and accessibility of services to support the development of children into successful adulthood. It also lays out recommendations for the continued implementation of the legislation and a state agency work plan for 2003-04.

Why Do a Comprehensive Plan?

Comprehensive planning for children and families makes sense in Oregon. The state's population has changed considerably in the past decade and planning provides an opportunity to review the availability and adequacy of existing services in communities to reflect that change. A comprehensive planning approach also mirrors what is known about effective prevention—that prevention in one area, for example alcohol and drug use or abuse, frequently results in positive outcomes in other areas, such as keeping kids in school and preventing juvenile crime. Coordinated prevention efforts can show positive results in multiple areas. There are several reasons that comprehensive planning adds value in the area of social services:

“Every minute spent in planning will save you two in execution.”

--Henry Kaiser, founder of Kaiser Aluminum

Comprehensive planning improves how services are delivered to children and families.

By providing a common forum to bring together local interests from government, the private sector, faith communities, and other citizens to discuss service needs, participants can work together to find common solutions, thus avoiding perpetuation of turf and communication issues. Services can be stretched, when duplication or overlap is discovered and eliminated. More creative problem solving among partners occurs when the focus is on a shared vision for children and families, which directly benefits children, families, and the community.

Comprehensive planning helps focus local efforts. By allowing a variety of people to participate in planning, all participants gain a broader understanding of the depth and breadth of social services needs and opportunities in their counties. Individual organizations can better understand that they are part of an essential continuum of services and supports, from prevention through treatment, not an isolated entity.

Children and youth are more likely to be successful in communities that provide an ample array of program opportunities that appeal to and meet the diverse needs of youth.

-- National Research Council, 2002

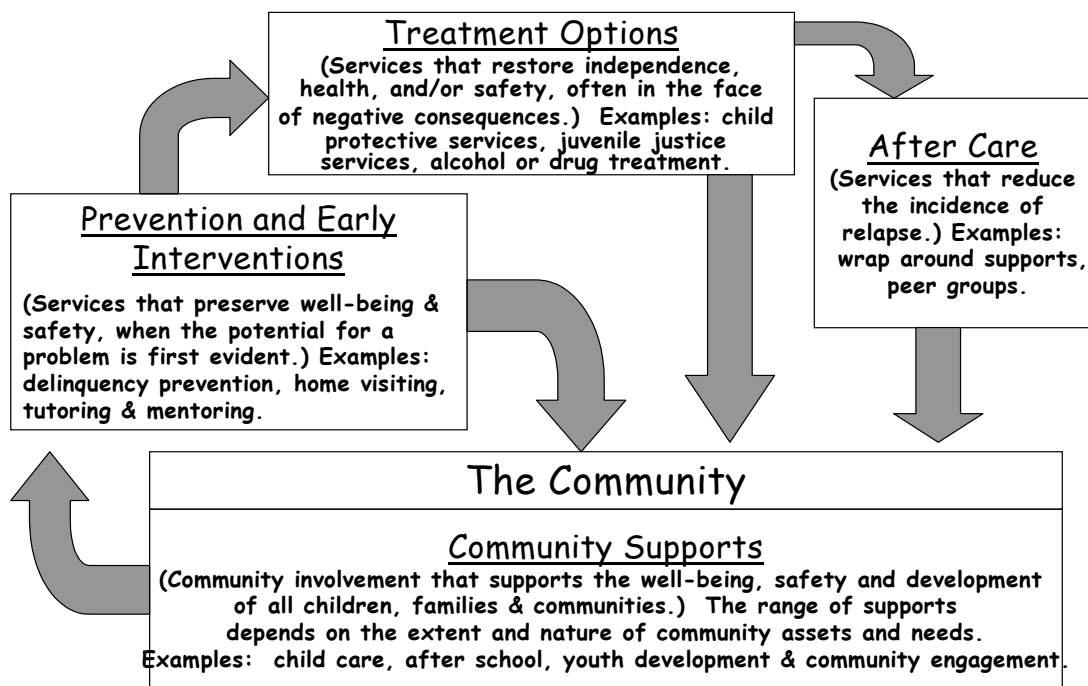
Comprehensive planning addresses a continuum of services. Planning provides a way for communities to identify what needs to be developed in order to have a continuum of services available as needed. The availability of services can be organized equitably across ages and risk levels. Overwhelming research results on youth

development point to the importance of having a variety of local services available, from after-school activities to intensive juvenile intervention services, in order for children and youth to develop successfully. Planning involves local citizens and professionals and presents a way to share information for more informed decisions based on data. Through planning, communities can focus efforts and resources to ensure that a continuum of services and supports is in place. The picture below illustrates a continuum of services, from community efforts to treatment and aftercare. A continuum of services is essential to address the variety of needs that exist and to be available as the condition of a child or family changes over time.

