

	<b>DEPARTMENT OF PUBLIC WELFARE</b> <b>COMMONWEALTH OF PENNSYLVANIA</b>		
	<b>NUMBER:</b> 2008-1	<b>ISSUE DATE:</b> May 15, 2008	<b>EFFECTIVE DATE:</b> Immediately
<b>SUBJECT:</b> FY 2009-10 Integrated Children's Services Plan Guidelines	<b>BY:</b> Estelle B. Richman, Secretary Department of Public Welfare		

**SCOPE:**

COUNTY COMMISSIONERS AND EXECUTIVES  
 COUNTY CHILDREN AND YOUTH ADMINISTRATORS  
 JUVENILE COURT JUDGES' COMMISSION (JCJC)  
 CHIEF JUVENILE PROBATION OFFICERS (JPOs)  
 COUNTY MENTAL HEALTH/MENTAL RETARDATION ADMINISTRATORS  
 COUNTY DRUG AND ALCOHOL ADMINISTRATORS  
 COUNTY HUMAN SERVICES ADMINISTRATORS  
 COUNTY JUVENILE DETENTION CENTERS

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**PURPOSE:**

The purpose of this bulletin is to provide guidelines and instructions to counties to update the Integrated Children's Services Plan (ICSP) to be submitted by each county for FY 2009/10. The submission date for the updated County Integrated Children's Services Plan is August 15, 2008. This bulletin also transmits how the Department will structure technical assistance on integrated planning to counties.

**BACKGROUND:**

The purpose of the Integrated Children's Services Plan is to identify goals, strategies, and outcomes that counties, in their leadership role will take to support the healthy development of children and an integrated approach to meeting their needs. The Integrated Children's Services Plan should take into account the delivery role played by the counties in the areas of child abuse and neglect, juvenile justice, permanency, early intervention, mental retardation services and behavioral health services, and should also seek meaningful coordination and cooperation with other critical services for children, such as those provided by local school districts, early childhood programs, physical health care services, food stamps, and other public benefit programs that are not directly led by county government.

The Department of Public Welfare is taking a comprehensive approach to serving children, birth to 21 years of age, through programs that focus on long-term prevention, early intervention, and services that support family stability, child safety, community protection and healthy child development. The Department is committed to maintaining the integrity of the family, whenever possible, in the context of healthy communities and least restrictive environments. The first major initiative in this comprehensive approach came about in 2004 with the development of integrated children's service plans for services led by the counties.

**DISCUSSION:**

The goal of the Integrated Children's Services Plan is to promote, at the local level, the design and implementation of an integrated system of services and resources which supports the healthy growth and development of children. The vision is of a system that partners with families and delivers the supports and care that are needed. This system will be strength-based and child and family-centered across mental health, child welfare, mental retardation, early intervention, juvenile justice, drug and alcohol programs, education, and other child and family serving processes and entities.

**Framework of Integration:** The integration framework incorporates the following elements for children and adolescents, in every county, who need public "system" involvement:

- A continuum of care at every level of system involvement that provides for the healthy development, safety and well being of the child;
- A mechanism for all children entering the system to receive a comprehensive review of the child's needs;
- A service plan, based on the comprehensive review, that accesses resources from all appropriate sources to meet the needs of the child and family;
- A prevention strategy for children that encourages healthy development and stability;
- Integrated services where the child/family has needs and receives (or is eligible to receive) services from more than one categorical county program.

**Rationale for Tiered Approach:** Over the last four years, Pennsylvania counties have worked to identify and overcome barriers through the ICSP and other processes. Recognizing that counties have made different levels of progress toward integration, the 2009/10 Integrated Children's Service Plan

Guidelines continues to allow each county to self-designate as either a Tier One or Tier Two County with the following responsibilities and opportunities:

- Tier One: "Accelerated Integration Counties"
  - Tier One Counties have completed Integrated Children's Services Plans for FY 2005/06, FY 2006/07, FY 2007/08 and FY 2008/09 and are making substantial progress toward integrating children's services with a commitment toward full integration.
  - Tier One counties will update their FY 2008/09 Integrated Children's Services Plans, respond to feedback on their 2008/09 plan, complete relevant Tier One sections as outlined in the guidelines and complete both the self-assessment of community level outcome indicators (Appendix A) and family and youth assessment (Appendix E).
  - **There is no single correct model that Tier One Counties must follow.** Different counties will come up with individualized approaches to achieving the elements of integration as defined in these guidelines. Counties are encouraged to develop plans that take into consideration local organizational, administrative and other relevant factors.
- Tier Two: "Continued Progress Counties"
  - Tier Two Counties have completed Integrated Children's Services Plans for FY2005/06, FY 2006/07, FY2007/08, FY 2008/09 and/or have achieved some cross system collaboration, but are not yet ready to move to full integration of services.
  - Tier Two Counties will update their FY2008-09 Integrated Children's Services Plans, respond to feedback on their 2008/09 plan, complete relevant Tier Two sections as outlined in the guidelines and complete both the self-assessment of community level outcome indicators (Appendix A) and family and youth assessment (Appendix E).
  - Tier Two Counties are not eligible to apply for incentive funds in FY2009-10, but will be eligible for technical assistance to enable them to move to Tier One in subsequent years.

### **Coordination of the ICSP with other DPW planning processes**

The Integrated Children's Services Plan Guidelines will fulfill all planning responsibilities for Behavioral Health and Mental Retardation Programs as it relates to planning for children services. The Integrated Children's Services Plan is to be developed concurrently with other required plan submissions to the Department of Public Welfare, including the Child Welfare Needs Based Plan and Budget. Separate instructions are being sent for the FY 2009/10 Needs Based Plan and Budget for county children and youth and juvenile probation services. The planning processes for the Integrated Children's Plan and the Needs Based Plan and Budget are interconnected and should be conducted concurrently.

County integrated plans will inform the Department of Public Welfare as it develops and implements its FY2009/10 budget. In addition, the Department will use these plans to:

- 1) Determine policy, regulatory, technical assistance, and/or other changes that can be made to support counties in their integration process;
- 2) Identify promising approaches that can be shared with other counties; and
- 3) Incorporate lessons to inform state level planning to better integrate children's services.

