

MARION COUNTY

CHILDREN AND FAMILIES COMMISSION



2008-2010 STRATEGIC PLAN

Mission

*To bring together community efforts
and resources to ensure an equal opportunity
for all children and families in Marion County
to attain their full potential.*

Submitted to the Marion County
Children and Families Commission
August 28, 2008



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A CALL TO ACTION

Amid the lush natural resources of our land exist social dynamics that continue to threaten the health of our children, families, and communities. Without looking too hard, the many faces of Marion County can be seen: poverty, food insecurity, child abuse and neglect, low student achievement, teen pregnancy, and substance abuse. The effects of methamphetamine and other drugs continue to fray the fabric of society. Gangs are resurging, actively recruiting our vulnerable, talented young people and stealing their futures.

The community as a whole must own these problems. We can't rely on the "government" to fix everything. Instead, we must work collaboratively with each other to create the kind of thriving community we want to see for our children and their children.

The Marion County Children and Families Commission (CFC) confronts these critical issues by facilitating active community engagement. Relentlessly identifying symptoms, seeking partners and forging community-based solutions, the Commission offers a model of leadership that will inspire even the most fainthearted.

This strategic plan represents the culmination of months of in-depth community-wide conversations, research, assessment and formulation. It offers a roadmap to guide our work for the next two years. At the same time, we are constantly assessing the evolving needs in our county and will update this plan periodically in order to assure that we are supporting our children, families, and communities effectively. We value the ongoing hard work of our dedicated partners, community groups, and volunteers in this massive undertaking.

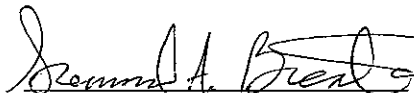
The children and families of Marion County represent our most significant strategic asset. When they are healthy and thriving, they contribute invaluable gifts to the communities in which they live, work and play. We must invest our time, talent, and resources strategically so they will be healthy and thriving.

What will be the return on our investment? A healthy, safe, livable community. We want all of our children and families to attain their full potential. We want our children safe. We want our families healthy. We want our youth succeeding in school and ready for higher education, workforce, and career. We want to contribute to the economic development and well-being of our whole county.

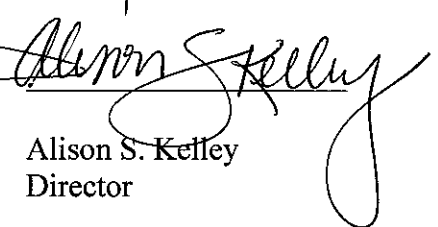
Thank you for caring about Marion County's children and families. Thank you for working with us to make our community's vision a reality. We must act with courage, conviction, and determination. With so much need, there is not a moment to waste. *The time to act is now.*



Randall Franke
Chair



Sam A. Brentano
Marion County Commissioner



Alison S. Kelley
Director



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Mission</p>	<p><i>To bring together community efforts and resources to ensure an equal opportunity for all children and families in Marion County to attain their full potential.</i></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Vision</p>	<p><i>A county in which everyone is committed to the well being of children; families are nurtured; all community members are healthy; diversity is honored; people live and work together, encouraging and supporting one another.</i></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Guiding Principles</p>	<ul style="list-style-type: none"> • <i>Build capacity and resilience among children, families and communities in Marion County</i> • <i>Be dynamic, innovative, and visibly responsive to Marion County's issues</i> • <i>Think, plan and act collaboratively with stakeholders, partners, and community members</i> • <i>Be efficient, effective, and energetic</i> • <i>Invest in best practices and evidence-based programs that have proven outcomes</i>

About the CFC

The Marion County Children and Families Commission (CFC) is part of a statewide Commission system. Statutory authority for the State and Local Commissions may be found in Oregon Revised Statutes Chapter 417.730 and 417.760, respectively. Our mission is to promote wellness for children and families through community mobilization, comprehensive planning, and service integration (ORS 417.775).

As a matter of policy, the Oregon Legislative Assembly finds and declares that:

- Children are our future
- Healthy children and families are of fundamental importance to the vitality of Oregon
- Children are entitled to safety and health
- All children deserve love, respect and guidelines for responsible behavior
- Families should be supported and strengthened, and
- Communities provide the context for healthy children.

ORS 417.305

Strong, nurturing families



Healthy, thriving children



Positive Youth Development



Caring Communities

- Engaged individuals and organizations
- Safe, welcoming environments
- Respectful inclusion of all people
- Community decision-making & collaboration
- Resource acquisition

Goal 1: Strong, Nurturing Families

Empower families and communities so they can actively engage in promoting the optimal development of children and youth. Strengthen parent-child relationships and help parents to be good nurturers and providers. Encourage integrated service delivery so that public and private agencies continue working together to become even more preventive, strength-based, and effective.