Comprehensive planning reduces multiple, duplicative planning processes conducted by counties.

Different state agencies require local planning processes. In the past, counties completed one plan, only to start another one that had different requirements and definitions. Coordinated comprehensive planning for children and families consolidates 8th grade alcohol and drug prevention, Oregon Youth Authority diversion, juvenile crime prevention, and early childhood and other prevention initiatives for children and families into one plan. Ultimately, state funding from certain child- and family-serving agencies will be allocated to counties based on the plans.

The Children and Families Service Continuum



Adapted from New York State Office of Children & Family Services Operational Framework, May, 2002

Local comprehensive plans help focus certain state-level efforts.

State agencies are incorporating planning results in a variety of areas.

State agencies are working to:

- simplify reporting required of counties,
- provide cross-system training and technical assistance, and
- bring more uniformity to the information provided by multiple agencies to counties.

Overview of Plan Findings

Counties, at a minimum, were to develop priorities and strategies that address juvenile crime prevention; alcohol, tobacco, and other drug abuse; and early childhood. A county could address as many other areas as it desired.

- Reduction of child maltreatment was the most frequent category of strategies. Thirty-four counties had at least one strategy to prevent abuse or neglect, most frequently through home visiting and family support services. Specific efforts, such as Community Safety Net or foster care, were commonly mentioned, as well as more general strategies of parenting education and public awareness.
- Counties selected a variety of strategies to address juvenile crime prevention. Half the counties selected strategies that maintain and/or improve existing services. Involving families in educational, family therapy and other prevention efforts was mentioned by 12 counties.
- Access to substance abuse treatment and improvement of service quality were the most frequent categories of strategies related to both adult and youth alcohol and drug abuse. A high need for specialized treatment options for specific populations, such as court-ordered, non-English speaking, and seniors, is still an issue in many counties.
- Parenting education emerged as a common strategy (28 counties) to prevent many of the negative outcomes that the State tracks through the Oregon Benchmarks. Even though parenting programs already exist in most counties, this strategy calls for a broader array of programs tailored to the specific needs of parents. Strategies are needed for all ages of children. They need to be easily accessible, readily available (year round, weekends, etc.), and culturally appropriate.

The scientific evidence on the significant developmental impacts of early experiences, caregiving relationships, and environmental threats is incontrovertible...The science of early development is also clear about the specific importance of parenting and of regular caregiving relationships more generally.

*--From Neurons to Neighborhoods,
Institute of Medicine*

Most Frequent Priority & Strategy Areas	Number of Counties
Child abuse prevention and services	34
Youth substance abuse prevention & treatment	33
Juvenile crime prevention and basic services	31
Community engagement	31
Collaboration and services integration	30
Childhood system, child care and education	29
Parenting education	28
Family basic needs	24
Mental health services	22
Positive youth development	22

These findings are being reviewed and incorporated into agency policy decisions.

Successes

- State agency partnerships developed. Comprehensive planning and implementation is not a single 'project'. Rather, it is a way to effectively communicate, coordinate and track progress. This collaborative planning approach is becoming the expected standard of practice among Oregon's child-serving state agencies. At a recent retreat, for example, one of the PCF members provided an analogy that social services are one overall system and we're all in the same boat, not separate boats that connect once in awhile. This attitude is not pervasive throughout all state government staff yet, but noticeable change is occurring.
- County comprehensive plans completed. Counties have completed an extensive planning process involving thousands of citizens and professionals to create a common vision for their county and strategies to achieve it. All 36 counties have submitted plans.
- County plans approved by three government policy bodies. Plans have been reviewed and approved by the Juvenile Crime Prevention Advisory Committee, the Commission on Children and Families, and the Governor's Council on Alcohol and Drug Abuse Programs.
- Common language for measuring progress adopted. State agencies have adopted a uniform set of terms and definitions for measuring progress. Common language means common understanding among partners and others when discussing program strategies and results.
- Cultural competency activities advanced. Cultural Competency/Gender Specific committees of two different agencies were merged into one body as part of the Partners for Children and Families collaboration. The committee is assisting counties and state agencies to implement culturally- and gender-appropriate policies and services.
- Positive results found in two independent reviews. A statutorily required audit by the Legislative Fiscal Office found that implementation of SB555 is consistent with legislative intent at both the state and local level. The report noted that, while significant progress has been made, much work remains to be done, particularly in the area of data and reporting issues. The work plan (p. 16) and Executive Order 02-04 (p. 18) reflect that data emphasis.