**Recommendations for All Counties: Expanding Family & Youth Involvement / Engagement**

Family and Youth involvement / engagement in the planning process are crucial to fully integrating children's service systems and are a priority for the Department. It is clear from the feedback of the Advisory Committee on ICSP, and from reviews of county plans last year, that some counties have begun to involve families and youth in their planning process, while other counties have faced challenges in engaging ongoing participation of families and youth. Counties should clearly articulate what steps it will take to ensure families/youth are involved in every step of system development for integrating services and ongoing as counties implement their plans and complete the assessment in Appendix E which also includes recommendations for counties to actively engage families and youth. Additionally, Appendix F includes strategies for addressing cultural competency. Counties can also request technical assistance on family and youth engagement.

**Recommendations for All Counties: Prevention**

The Department in coordination with the Governor's Commission on Children and Families wants to encourage counties to implement prevention programs. There is growing evidence of the ability to improve outcomes for children by the implementation of community based services and programs that support families in raising their children and provide children and youth with skills necessary to be successful. There are a multitude of programs and strategies that have been shown to be effective and cost efficient in helping children and families avoid the need for high end intervention and treatment services of the various child serving systems. These programs can be delivered to entire populations or to families identified with specific risk factors.

To assist counties in developing coordinated prevention plans, the Department is committed to providing counties with the necessary data to begin an analysis of their performance on certain community level outcomes for children. While the data provided is not all inclusive, it provides a clear starting point for counties to begin the analysis (see Appendix A). As part of the ICSP, counties will review their current performance on Community Level Outcome Indicators and prioritize at least two indicators that will be part of their integration planning efforts. Tier One counties can request funding to support integrated prevention activities.

**Priorities for 2009-10**

There are numerous ways that counties can approach the concept of integration, and there are many system changes that can support integration, even within categorical funding arrangements. The Integrated Children's Services Plans that were submitted over the last four years document many of the efforts that counties are making toward integration. This year's plan continues the process of bringing together the county categorical programs and other child / family serving systems to determine how best to integrate the resources they have and those they will develop.

The Plan Guidelines and Plan Submissions for FY2009/10 should focus on three priority areas for **all counties** (Tier One "Accelerated Progress" and Tier Two "Continued Progress"):

1. A description of progress to date on county efforts toward integration in each of the priority areas:
  - Common Screening and Assessment
  - Centralized Intake / Integrated or Lead Case manager / Single Service Plan
  - Integrated Prevention Planning which includes a review of the county's current performance on the Community level outcome indicators as described in Appendix A
2. Identification of critical areas for further development of integrated approaches for serving

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children in the county, including strategies to overcome obstacles and barriers.

3. Outlining ongoing efforts to encourage meaningful family and youth engagement in the planning process and with ongoing implementation, including efforts to strengthen and support parenting. This section should also address cultural competency issues.

Tier One Counties should provide additional information in two areas:

1. Tier One Counties plans should build on their current progress and include an outline and timeline for full integration of services. Multi-year timelines will be considered where appropriate. The plan should include the following elements:

- Centralized intake or other "no wrong door" approach that includes a Comprehensive assessment process for all children and families;
- A single service plan for multi-system clients that is developed based on the common assessment process and one that accesses resources from across systems to meet the needs of the multi-system client;
- An integrated or lead case-manager for multi-system clients to reduce duplication, effort and costs; and
- An Integrated Prevention Plan based on the review of the county's current performance on the Community level outcome indicator contained in Appendix A.

2. Tier One counties will be eligible to apply for FY2009/10 incentive funds for implementation of promising practices in one or more of the following areas. (The level and availability of funding will depend on the final FY2009/10 state budget.)

- Integrated Case Management (including approaches that utilize a lead case manager)
- Centralized Intake Processes (including "No Wrong Door" approaches)
- Integrated Prevention Planning based on the plan developed through the review of the county's current performance on the Community level outcome indicators contained in Appendix A.
- Other projects that will lead to substantial progress toward full integration of services for children (with prior approval of the Department).

**Technical Assistance and Resources to Counties:**

The Department of Public Welfare recognizes that counties and their cross systems teams may require technical assistance to implement county Integrative Children's Services Plans. The Department, including its regional offices and agents, will provide technical assistance to support county efforts to integrate behavioral health, child welfare, juvenile justice, mental retardation, and other planning processes. Technical assistance may include regional trainings, dissemination of best practice documents, and individual county technical assistance, depending on the demand for specific topics.

Because training and technical assistance needs of counties will depend to a significant extent on local factors, counties should contact the Department to arrange for individualized technical assistance. This request should be sent via email to Angie Logan [anglogan@state.pa.us](mailto:anglogan@state.pa.us).

**Timetable for Integrated Children's Services Planning:**

May 2008 – Department releases Integrated Children's Services Planning Guidelines.

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June 30, 2008 – Counties designating themselves as Tier One should send an email indicating their intention by this date to [anglogan@state.pa.us](mailto:anglogan@state.pa.us).

May – August 2008 – Counties begin working with their cross systems team to update and modify the integrated plan for submission to the Department by August 15, 2008.

May – August 2008 – Technical assistance will be provided to counties and their cross-systems teams for updating their integrated plans; disseminating promising practices; and providing other resources to assist counties with integrating services. County-specific technical assistance will be provided upon request.

July 30, 2008 – Deadline for requesting an extension (up to four weeks) for the ICSP submission.

August 15, 2008 – Counties submit integrated plan.

December 2008 to January 2009 - Counties receive feedback on integrated plans.

June 30, 2009 – Deadline for adoption of the State FY2009/10 budget. Announcements of Tier One incentive funds are contingent on approval of the budget and available funds. Announcements will be made within 30 days of passage of the budget.

**Guidelines for Development of 2009-10 Plans:**

**Format :** Use a 12-point font, double spaced and submit information as specified below. Use this guidance, along with the Checklist in Appendix I, to ensure that your plan meets the requirements. No additional information is to be submitted other than what is specified in the guidelines and checklist.