STRATEGIES	TIMELINE	LEAD
<p>1.1 Family Preservation: Work collaboratively with community partners to prevent removal of children from the home, reunite children who have been removed from the home when possible, and strengthen support for children and families involved in or at risk of being involved in the child welfare system (full implementation of Focus Area 5, Six-Year plan).</p>	Ongoing	Foster Care Action Team (FCAT)
<p>1.2 Foster Care Transition: Work collaboratively with community partners to address issues faced by foster children as they age out of the system, including facilitating engagement in higher education.</p>	Begin fall 2008	TBD; likely begin with ad hoc group of CFC interested members and FCAT members
<p>1.3 Parenting: Enhance range and availability of parenting resources.</p>	Begin fall 2008	TBD; invite Consortia to weigh in here
<p>1.4 Hunger: Work collaboratively with Marion-Polk Food Share to address food insecurity.</p>	Ongoing	Staff members and interested CFC members
<p>1.5 Diversity: Conceptualize, develop, and launch the Guido Caldarazzo Cultural Consortium to provide culturally competent policy advice to CFC, and to assist community members in developing integrated methods of strengthening families, promoting student success, and addressing barriers to success.</p>	Begin summer 2008	Cultural Consortium with assistance from staff
<p>1.6 Family Systems Investment Consortium: Work collaboratively with key partners to identify emerging needs and provide solution-oriented policy advice to the CFC.</p>	Ongoing	FSIC

Goal 2: Healthy, Thriving Children

Work with public and private partners to provide an integrated system of supports and services for young children to increase their safety and enable them to reach their full potential.

STRATEGIES	TIMELINE	LEAD
<p>2.1 Access to appropriate health care: assess Focus Area 4 of the Six-Year Plan to determine optimum next steps.</p>	<p>Begin fall 2008</p>	<p>Likely ad hoc team; subcommittee of CFC</p>
<p>2.2 Student Success: Work collaboratively with community partners help all students in Marion County become ready to learn, succeed in school, and complete high school; integrate literacy principles in all CFC activities (full implementation of Focus Area 3, Six-Year Plan).</p>	<p>Ongoing; launch Year 2 August 2008</p>	<p>Student Success/Reading for All! Action Team and other interested partners</p>
<p>2.3 Healthy Development of Young Children: Strengthen the education and support for childcare and early education providers, so they in turn can more effectively nurture the healthy development of children in their care (full implementation of Focus Area 2, Six Year Plan).</p>	<p>Ongoing</p>	<p>Early Childhood Consortium/Great Beginnings</p>
<p>2.4 Reduce Child Maltreatment: Work collaboratively with child abuse prevention programs to ensure programs are thriving</p>	<p>Ongoing</p>	<p>CFC/Staff Accountability Team, Healthy Start Advisory Committee, and other interested community partners</p>
<p>2.5 Children in Trauma: Participate in discussions to address issues and develop options surrounding the needs of children in trauma.</p>	<p>Begin September 2008</p>	<p>Judge Abernethy and interested community partners</p>
<p>2.6 Early Childhood Consortium: Work collaboratively with key partners to identify emerging needs and provide solution-oriented policy advice to the CFC.</p>	<p>Ongoing</p>	<p>ECC/Great Beginnings</p>

Goal 3: Positive Youth Development

Help all young people reach their full potential through meaningful opportunities provided at every stage of development. Helping all young people achieve their full potential is the best way to prevent them from becoming involved in risky behavior. Youth development strategies focus on giving young people the chance to build skills, exercise leadership, form relationships with caring adults and help their communities. The youth development approach acknowledges both that youth are resources in rebuilding communities and that helping young people requires strengthening families and communities.

STRATEGIES	TIMELINE	LEAD
<p>3.1 After school programs: Work collaboratively with community partners to develop options for resource development for after-school programs; make recommendations to the CFC.</p>	Fall 2008	TBD
<p>3.2 Runaway and Homeless Youth: Work collaboratively with community partners to sustain current progress toward addressing the needs of RHY youth, and to develop additional resources to continue connecting youth with services.</p>	Ongoing; program assessment and resource development to begin Fall 2008	Runaway and Homeless Youth Action Team
<p>3.3 Juvenile Crime Prevention: Work collaboratively with the Juvenile Department to develop the Juvenile Crime Prevention Plan; participate as appropriate in its implementation.</p>	TBA	Juvenile Crime Prevention partners including CFC and Public Safety Coordinating Council members and others
<p>3.4 Youth School Success: Develop opportunities to support youth school success. Support and enhance school success for foster care youth through wraparound services.</p>	Begin fall 2008	TBD; ad hoc committee; may propose Action Team. Youth Consortium.
<p>3.5 Youth to Volunteering and Work: Work collaboratively with community partners to develop a range of volunteer opportunities and job opportunities for youth. Include development of the Bryan M. Johnston Memorial Youth Internship Fund.</p>	Begun summer 2008	Ad Hoc Committee; may propose Action Team