The Association for the Study and Development of the Community conducted a case study evaluation on behalf of the National Crime Prevention Council. The NCPC has provided limited funding to support our work. The evaluation noted that progress is being achieved in state collaboration, communication, constituency development, and community engagement. The reviewers noted that Oregon is the only one of five states reviewed in which all of the people interviewed at all levels had a common understanding of the purpose of comprehensive planning.

- Change has occurred at the county level. The following comment from a local commission on children and families illustrates the effects that comprehensive planning is having at the local level:

“Columbia County Mental Health received a grant to provide alcohol and drug treatment in the Columbia County Jail. This grant was received because of our long history of collaboration. SB 555 work solidified our relationships.”

Challenges

- Creating more efficient data collection processes- As pointed out in the Legislative Audit Committee report, coordinated data collection and reporting of expenditures continue to be challenges. Data collection coordination is a part of current local and state planning and implementation processes. Work is underway to streamline county reporting requirements.
- Sharing information - Each service system needs to communicate regarding progress and accountability. Creation of a multi-agency data warehouse is one approach being investigated.
- Expanding partnerships – Collaborations must continue to engage additional partners. These partners include mental health, public health, schools, and workforce investment programs.
- Training – Counties need on-going training and technical assistance in best practices, measurement, and ensuring that services are culturally and gender appropriate. Funding and state staff time for training are very limited.
- Access to information on quality improvement - Service providers also need information on best practices and measurement. This must be disseminated through counties to the local providers.
- Time commitment - As budgets get smaller at the state and local levels, maintaining the commitment to a coordinated process and having enough staff who can continue to meet will be a challenge.

Partners for Children and Families 2003-05 Work Plan

While counties are working to implement the provisions of their comprehensive plans for children and families, the state agencies whose work principally is with children and families have complex tasks to accomplish. These tasks include completing legislative mandates for outcomes, targets and accountability for expenditures, as well as providing support to counties. The following work plan lists tasks that state agencies intend to accomplish.

Optimize Funding Opportunities

- Identify resources that could be distributed to the counties in a more flexible way to implement the plans.
- Explore county/state contracts that could be consolidated, using the example of the Criminal Justice Commission/Oregon Youth Authority and Oregon Commission on Children & Families' contract.
- Explore changes in statute or administrative rules to blend funding more easily by making parameters more similar across agencies.
- Encourage collaborative grant applications at the county level and apply for multi-agency grants at the state level.

Provide Information on Evidence-Based Practices

- Develop system to provide technical assistance and training on various topics.
- Identify best practices for cultural competency and develop means for expanding the base of related practices.
- Build local capacity for systems improvement.

Integrate Planning Processes

- Identify individual planning processes involved in the comprehensive planning process.
- Create merged implementation guidelines where possible or roll out guidelines in a linked, coordinated way.
- Systematize within each agency how coordination will occur among agencies and programs within agencies, including how information from the local plans will be used.

Identify and Coordinate Data Reporting Requirements

- Develop reporting requirements of counties in partnership, collaborating around one report when possible.
- Identify data counties must collect and report to the State and how to minimize reporting requirements of counties.
- Identify shared outcome measures and accountability processes to be used jointly by State partners.
- Identify minimum required data collection needs/resources for counties.

Provide Needed Data to Counties

- Identify data to be provided to counties for planning purposes: how to make it readily available and how it will be maintained and updated.
- Identify expectations of relevant funds and reports and share with partners.
- Develop method to share data when consolidated reports are not feasible.
- Determine potential data base links.
- Further develop method for collecting and disseminating information from county data collection (Step 8 Measurement).

Review and Respond to Barriers

- Explore opportunities for waivers from federal or state requirements to help support local plan implementation.
- Review and respond to barriers identified by counties in implementing their plans, as identified in county visits.