**All counties (both Tier One “Accelerated Integration” and Tier Two “Continued Progress”) must submit an updated plan that includes:**

1. Cover Page (Signature page)
2. Table of Contents
3. Executive Summary
4. Description of Family/Stakeholder/Youth Input and completed family and youth assessment checklist (Appendix E)
5. Self Assessment of Community level outcome indicators (Appendix A)
6. Update on Children's Integrated Plan and response to feedback on the county's 2008/09 Plan

**Counties that self-designate as Tier One “Accelerated Integration” should also submit:**

7. Notification of intent to submit as Tier One (due June 30)
8. Plan for Full Integration of Children's Services
9. Description of Project to be Considered for FY2009/10 Incentive Funding including outcome measures

**1. Cover Page**

Include a Cover Page identifying county agencies and family and youth involved in plan development. A single contact person, chosen by the County, should be designated by the County to answer any questions about the county plan and serves as a point of contact for all Integrated Children's Service

Plan Issues. (Note: the ICSP single point of contact does not have to be from Children and Youth.) See Appendix B for the form to be used as the Cover Page.

## **2. Table of Contents**

Use the order noted in the checklist in Appendix I and include page numbers.

## **3. Executive Summary (2 pages)**

The county should provide a two page narrative summary describing its Integrated Children's Service Plan for 2009/10, including a statement of the county's vision, commitment to integration, progress toward full integration and highlights of the proposed plan.

## **4. Description of Stakeholder/Family/Youth Input (1 page and completed assessment – Appendix E)**

Describe the **activities of the cross-system planning team** that was created as part of the County's integrated children's team and how you plan to continue the work in the coming year. The Plan should be developed through a partnership of county behavioral health, mental retardation, child welfare, juvenile probation, early intervention, child care, education, drug and alcohol agencies, and families and children receiving services from the agencies covered by the plan. (See Appendix B). Include a list of the individuals that participate on the cross-systems team and their organizational affiliation. List meetings held with the cross systems team.

The **role of family and youth** in integrating services is also critical to success of service delivery. Counties should clearly articulate what steps it will take to ensure families/youth are involved in all steps of system development for integrating services and an update on your progress for engaging families and youth in the ICSP process. The family and youth assessment and strategies for involving families and youth are listed in Appendix E.

Counties should indicate how they are engaging their **local educational system** as part of this planning process and any future steps they may be taking to coordinate services with the educational system. Some counties have had success at using their local intermediate unit as a single point of contact for their planning efforts with the school districts within the particular county.

## **5. Self Assessment of Community level outcome indicators (Appendix A)**

Each county should review their current performance on the Community level outcome indicators. The information on the indicators is provided to counties for their use as a management tool to assist in assessing their overall performance in reaching positive outcomes for all children. In reviewing the selected indicators, the county should consider their performance in relationship to the state as well as other counties within the region or similar size counties from across the state. The analysis should include other information available at the community level that would allow counties to better determine factors related to their performance. This local data should also assist counties in establishing community level strategies that may help the county impact the overall performance on the indicator(s). The long-term goal is for counties to develop, through a collaborative effort among all child-serving systems and families, a comprehensive system that includes prevention as a key component.

For the 2009/2010 ICSP, counties should develop a plan with stakeholders to improve the identified child outcome indicators through an integrated prevention plan. Appendix A details the process for reviewing the Community Level Outcome Indicators and includes a worksheet that the county needs to complete for each selected indicator. If Tier one counties are requesting funds for the implementation of

their prevention plan, they should also indicate short term outcomes/goals, including baseline data that can be measured within the plan time frame.

**6. Update on Implementation of Integrated Children's Plan (5 pages)**

The County should provide a summary of progress toward integration in each of the following areas:

- Common Assessment & Screening (what tool is being used, and for what child serving systems)
- Centralized Intake / Integrated or Lead Case manager / Single Service Plan (including describing the approach and what child serving systems are participating)
- Integrated Data Management Systems (including what child serving systems are participating)
- Integrated Prevention (including what programs and target populations are part of this approach)

The County should also summarize early successes, challenges, or barriers that have occurred as part of implementing the 2008/2009 plan including responding to feedback from the Department on the 2008/2009 plan and discuss changes that have occurred since its submittal in August 2007.

**Tier One "Accelerated Integration" Counties should prepare the following three additional Sections:**

**7. Notification of intent to submit as Tier One**

All counties who would like to self-designate as Tier One "Accelerated Integration" counties should send an email stating this intent to Angie Logan at [anglogan@state.pa.us](mailto:anglogan@state.pa.us) by June 30, 2008.

**8. Planning for Full Integration of Children's Services (10 pages)**

The first step towards integrating services is to determine how best to assess the needs of children / families. A comprehensive or common assessment process is critical to assure children's needs are met regardless of how they enter the system. The assessment should recognize that services should be child/family centered and assure that services can be provided in the least restrictive environment. (See Appendix D cross systems children service values) Once the service needs of a child/family are developed, delivery and monitoring of services should occur under a single coordinated, consolidated or integrated delivery system. Counties may approach this goal in different ways.

Tier One Counties should update their plan and timeline from last year's plan to fully integrate children's services that addresses the following topics. Multi-year timelines may be appropriate.

- Centralized intake or other "no wrong door" approach that includes a comprehensive assessment process for all children and families;
- A single service plan for multi-system clients that is developed based on the common assessment process and one that accesses resources from across systems to meet the needs of the multi-system client;
- An integrated or lead case-manager for the multi-system clients to reduce duplication, effort and costs; and
- An Integrated Prevention Plan based on the review of the county's current performance on the Community level outcome indicators contained in Appendix A.

In addition Tier One Counties should provide specific deliverable activities or benchmarks to be achieved in 2009/2010, as the county moves toward integration. If requesting funds for tiered approaches counties will have to include in their plan at least two outcomes in Appendix H and will have to submit baseline data to support these outcomes.

**9. Promising Practices Incentive Grants for Tier One Counties, FY 2009/10 (optional)**

Tier One counties will be eligible to apply for FY2009/10 incentive funds to support the implementation of promising practices in one or more of the following areas:

- Integrated Case Management (including approaches that utilize a lead case manager)
- Centralized Intake Processes (including "No Wrong Door" approaches)
- Integrated Prevention Planning based on the plan developed through the review of the county's current performance on the Community Level Outcome Indicators contained in Appendix A.
- Other projects that will lead to substantial progress toward full integration of services for children (with prior approval of the Department)

Tier One Counties have the option to submit a project narrative and project budget for one (1) project for consideration for a one-time non-recurring grant. The project narrative should include:

- Project description
- Explanation of how this project advances the county's prior work on integration
- Consultants or key personnel
- Timeline
- Expected results including at least two outcomes, including baseline data from the list in Appendix H

The project budget should include the following:

- Total project costs, itemized by relevant expense categories (see Budget instructions and Budget Form, Appendix G)
- Sources and amounts of existing funding to support the project
- One-time, non-recurring expense proposed for promising practices incentive funding

The total amount of incentive funding available will be finalized in the FY2009/10 budget and final awards will be made within 30 days of approval of the state budget.