STRATEGIES	TIMELINE	LEAD
<p>3.6 Youth Engagement in CFC Activities: Develop opportunities for youth to participate in CFC activities as a way to increase the number of related 40-Developmental Assets in the lives of youth. Consider creating CFC Internships; consider involving youth in literacy initiatives.</p>	Begin 2009	TBD
<p>3.7 Youth Consortium: Assess existing charter for role delineation, meet with community partners, present recommendations to CFC. Assess available models of youth engagement (for example, <i>Empower U</i>) and make recommendations to the CFC.</p>	Begun summer 2008	Youth Consortium

Goal 4: A Mobilized Community

Work strategically with government agencies, private community members and partners to increase community awareness and facilitate the active participation of citizens and organizations in projects and issues that will have a positive impact on the well-being of children, families and communities. (ORS 417.705(1)).

STRATEGIES	TIMELINE	LEAD
<p>4.1 Community Progress Teams (CPTs): Work consistently with all CPTs to support them in achieving their objectives and thriving. Participate in periodic visits, continue to provide “CPT Ops” quarterly meetings, review and assess programs, fiscal accountability, and community involvement. Convene CPT Policy and Methods Committee as needed.</p>	Ongoing	Staff members; interested CFC members
<p>4.2 Consortia: participate actively with Family Systems Investment Consortium (FSIC), Early Childhood Consortium (ECC), Youth Consortium (YC), and the Caldarazzo Cultural Consortium (CCC) to facilitate connectivity with the CFC and CFC Executive Committee; invite Consortia leaders to Executive Committee on regular basis.</p>	Ongoing	Staff members; interested CFC members
<p>4.3 Public Safety Coordinating Council: Work collaboratively with PSCC on common issues; develop methods to raise public awareness i.e. community-based town halls.</p>	Begun August 2008	Director and interested CFC members; PSCC Chair and interested PSCC members
<p>4.4 Advocacy: Work strategically to strengthen support for the CFC and for addressing locally identified needs of children and families.</p>	Ongoing	Advocacy Team

STRATEGIES	TIMELINE	LEAD
<p>4.5 Volunteer and Mentor Center: Participate on the VMC Advisory Committee to provide support.</p>	Ongoing	Staff members; interested CFC members
<p>4.6 Service Clubs: Develop stronger relationships with service clubs across the county to provide opportunities for greater participation in Commission-related activities.</p>	Begin summer 2009	TBA
<p>4.7 Faith-Based Community: Develop new opportunities to build relationships and provide presentations re: the 40 Developmental Assets and literacy to churches across the county.</p>	Begin fall 2008	Staff members; interested CFC members
<p>4.8 Increase Public Awareness: Explore opportunities to raise the profile of the CFC and increase public awareness re: issues relating to children and families. Highlight programs, opportunities and solutions. Work collaboratively with Marion County Public Information Officer (PIO) to develop media strategies, including working with the Statesman Journal's "Raising a Community" series.</p>	Begun summer 2008	Staff members, interested CFC members, Board of County Commissioner's Office and PIO.
<p>4.9 Website: Assess CFC website and incorporate necessary updates and improvements to ensure it communicates well and functions as a community mobilization tool.</p>	Begin late summer 2008	Director and staff members; interested CFC members, PIO.

Goal 5: Excellence in Commission & Department

Work strategically to help both the Commission and the Department move from "great" to "excellent."

STRATEGIES	TIMELINE	LEAD
5.1 CFC Meetings: Adjust CFC Meetings to provide for greater development of synergy and effectiveness.	Begin August 2008	Director, Chair and interested CFC members
5.2 Board Recruitment: Develop Nominations Committee(s) as needed to ensure ongoing membership vitality; consider this a subcommittee of the Executive Committee.	Summer 2008	Executive Committee
5.3 Board Development: Provide information and training on substantive issues as needed.	Begin fall 2008	Director, Chair, and Executive Committee
5.4 Connectivity between CFC and Executive Committee: Improve communication between the Executive Committee and the full CFC through making meeting minutes available on a regular basis prior to CFC meetings.	Begin fall 2008	Staff members
5.5 Capacity Building Through Literature: Provide recommendations re: resources to enhance the quality of the CFC membership experience.	Begun summer 2008	Director
5.6 Staff Development: Provide strategic supports for staff members to ensure they are a dynamic resource to each other, the CFC and the community. Ensure they have the necessary training and tools to foster excellence in customer service.	Begun August 2008	Director
5.7 Project Integration: Utilize staff time to communicate more intentionally about CFC projects and efforts to ensure optimum coordination and to inform future decisions.	Begun August 2008	All staff members

STRATEGIES	TIMELINE	LEAD
5.8 Implementation and Updating of Six-Year Plan: Assess Six-Year Plan for ongoing viability and implementation effectiveness.	Begin 2009	Staff members, community partners, and interested CFC members
5.9 Policies and Procedures: Review all department policies and procedures; update and develop manual.	Begin late fall 2008	All staff members