Support Local Progress

- Identify and address state and county roadblocks to implementation of the plans.
- Develop tool kit to share successes.
- Provide coordinated training and technical assistance.
- Develop coordinated data collection, monitoring, and evaluation approaches.

Improve Communication Among State Agencies

- Identify means for systematic communication among state agency staff at all levels.
- Identify how decisions will be made within and among the partner agencies. Create process for collaborating around support for counties in the implementation of services.

Executive Order

Executive Order No.02-04, signed July 15, 2002, directs state agencies to implement the detailed work necessary to bring about change in social service systems. It lays out requirements that:

- Those state agencies that are principal state partners shall jointly submit budget and legislative recommendations to the Department of Administrative Services. The recommendations shall identify which planning processes and resources are directed by the county plans and are based on information from the plans.

Status: Five agencies have jointly developed a budget proposal for supporting early childhood systems development at the local level. The agencies are: Department of Education, Department of Human Services, Oregon Commission on Children and Families, Department of Employment (child care), and the Child Care Commission. The budget package is included in agency request budgets.

- A State Plan will be developed for children and families, based upon the county plans.

Status: This document constitutes the Partners for Children and Families, 2003.

- Formal agreements will be developed among principal state partners to improve coordination among state agencies.

Status: Six state agencies developed an interagency agreement outlining their shared work over the next two years. The agreement has been signed by the directors of the Oregon Progress Board, Criminal Justice Commission, Oregon Commission on Children and Families, Department of Human Services, Department of Education, and the Oregon Youth Authority.

- Principal state partners must consider county comprehensive plans for children and families in their budget and policy development.

Status: County plan information is being used in decisions about allocating new funding, such as the Child Care Block Grant, and in the development of state reports to federal funders. The Criminal Justice Commission will require that grant applications for funds that the State receives from the federal Office of Juvenile Justice and Delinquency Prevention be linked to priorities and strategies in the comprehensive plans.

Plans also are being used in non-monetary ways. Staff from specific programs, such as DHS teen pregnancy prevention, youth suicide prevention, tobacco cessation, and others, are reviewing the plans to identify ways to help counties implement their strategies related to those programs.

The State's budget condition limits the opportunity for budget proposals for new initiatives in response to county plans.

- **Submit an annual report to the Governor by December 1st.**

Status: Report submitted. Contents incorporated into this document.

2003-5 State Agency Shared Priorities and Strategies

Comprehensive planning includes identification of priorities and strategies to achieve those priorities. The following information presents the priorities and strategies of the Partners for Children and Families collaboration. State-level priorities related to specific subject areas, such as juvenile crime and alcohol and drug abuse prevention, are informed by county plans and ultimately determined by the Governor and the legislature.

1. Priority: Establish/Maintain Effective Partnerships

Strategies:

- a. Ensure regular communication, inclusion, and active outreach among diverse agencies and populations.
- b. Consolidate multiple planning and reporting.
- c. Communicate information about data and comprehensive plans to state agencies and counties.

2. Priority: Promote Community-Based, Holistic Approaches

Strategies:

- a. Provide training and technical assistance on systems development and integrating services, and help communities share information about successes.
- b. Seek grant funding for planning.

3. Priority: Ensure Use of Best Practices

Strategies:

- a. Encourage use of research-based best practices and models. Best practice models include consideration of the family, neighborhood, and community.
- b. Provide technical assistance in the appropriate use of risk factors and assets.

4. Priority: Promote Innovation

Strategies:

- a. Provide information about best practice principles and components.
- b. Use accountability processes to measure the success of innovative strategies.

5. Priority: Reflect and Incorporate Diversity

Strategies:

- a. Further the development of programs and services that are culturally and gender appropriate.
- b. Provide data specific to gender and race/ethnicity to inform planning.
- c. Provide information on best practices for culturally competent and gender specific services.

6. Priority: Provide Data for Planning and Analysis

Strategies:

- a. Provide technical assistance to counties on outcomes measurement and setting targets.
- b. Identify how updated data will be made available to counties.
- c. Identify data needed by the State and how to minimize reporting requirements for counties.
- d. Seek grant funding to improve data collection processes.