**Due Dates**

The plan is due on August 15, 2008, and should be submitted electronically to the Secretary of Public Welfare at [RA-secretaryoffice@state.pa.us](mailto:RA-secretaryoffice@state.pa.us) If a county is unable to send the signature sheet or plan document electronically, then it can send via regular mail to:

Estelle B. Richman, Secretary  
Integrated Children's Services Plans (ICSP)  
Department of Public Welfare  
PO Box 2675  
Harrisburg, PA 17105-2675

**Advisory Committee:**

The Department will continue to discuss service integration with families; adolescents receiving services from county programs; parent organizations; providers; early care and education professionals; county

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juvenile probation officers; juvenile and family court judges; Behavioral Health and Mental Retardation Administrators; single county authorities; children and youth administrators; juvenile detention center administrators; local and state education officials and other critical organizations. The Department will hold quarterly meetings with a group representing the above mentioned individuals, to advise the Commonwealth and assist counties on integrating children's services. A subsection of this committee will be used to help review all of the counties' plans submitted to the Department.

**APPENDIX A**  
**SELF-ASSESSMENT OF COMMUNITY LEVEL OUTCOME INDICATORS**

For the FY 2009-2010 ICSP, all counties are to review their county level performance on indicators listed in the Community Level Outcome Indicator Framework shown below. Counties should then complete the worksheet on Page 16 for at least two indicators. The goal is to give each county a chance to see how they compare to their peers, identify priority areas, and develop a strategy to improve outcomes. Tier One counties can apply for funding to implement their strategy through the Promising Practice grants.

The Community Level Outcome Indicator Framework can be found on the Integrated Children's Services Plan web site at <http://www.dpw.state.pa.us/About/Secretary/IntChildServsPlan>. Clicking on the Community Level Outcome Indicators link allows one to view the six broad categories under which the specific indicators have been grouped:

<b>Outcomes</b>	<b>Indicators</b>
Babies Born Healthy	Infant Mortality Live Births to Mothers who received Early and Adequate Prenatal Care Low Birth Weights
Early Learning	3 and 4-Year-Olds Served by Pre-K Counts Children Enrolled In Public School Full Day Kindergarten Children Served by Child Care Works Subsidized Care Keystone STARS Facilities
Healthy Children	Cases of Lead Poisoning in Children less than Six Children Lacking Health Insurance Number of Children Enrolled in CHIP
Healthy Youth Behaviors	Juvenile Arrests Juvenile Delinquency Dispositions Suicide Rates for children Ages 10-19
Safe and Stable Families and Communities	Child and Adolescent Deaths Food Stamps (number of individuals) Foster Care Reunification within 12 months Reports of Child Abuse and Substantiated Abuse
School Success	Student Withdrawals from Public School Truancy Rates (by school district)

Each broad category then sequences to more detailed charts/tables. Selecting the Early Learning link, for example, provides data on the number of children enrolled in full-day kindergarten and the number

of Keystone STARS facilities within a county. These statistics are intended to provide a basis for analysis, allowing the county to assess areas that need more attention and shows comparisons to other counties of comparable size. The data provided is a starting point for discussion/analysis and is not intended to be an all inclusive list of the indicators that can inform a county of what is occurring with a specific outcome area.

The website contains a separate PDF document for each indicator which presents the data in three formats: A listing of all counties by class size with the associated data; a grouping of counties within class size sections (1-3, 4-6, and 7-8) and a ranking within these groups; and a map presenting a visual display of the data. All documents can easily be downloaded / printed; there is also an option to download/print all the documents together.

As a part of this review, counties should consider both the data provided through the DPW website as well as other information that is available to analyze community performance in the identified outcome area for children. In conjunction with the ICSP planning team, community level strategies should be proposed to improve the identified outcome area. Tier one counties can request funding to support implementation of the proposed strategies.

You must complete a worksheet for each outcome / indicator selected (see page 16). Each county must complete at least two indicators. The indicators do not have to be in the same broad category (a county may choose one outcome area and focus attention on two indicators in that area; or choose two outcomes areas and focus on one indicator in each outcome). Page 14 includes a fictitious county example. The worksheet covers the following areas:

**Outcome Area:**

Select one or more of the following outcome areas that will be the focus of the prevention and planning strategies for the counties.

- Babies Born Healthy
- Healthy Children
- Early Learning
- Healthy Youth Behaviors
- School Success
- Safe and Stable Families and Communities

**Indicator:**

For the Outcome area(s) chosen above:

- Select one or more indicators that will help measure the impact of the programmatic change the county is proposing to improve the outcome area. A list of indicators, along with the county level data, is contained at DPW's website at <http://www.dpw.state.pa.us/About/Secretary/IntChildServsPlan>
- We recommend that the county choose from these indicators. However, to the extent a county would like to choose an indicator not listed it may do so as long as:
  - 1) The county has current data on the indicator and can measure it at least annually
  - 2) The data can be compared with other similar counties in Pennsylvania.

**Discussion (further analysis of local data, comparison to other community, state or national trends, current efforts to address outcome area):**

Based upon the indicator data, provide a short analysis of where the county is with the indicators, any recent steps to address what the data is showing, and comparison with other similar counties in Pennsylvania.

**Proposed strategies to improve outcome area:**

The counties should list the specific activities that will be implemented to help improve the outcome area selected. The strategies should be seen as those activities that will result in a measurable change in the indicators selected. The strategies should be specific, include specific timeframes of when actions will be completed and when anticipated results from the strategies will occur.

**Measure of short term goal:**

Select a target for where the county wants to be with the selected indicators in one year. To the extent there is a lag in the data for the indicator, the county should provide either sample data or some other benchmarks to indicate any impact or change that has occurred because of the implemented strategies.

**Are you requesting ICSP funds to implement this plan? (Tier One only)**

Indicate if you are requesting ICSP funds from DPW to implement this plan and how the funds will be used to assist the county in improving the outcome area selected.