7. Priority: Identify and Track Shared Outcomes and Measures

Strategies:

- a. Continue implementation of local outcomes measurement for county plans.
- b. Develop shared interagency intermediate outcomes and measures.
- c. Assess statewide progress toward achieving high level and intermediate outcomes.
- d. Continue training on data collection and analysis.
- e. Refine Oregon Healthy Teens Survey to include additional measurements needed to assess progress.
- f. Seek support for funding of the OHT survey in 2003-05.

More complete information, including the rationale for selection of the strategies, is included in the table on the next pages.

State Agency Shared Priorities and Strategies 2003-05

Outcome	Strategy	Rationale
1. Priority: Establish/Maintain Effective Partnerships		
Data linkages and information sharing enable ongoing collaboration between partners to most effectively and efficiently address community and family needs. Continuous communication structures exist between stakeholders and providers at all levels.	<ol style="list-style-type: none"> 1. Continue and strengthen partnerships and collaborative work at both the state and local levels by creating or maintaining processes or structures that ensure regular communication, inclusion, and active outreach among diverse agencies, populations, civic and religious organizations, and other prospective partners serving children and families. 2. Develop partnerships among state Agencies to merge multiple planning requirements and also to coordinate and consolidate reporting requirements. 3. Develop a system to communicate information about data and plans to state agencies and counties in a coordinated fashion and at an appropriate level of detail. 	<p>Partnerships and collaboration are the cornerstone of SB555. Communication, inclusion, and active outreach are necessary processes to build and maintain them . Strengthening partnerships is presumed to improve efficiency. Multiple reporting and planning requirements mean counties spend more time responding to state requests for information, and less time implementing and developing services for children and families. Consolidation of planning and reporting requirements not only allow more time for counties to implement, it also provides valuable information for state level partnerships and collaborations.</p> <p>A coordinated system of communication with key participants will provide the opportunity for state and local entities to identify common areas of interest, assist with the identification of resources to be used to implement plans, and plan for needed technical assistance and training.</p>

Outcome	Strategy	Rationale
---------	----------	-----------

2. Priority: Promote Community Based, Holistic Approaches

Plans are community-focused, incorporating a high level of input from multiple stakeholders, including individuals, families, private and non-profit entities, leaders of faith and culturally diverse communities, and service agencies and organizations.

1. Facilitate and guide a Phase III Implementation process that includes a focus on community-based, holistic approaches, including development of an early childhood system.
2. Provide training and technical assistance to counties on systems development and integrating services, and help communities share with each other information about successful experiences and techniques.
3. Seek funding from grants and foundations to supplement state funds.

Children and youth are more likely to be successful in communities that provide an ample array of program opportunities that appeal to and meet the diverse needs of youth (from Community Programs to Promote Youth Development -- National Research Council, Institute of Medicine.) Communities that pay attention to their own capacity are able to build supports for children and families that build on those assets. "Each community boasts a unique combination of assets upon which to build its future.....and can mobilize them for development purposes. " (From Building Communities from the Inside Out – John Kretzmann and John McKnight.) Improved local and state agency understandings of how local systems develop and become integrated will enhance progress toward this goal. Involvement of the private sector blends public and private funding to achieve a healthy, sustainable network to support the work of counties in planning and coordinating services. Taking advantage of various resources helps communities adjust to changing social, economic, and political trends.

Outcome	Strategy	Rationale
---------	----------	-----------

3. Priority: Ensure Use of Best Practices

All programs and services for children and families are best practice models or conform to best practice principles, and track outcomes. Tracking measurements of success enable assessment of effectiveness in meeting planned outcomes.

1. All partners for state agencies serving children encourage the use of research-based best practices and models, as appropriate to the specific agency. State agencies will identify, disseminate and promote information on best practices, promising approaches and research-based practices. Best practice models include consideration of the family, neighborhood, and community in which a child lives.
2. Local entities are supported through state technical assistance in the appropriate use of both the risks/deficiencies/challenges and the strengths/assets/opportunities in communities as a way of identifying priorities and resources to address local needs.

The use of best practices is required by statutes and funding sources, as well as providing a way to achieve desired outcomes. It is understood that the more services conform to best practice information available in research the more likely those services will reach intended and desired outcomes. "The ecological context of development is critical to children, youth and families. 'Ecological contextualism' argues that children, youth and families are shaped not only by their own characteristics, but by the environments in which they live. Psychological, social, and interpersonal behavior are rooted in these multiple environments." (From Pratt, C. C., Katzev, A., Henderson, T., & Ozretich, R. (1997). Building results: From wellness goals to positive outcomes for Oregon's children, youth, and families. Salem, OR: Oregon Commission on Children and Families .)