**APPENDIX A County Example**  
**SELF-ASSESSMENT OF COMMUNITY LEVEL OUTCOME INDICATORS**

ABC County

**Outcome Area:**

- Babies Born Healthy

**Indicator:**

- 3) Percentage of low birth weights
- 4) Percentage of pregnant woman receiving early and frequent pre-natal care

**Discussion (further analysis of local data, comparison to other community, state or national trends, current efforts to address outcome area):**

Currently, the county is experiencing a rate of low birth weights and women not receiving adequate pre-natal care higher than most similar sized counties in the state. Although the county has some programs to work with pregnant woman and education programs on pre-natal care, the efforts in this area are not well coordinated among different agencies and community groups that can reach out to this population. Based upon discussions with similar counties who have better outcomes in this area, a more coordinated effort within the county is needed.

**Proposed strategies to improve the outcome area:**

- 1) Early Identification Efforts – Working with school districts, local health centers, Health Choices MCOs, hospitals, community organizations and all county agencies, develop a process identifying at risk pregnant woman and educating them on the importance of pre-natal care. A community system will be developed, using local networks, volunteer parents and county agencies that will create a peer system to help the individual attend their regular scheduled pre-natal care visits. The following is the timeline for the project
  - Designate a coordinator by August 15, 2009
  - Develop a draft early identification and referral process for community review by December 15, 2009
  - Develop new draft educational materials for community review by January 15, 2010
  - Implement new community early identification and referral process by March 1, 2010
  - Finalize/distribute new educational materials by March 1, 2010
- 2) Implement a nurse family partnership program (NFP) in the county by June 2010.
  - Contract with an accredited Nurse Family Partnership Provider by December 2009
  - Begin NFP services by June 2010
  - Service goal of at least 15 first time mothers in the first full year of implementation

**Measure of short term goal:**

- The county wants to see a 10% reduction in low birth weights by the end of first full year of the identification and referral process (strategy #1 above.)

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- The county wants to see a 30% increase in the number of pregnant woman receiving early and regular pre-natal care by the end of the first full year of the identification and referral process (strategy #1 above.)
- With the implementation of a nurse family program, the county hopes to see a further reduction of low birth weights by 10%.

**Are you requesting ICSP funds to implement this plan? (Tier One only)**

Yes. The county is requesting funds to assist with the coordination efforts necessary to bring together all agencies, community organizations and school districts. Funds will be used to pay for hiring a coordinator for this position and educational materials, posters and other information that can be used to outreach to the target population. With the funding, the county will adhere to the proposed schedule for implementation detailed previously.

**APPENDIX A - WORKSHEET  
SELF-ASSESSMENT OF COMMUNITY LEVEL OUTCOME INDICATORS**

**Outcome Area:**

**Indicator:**

**Discussion (further analysis of local data, comparison to other community, state or national trends, current efforts to address outcome area):**

**Proposed strategies to improve the outcome area:**  
**Measure of short term goal:**

**Are you requesting ICSP funds to implement this plan? (Tier One only)**

**APPENDIX B**  
**Cover Page (Signature Page)**  
*Complete and return with your plan*

**2008-2009 Integrated Children's Service Plan Cover Page**

All categorical programs and other participating entities should sign on to the plan. A strong ICSP will also include family and youth signatures.

County Information			
County/Joinder			Submission Date
ICSP Contact: Name			
Title			
Signature		Date	
Street Address			
City, State, Zip			
Phone Number			
Fax Number			
Email Address			
Signatories (use additional pages if needed)			
<b>Family Member</b>		Program Name	
		Director	
Signature		Signature	
Date		Date	
Program Name		Program Name	
Director		Director	
Signature		Signature	
Date		Date	
Program Name		Program Name	
Director		Director	
Signature		Signature	
Date		Date	

**APPENDIX C**  
**Cross-Systems Team Members**  
***Complete and return with your plan***

List the names and contact information (voluntary) for those on the cross-systems team. Representatives from the following entities should be involved in plan development:

- Family members;
- Adolescents who have received services;
- Children and Youth, Behavioral Health, Mental Retardation, Drug & Alcohol, Early Intervention Advisory Committees;
- County fiscal agents;
- School entities and/or Intermediate Unit Representatives;
- Agency caseworkers and supervisors from county agencies providing direct services covered by the plan;
- Juvenile probation officers and juvenile detention center directors;
- Juvenile and Family Court Judges and local law enforcement;
- Private agencies under contract with the county or providing services in collaboration with any of the county agencies whose services are included in the plan;
- Behavioral health managed care organizations in Health Choices counties;
- Physical health managed care or professional organizations;
- County Assistance Office Staff;
- Early Intervention professionals;
- Early Childhood Education and Care representatives;
- Community employers;
- Child and families advocates;
- Foster and adoptive parents;
- Representatives of the community, e.g., from United Way, the faith-based community or other community organizations, who reflect the culture and experience of the children and families served;
- Attorneys representing children and parents;
- Attorneys from the local District Attorney's office involved in the adjudication process; and Local law enforcement agencies.

## APPENDIX D Cross-Systems Children Service Values

- **Child and Youth-focused:** Child serving systems are expected to assure safety, well-being, and permanency in children's lives by engaging children, youth, and parents/caregivers to identify services and protective factors to alleviate the risk of abuse and neglect.
- **Family-centered:** Children are best served when raised by their families. There are inherent strengths within families and families have the right to receive services that are most likely to address their mutually identified needs. Individuals and families have control of their lives and have the ownership in making decisions that support positive change and growth.
- **Community-based:** All communities are unique and diverse. There are inherent strengths and resources within communities, which, when recognized and developed, provide concrete support to children and families.
- **Culturally Aware and Sensitive:** The expectation is that our work with children and families should demonstrate that we value and respect the cultural diversity of each family.
- **Solution-focused:** For every challenge there is a solution which is ultimately grounded in family and community strengths.
- **Strengths-based:** Family and Community strengths are what ultimately resolve concerns and every challenge that a family/community member faces presents the opportunity to recognize, value, build upon and use those strengths.
- **System Integration:** With the use of an integrated approach to service planning across all systems, the expectation is that child service providers are involved in an integrated plan of care that is locally driven and best meets the needs of children and families, making the best use of strengths within the community systems and available resources.
- **Evidence-based Practice:** The expectation is that strategies and techniques demonstrate effectiveness and includes thoughtful questions about the service needs of children, youth, families and communities and is based on collaborative planning, monitoring and evaluating progress and revising practices based on the results of the evaluation.