Outcome	Strategy	Rationale
---------	----------	-----------

4. Priority: Promote Innovation

Innovative strategies are developed when best practices are not available, and are based on research principles, best practices components, and tracking of results.

1. Provide information about best practice principles and components to inform the design and delivery of innovative strategies and services.
2. Use accountability processes, both new and under development, to measure the success of innovative strategies and programs not yet subjected to research based evaluation methodologies.

Implementation of specific research based programs often goes beyond the resources and capacities available to state and county partners. The provision of technical assistance, training, information and quality data collection processes supports innovative thinking to design local supports, at the same time that collection of adequate data provides information for continual quality improvement of program design and delivery.

5. Priority: Reflect and Incorporate Diversity

The development of behaviors, attitudes and policies are encouraged to enable organizations to deliver services in ways that are culturally competent, gender specific, and recognize the needs of people with disabilities.

1. Provide targeted training and technical assistance to further the development of programs and services that are culturally and gender appropriate.
2. Provide counties with data specific to gender and race/ethnicity to inform planning and implementation of services.
3. Provide information on best practices for culturally competent and gender specific services.

SB 555 plans revealed a variety of informational needs requiring technical assistance and training. These needs included information about how to reach out to diverse populations, how to collect and analyze meaningful information and data, and how to identify and design strategies and programs to adequately support minority populations. Targeted training and technical assistance will assist county partners to improve their work as identified in their plans, as well as provide general information needed by all partners.

Outcome	Strategy	Rationale
---------	----------	-----------

6. Priority: Provide Data for Planning and Analysis

<p>Federal and state data are provided to, and used by, counties to understand the nature and circumstances of the community and its population, and for tracking progress in achieving outcomes.</p>	<ol style="list-style-type: none"> 1. Provide technical assistance regarding measurement and logic model components such as setting of targets. 2. Identify data to be provided to counties for planning purposes, how it will be made available, and how it will be updated. 3. Identify data counties must collect and report to the State and how to minimize reporting requirements for counties. 4. Seek funding from grants and foundations to supplement state funds for the purpose of improving accountability processes. 	<p>The use of data in decision making enhances the quality of work in implementing county plans. State agencies can support quality implementation of county plans through the provision of meaningful data, and the development of partnerships and processes to collect the data. State-provided services and programs will also be improved through the collection and use of meaningful high quality data.</p>
---	--	--

Outcome	Strategy	Rationale
---------	----------	-----------

7. Priority: Identify and Track Shared Outcomes and Measures

<p>Specific shared outcomes and measures are used across services for children and families to track overall success on a statewide basis.</p>	<ol style="list-style-type: none"> 1. Recognizing the shared responsibility to achieve positive outcomes for children and families, continue implementation of Step 8 Measurement to measure the success of county plans. 2. Develop common shared Intermediate Outcomes and measures for children and families across all age ranges. 3. Collect and analyze data for assessing progress toward High Level Outcomes and Intermediate Outcomes, including shared Intermediate Outcomes. 4. Continue training on meaningful analysis of data to assist with interpretation of information and continued quality of data collection processes. 5. Refine Oregon Healthy Teens Survey to include measurements needed for assessing progress. 6. Seek support for funding of the OHT survey in 2003-05. 7. Continue work on Common Ground to make clear to broader audience that different approaches (Hawkins & Catalano risk and protective factors, Search Institute developmental assets, etc.) each appropriate in different settings 	<p>Measurement in Oregon is currently occurring on two different levels – measurement of individual programs and measurement of plan results. Measurement of programs is under continual improvement and state agencies continue to provide information, training and technical assistance as needed. Measurement of plan success is a new development in Oregon and is being accomplished through the development and implementation of logic models and data collection plans. The intent is not only to measure the success of individual programs but to measure the progress the state and counties are making through integrated systems that serve children and families.</p> <p>A well balanced analysis approach such as the use of Strengths, Weaknesses, Opportunities and Threats (SWOT) looks at both assets and risks to make decisions about program and initiative design, and to determine priorities and resources. Thorough consideration of both strengths and weaknesses in design of data collection tools and data analysis takes into account all needed information to make decisions. Consideration of both positives and negatives provides a complete set of information for use in decision making.</p>
--	---	--