**APPENDIX E**

**Strategies for Involving families and youth in Integrated Children's Services Planning**

The **role of family and youth** in integrating services is critical to for the success of service delivery. Counties should clearly articulate what steps it will take to ensure families/youth are involved in all steps of system development for integrating services. The following checklist will assist you in the planning process to increase meaningful involvement/engagement of families and youth. This is a priority integration area for the Department.

The following items are evidence of strong family/youth engagement, note which apply to your county or are planned for 2009/10 implementation. Under other, list specific processes that occur in your county which show strong family/youth engagement in the ICSP planning and implementation process.

<b>Strategy for involving families and youth is currently in place in the county</b>	YES	NO	2009/10 plan will include
<p>Special orientation and training is offered on an ongoing basis to assist families/youth that need a better understanding of administrative, budgetary, and other issues that play a role in planning.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Include families in the planning and delivery of these trainings.</li> <li>• Use existing family leaders from local support groups and programs.</li> <li>• Identify these leaders from community centers, religious organizations, parent groups, disability groups or school family committees.</li> </ul>			
<p>Families/youth have more than token representation at meetings and staff are actively asking for their input at both the process and implementation stages.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Offer a variety of methods to give input including going to where families meet frequently, like shopping centers</li> <li>• Having a variety of levels for input, paper surveys, phone surveys, focus groups, and attending the formal county ICSP meetings.</li> <li>• Make sure that all families, including contributing families get regular and informative updates on what actions have occurred even if families could not attend the meetings where decisions were made.</li> </ul>			
<p>There are active working partnerships with parent groups within the county. Please list groups in your narrative section.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Ask people charged with collaborating with family groups for a list to identify groups, including the CASSP Coordinator, and Intermediate</li> </ul>			

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<b>Strategy for involving families and youth is currently in place in the county</b>	YES	NO	2009/10 plan will include
<p>Unit staff (Migrant worker programs, local substance abuse parent support groups. Autism Specialist, Alternative Education Specialist, Special Education Task Force and Early Intervention Coordinators, Easter Seals/Rehabilitation Services, Clergy etc.)</p> <ul style="list-style-type: none"> <li>• Typical Local PA Groups               <ul style="list-style-type: none"> <li>○ Head Start</li> <li>○ Family Support Alliance (formerly Parents Anonymous)</li> <li>○ Mental Health Association</li> <li>○ NAMI</li> <li>○ Ahead (Autism)</li> <li>○ Family Centers (school districts)</li> <li>○ 21<sup>st</sup> Century Afterschool Programs</li> </ul> </li> </ul>			
<p>A process is in place to ask other agencies that work with families/youth (such as schools and child care centers) to recommend parents to participate in planning.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Recruit families to help develop outreach materials – newsletters, brochures and/or county website information.</li> </ul>			
<p>Families/youth who participate in planning sessions are compensated in some manor.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Pay a stipend/salary</li> <li>• Provide transportation, meals, child care (on site or reimbursement)</li> <li>• Offer donations from businesses- meals, gift cards</li> </ul>			
<p>Meeting times and locations are flexible to meet family/ youth needs and availability.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Holding planning meetings on the evenings or on weekends</li> <li>• In locations such as schools, community centers, churches and other settings that may be more familiar and comfortable to families/youth than state or local office buildings.</li> <li>• Work with schools to develop capacity for students to use participation to meet graduation or other school requirements.</li> <li>• Work with JPO to develop capacity for youth to use participation to meet probation obligations including community service.</li> </ul>			
<p>Surveys are conducted to elicit the views of a wide range of families/youth.</p> <p>Tips:</p>			

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<b>Strategy for involving families and youth is currently in place in the county</b>	YES	NO	2009/10 plan will include
<ul style="list-style-type: none"> <li>• Use families and youth to design and edit surveys.</li> <li>• Make sure they are culturally and linguistically accessible</li> <li>• Make sure they are clearly written at a 6<sup>th</sup> grade level.</li> <li>• Provide an option to submit them anonymously.</li> </ul>			
<p>Parents or others who work regularly with families/youth are utilized to conduct focus groups that probe the views of selected groups of parents such as teenage parents, single parents, grandparents raising grandchildren, foster parents, and adoptive parents.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Develop funding that supports the operation of these groups. Direct or in kind, i.e. invite leaders to participate in county trainings.</li> </ul>			
<p>A process is in place to work with family and youth support programs to tap into informal networks such as family support groups or youth advisory councils, for example Independent Living Programs.</p> <p>Tips:</p> <ul style="list-style-type: none"> <li>• Develop process with stakeholders</li> <li>• Commit decisions to writing and make them public</li> </ul>			
<p>A process is in place to work with home-visiting programs, such as Parents As Teachers (PAT) through Family Centers or health clinics to involve families/youth who may be otherwise difficult to reach.</p>			
<p>A process is in place to work with families/youth involved in specific programs, for example Family Group Decision Making or Independent Living Programs, within children and youth, mental health, early intervention, juvenile justice, drug and alcohol, etc to involve families who have benefited from these services.</p>			
<p>Acknowledgment of the contributions of families and youth are done routinely and publicly.</p>			
<p>Experienced facilitators are utilized to conduct sessions for planning group members, administrators, and staff when exploring attitudes and stereotypes about different ethnic, racial and religious groups.</p>			

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<b>Strategy for involving families and youth is currently in place in the county</b>	YES	NO	2009/10 plan will include
Family and youth satisfaction surveys regarding their satisfaction with being actively involved in the ICSP process are routinely conducted.			
County resource mapping is utilized to show what services are available, including family support groups.			
County staff have attended local family support groups to understand the services they offer and to promote integration activities.			
Articles about ICSP as well as meeting times and places are placed in local newspapers.			
Mailings are sent to all school administrators, guidance counselors, and Student Assistance Program representatives to be involved in the ICSP process.			
There is a system in place to routinely follow up after meetings with mailings or phone calls to individuals who were unable to attend meetings for their input.			
There is an assumption that if you generate lots of public participation that you will, by default if nothing else, have people who have a personal stake in seeing things improve.			
There is a uniform note taking/ tracking process in place so that all of the groups and meetings can be Recorded and used to create a concrete plan that incorporates the spectrum of discussions and input and is available and understandable to all participants.			
OTHER:			

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Strategy for involving families and youth is currently in place in the county	YES	NO	2009/10 plan will include
OTHER			

For technical assistance on involving and engaging families / youth contact Angie Logan [anglogan@state.pa.us](mailto:anglogan@state.pa.us) or Sherry Peters at [shepeters@state.pa.us](mailto:shepeters@state.pa.us)

## **APPENDIX F**

### **Strategies for Promoting Cultural Competence among Agencies and Staff**

The following are suggestions for increasing cultural competence with your staff and within your organization. These strategies are important when working with both a diverse staff, and most importantly, when serving a diverse population of children.

- Reinforce the important concept of individual differences. In any cultural group, there exists a great difference between family practices, beliefs, and customs. Avoid the “cookie cutter” approach to cultural competence, which assigns each culture and ethnicity with a separate list of beliefs and behaviors. Substitute an approach which encourages staff to look at, listen to, and learn from each individual family. Responding in a way that reflects families’ particular needs is the true hallmark of cultural competence.
- Ensure that staff members who are not bilingual know and understand at least several basic phrases (e.g. hello, good-bye, thank you) in the language(s) represented by the families on their caseloads. Often families themselves are the best resource in providing these translations. Bookstores, too, may be amenable to donating foreign language resources.
- Create a supportive environment where staff can explore and develop an understanding for all cultures. Create formal partnerships with community organizations and encourage staff to actively engage communities and families in the development of policy, program design, and service delivery.
- If your program utilizes the services of translators, help staff think about how they will establish a relationship and rapport with families (e.g. speaking directly to families instead of to the translator, maintaining eye contact with families while they speak, using body language – nods, smiles – to convey understanding, etc).
- Programs should maintain an updated resource list of trained and qualified interpreters. Consumers, children, adolescents and families are aware of the availability of interpreters through service advertisement efforts.
- Being inclusive to families from different cultures or ethnicities often requires looking at the program with a new set of eyes. Walk around your site and look through your materials. What message is the program sending to families? For example, one leader of a program serving both English and Spanish-speaking families realized that it might be best to hang a banner reading “Bienvenidos” under the site’s existing “Welcome” banner.
- Provide training to staff in the role that culture plays in a child’s development. By understanding how culture may impact our own and other’s perception of what “normal development” or “developmentally appropriate practice” is, staff members become more able to individualize their responses to family’s needs and requests.
- Ensure that all pertinent materials used by the program are available in the home languages of the families served, when possible. Often, university foreign language departments can provide low or no-cost translations.

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- Advocate for the development of cultural competence principles in other groups to which your agency belongs. This advocacy can be included in Request for Proposals and other contracts that place emphasis on the ability of the applicant, contractor, or consultant to demonstrate the capacity and ability to achieve positive results that are culturally competent, linguistically appropriate, and are applicable to the needs of the children, youth and families being served.
- If your agency provides educational and/or recreational opportunities for the community and families they are serving, make sure that they include experiences that are reflective of all cultures or groups. Encourage children, youth and families to share knowledge about the cultural groups to which they belong.
- Be committed to promoting cultural competence. Develop a commitment through staff development and training, hiring, retention, career advancement, performance evaluations, and employee policies that support culturally competent and linguistically appropriate practice.
- Engage community participation by recruiting local citizens as members of advisory teams and task forces.
- Include cultural competence principles in activities for strategic planning, policy development, program design and the service delivery process. Increase the organizational and individual understanding of how the various dimensions of culture impact the children, youth and families that your agency serves and the staff that works with them.

For technical assistance on improving cultural competency contact Angie Logan [anglogan@state.pa.us](mailto:anglogan@state.pa.us) or Sherry Peters at [shepeters@state.pa.us](mailto:shepeters@state.pa.us)

## APPENDIX G

### Integrated Children's Services Tier One Promising Practices Budget Form Instructions

Tier One counties are eligible to request funding for **one, non-recurring** promising practice project that supports the Tiered model (see guideline description pages ##3). All funding requests must be submitted electronically using the attached budget. ICSP funding is to support the county infrastructure and not necessarily for direct services that are more appropriately a Needs Based Budget and Planning or Human Services Development Fund request, though counties may request funds from either source to support service coordination. **If you are requesting funds from NBBP or HSDF please identify that within your narrative**

**Budget Narrative** – all costs must be detailed within the budget narrative. Each cost item must also include an explanation on what other funds are currently supporting the project and how the cost item will be funded after the grant is over.

#### **PART A – detailed explanation of costs**

**Personnel** – costs may be budgeted for either coordinators or consultants. This is a non recurring grant, so you must identify within your narrative how that position will be funded after the project.

**Infrastructure** – costs associated with cross systems training, data collection, evaluations and quality assurance measures must be tied to the Tiered model. Other costs must be approved.

**Operations** – costs associated with operations generally are more appropriately funded through either HSDF or NBBP, occasionally operating costs can be funded through ICSP if they are one-time, non-recurring and are used to support the Tiered model. For example, creating an integrated case management unit would entail start up costs in regards to service and equipment; maintaining or upgrading your county computer network is not an allowable ICSP cost item.

**Other funds** – please detail other funds that will be used to support the project now and in the future. Also detail whether your county requested funds from other Commonwealth sources to support the project.

#### **PART B - Program Design**

- a. Clearly describe the service strategies chosen to be funded under the ICSP grant to support full integration and the tiered model.
- b. Identify the target population, reasons and methods for choosing the target population, service settings, timeline of the phases of the project delivery, and methods for implementation.
- c. Describe the research base or other supporting evidence for the chosen service strategies.
- d. Identify how the funded services will be integrated into the overall vision, mission and the larger scope of the Integrated Children's Services Plan.

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- e. List the various public and private agencies, organizations and individuals (including parents/consumers) who are directly involved in the design, implementation, evaluation and sustainability of the proposed project.
- f. Describe plans for maintaining and monitoring progress including expected results

**\*\*\*\*all promising practices budget requests will need to include at least two outcomes and baseline data as part of the plan. (See Appendix H for details).**

**Appendix G**

**Integrated Children's Services Plan  
 BUDGET FORM**

County ICSP Point of Contact Name \_\_\_\_\_  
 Email address \_\_\_\_\_

BUDGET CATEGORY	% FTE	ANNUAL SALARY or vendor rate	ICSP request	Other funds to support the project currently (your narrative will discuss sustainability for the future)
<b>PERSONNEL (NON RECURRING COST)</b>				
Coordinators				
Consultants				
Benefits (if applicable)				
<b>SUBTOTAL - PERSONNEL</b>				
<b>INFRASTRUCTURE (NON-RECURRING COST)</b>				
Cross Systems Training				
Data and Evaluation				
Quality Assurance Measures				
Other (list all costs included in this line item)				
<b>SUBTOTAL - INFRASTRUCTURE</b>				
<b>OPERATIONS (NON RECURRING COSTS ONLY = SEE DIRECTIONS)</b>				
Communications				
Administration				
Transportation				
Subcontractors				
Service and Office Equipment				
Data Processing Equipment				
Other (list all costs included in this line item)				
<b>SUBTOTAL - OPERATIONS</b>				
<b>TOTAL REQUESTED</b>				

**Budget Narrative**

**APPENDIX H**  
**Integrated Children's Services Plan**  
**Promising Practice Grant Outcome Measures**

Counties must identify two or more outcome measures including baseline data as part of their ICSP plan submission. Tier One counties must choose from the outcomes listed below. Counties must identify the measures and baseline data within their plan submission. If funded, counties will then send their final outcome measures with their last expenditure report. If you are having difficulty with identifying outcomes or gathering baseline data please email Angie Logan at [anglogan@state.pa.us](mailto:anglogan@state.pa.us)

Measures for Common Intake Process

The following measures can be used to track the progress of a county in implementing a common intake process. These measures illustrate how counties are addressing children's needs by referring them for other needed services as appropriate.

- Percent/Number of Children that upon initial contact with one county system are appropriately referred to another county system.
- List point of entries within county prepared to handle a common intake process (i.e. regardless of the point of entry of a child/family, that county agency staff is able to assist the individual without forcing the child/family to make another appointment or arrangement to begin service needs).
- Percent/Number of county human service intake staff who are trained to complete a common intake process for children/families.

Measures for Common Assessments

The following measures can be used to track progress in implementing a common screening or assessment process to see how well the county is doing in identifying the needs of child/families that might draw on the resources/services of any of the other child serving systems in the county.

- Number of services children and families are screened for.
- Percent of Children/Families who come into contact with the county (or receive at least one service) who are appropriately assessed for other services.
- Percent of children assessed in need of another service and receive that service within 30 days.
- Percent of children entering the child welfare system who are assessed for behavioral health needs.
- Percent of children entering the juvenile justice system who are assessed for behavioral health needs.
- Percent/Number of staff trained to complete common assessments.

Measures for Single Case Management

The measures for single case management demonstrate how a county is consolidating case management; either through an identified single person responsible for the case and/or developing a single service plan that includes all of the child/family service needs.

- Percent of children/families who receive services from more than one service area who have a single case manager.
- Percent of children/families who receive services from more than one service area that have a single case plan.
- Percent of service plans that include all the child/families needs and includes input from all system professionals involved with the child/family.

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- Number/Percent of county case managers trained (or available) to manage children/families involved with more than one county system.

Measures for Prevention

Counties that are embarking on prevention efforts may develop outcomes in coordination with the Children's Commission and the ICSP Management Team. If you are requesting funding for integrated prevention, please email Angie Logan [anglogan@state.pa.us](mailto:anglogan@state.pa.us) who can then set up a time to discuss developing outcomes tailored to what the counties are planning in regards to prevention activities.

**APPENDIX I  
 CHECKLIST TOOL FOR PLAN SUBMISSION**

This checklist is provided as a resource to aid counties in submitting the Integrated Children's Service Plan. The application is to be submitted in the order found in the application checklist, double-spaced, each page numbered, in a 12-point font. Electronic Submissions are encouraged this year. Plans are due August 15, 2008.

1. Cover Page (Signature Page)	
2. Table of Contents	
3. Executive Summary (2 pages)	
4. Description of Stakeholder / Family / Youth Input (1 page) a. Description of activities of cross-systems team in the previous year b. The role of family and youth input and engagement and strategies to address cultural competency	
5. Self Assessment of Community Level Indicators (see Appendix A)	
6. Update on Implementation of Integrated Children's Plan (5 pages) a. Description of progress to date on county efforts toward integration in each of the priority areas: <ul style="list-style-type: none"> <li>• Common Screening and Assessment</li> <li>• Centralized Intake / Integrated or Lead Case Manager / Single Service Plan</li> <li>• Integrated Prevention</li> </ul> b. Early successes c. Challenges or Barriers d. Respond to Feedback from the Department of Public Welfare	
7. Notification of intent to submit as Tier One (email notification due June 30)	
8. Planning for Full Integration of Children's Services (Tier One) (10 pages) a. Plan for fully integrated children services b. Timeline	
9. Promising Practices for Incentive Grants (Tier One - optional) A. Project Narrative <ul style="list-style-type: none"> <li>• Project Description</li> <li>• Explanation of how this project advances the county's prior work on integration</li> <li>• Consultants or key personnel</li> <li>• Timeline</li> <li>• Expected results</li> </ul> B. Project Budget and Outcomes (See Appendices G and H)	
<p><u>Appendices:</u>                  Appendix A: Self-Assessment of Community Level Outcome Indicators / County Example and worksheet (To be submitted with Plan)                  Appendix B: Cover Page for Plan (To be submitted with Plan)                  Appendix C: List of Cross-Systems Team Members (To be submitted with Plan)                  Appendix D: Cross-Systems Children Service Values                  Appendix E: Assessment and Strategies for Involving Families / Youth in Planning for Integrating Children's Services (To be submitted with Plan)                  Appendix F: Strategies for Promoting Cultural Competence among Agencies and staff                  Appendix G: ICSP Promising Practices Budget Form Instructions, Budget and narrative                  Appendix H: ICSP Promising Practices Outcome Measures                  Appendix I: Checklist for Submission of Integrated Children's Services Plan</p>	

