

Interagency Steering
Committee
Strategic Plan
2007-2010



July 2008

I. Introduction and Overview

Imperial County has a well-developed systematic approach to bringing service agencies together for effective work across disciplines. The Interagency Steering Committee (ISC) has developed this approach over the past fifteen years. The ISC has worked toward access and integration of services, reduction of red tape and duplication, and improved efficiency in the provision of social and well-being services in all the communities throughout the county. Members of the ISC include department heads from ICOE, Imperial County Sheriff's Office, Imperial County Workforce Development Office, County Administrator's Office, Superior Court, Probation Department, Behavioral Health and Drug and Alcohol Services, District Attorney's Office, Department of Social Services, the Public Health Department, and representatives from the Police Chiefs' Association, Imperial County Judicial System, and the LCC. Members of the LCC include key staff of these agencies and faith-based organizations, businesses, various school districts, students, and local non-profit community based organizations.

ROLE OF THE INTERAGENCY STEERING COMMITTEE: to serve as the umbrella collaborative for public sector agencies serving children and families in Imperial County. Its purposes are:

- To oversee the management of resources as they are developed or modified to help ensure the elimination of duplication and the enhancement of all available resources.
- To guide the Local Coordinating Committee to improve and increase collaboration among all aspects of the valley-wide community.
- To serve as an information and data clearinghouse and monitor reported substance use and related crime among students.
- To provide countywide public sector policy makers a joint forum to address issues and streamline processes.
- To maintain a fiscal strategy planning and decision-making process.
- To develop and maintain a countywide strategic planning process.

ISC Member Roles & Responsibilities

ISC Coordinator

- Develop a strategy to minimize duplication of effort and inefficiencies, and maximize cooperation, coordination and uses of resources
- Ensure that all Coalition activities adhere to and uphold the rigorous standards of the Coalition as mandated by its mission statement and standards of quality
- Serve as administrative staff support for the ISC and LCC
- Manage the linkages with principal coalition around the Coalition's interests
- Facilitate common long-term planning and needs assessments, and provide technical assistance to partner
- Recruit and develop retention strategies for professional positions

- Collect data and prepare reports: application; interim, continuation or final, for funding agencies, county agencies, LCC, and ISC, as needed
- Facilitate data sharing between agencies and the development of data-sharing systems for improved coordination by agencies providing service to the same target population
- Assist partner agencies with grant writing efforts
- Facilitate the design and implementation of a county-wide system of care for children
- Solicit items for agenda from partner agencies

Chair/Co-chairs

- Election of Chair/Co-Chair will be visited annually at the September meeting
- Responsible for facilitating agenda

Each member will:

- Attend all meetings or send delegated representative.
- Provide specific agency status reports on new projects
- Be responsible for bringing information/challenges faced in own agency that can be addressed on a collaborative level.
- Communicate and establish what each member can bring to a project
- Sub-collaborative(s)
 - a. Participate in (1) work group annually to guide development and implementation of an ISC project
 - b. Provide resources

The ISC is focused on the future of families in Imperial County. In order to set forth a mission, the ISC must have a vision for the future in addition to clearly defined values, goals, and initiatives. Therefore in July 2007, members of the ISC representing a variety of partners county-wide accepted the responsibility of drafting a strategic plan to guide the work of the ISC for the next three years.

The strategic planning process involved feedback and discussion with ISC members as well as feedback from the Local Coordinating Committee (LCC). The initial process began in May 2007 with the ISC and consultant, Trish Donahue. The group used a *Goal-Based Planning Approach*: 1) Analyze the strengths and weaknesses of the ISC's operations from an internal perspective. 2) Identify key community issues related to the ISC's work. 3) Identify and prioritize major goals that define what will change, for whom, how and by when.. 4) Based on the analysis and goal-setting, update the vision and mission. 5) Set objectives and develop action plans for projects in the priority goal areas.

Strategic Planning Process:

Discussion: Participants affirmed the general strategic goals identified at the May meeting:

- Prevent and reduce alcohol and other drug abuse,
- Prevent and reduce gang involvement,
- Promote family togetherness,
- Improve child advocacy
- Promote education and higher education.

Since the committee is comprised of different agencies providing several services addressing the areas of need listed above, each agency was asked to provide a list of services pertaining to each goal. This allowed for the group to see the overall gaps in services.

During the July strategic planning session, participants discussed strengths and challenges of the community and included the following information in project planning and goal setting:

- Imperial County's population and economy are growing and diversifying.
- People moving in are driving population growth as much as births are.
- There are more services and more collaborative services than ever before.
- The border location is an asset in that it makes Imperial County a key transportation route for goods and a liability because of smuggling of people and drugs.
- The border location is unique in the U.S. All other border counties are either urban areas of the U.S. bordering cities in Mexico or are rural on both sides of the border. Rural Imperial County borders the large city of Mexicali. The County has the characteristics both of a rural area and of a suburban area affected by urban problems.
- The border location means that in Imperial County, unlike in other California counties, there are probably more U.S. citizens using health care in Mexico than there are non-citizens using health care in the County. This makes it difficult to accurately assess the health status of County residents.

Members discussed community demographics highlighting ethnicity and poverty. The child population is roughly 85% Hispanic and the adult population is about 75% Hispanic. The Korean population is rapidly growing. The numbers and percentage of residents receiving public benefits are huge. 47,990 residents (or 29.66% of the population) receive benefits from Department of Social Services-administered programs, creating a \$183 million impact on the local economy. Undocumented immigrants have a significant impact on all aspects of the community. The undocumented population and its impact are unique because many undocumented people are transient and passing through Imperial County on their ways further north and another large group of undocumented persons cross the border daily to travel to work, such as jobs in the hospitality industry in Palm Springs.

Additional discussion and planning included sustaining and expanding membership. The ISC agreed members should feel the goals of the ISC are clear and have the focus of the majority of the committee in mind. The ISC agreed to revisit expansion of membership once specific implementation strategies have been outlined and indicate a need for members not currently at the table. Possible new members include members from local

hospitals, as well as possible member representatives of faith based organizations and the Quechan Tribe.

I. Vision

The vision of the ISC is to provide a system of organizations, agencies, and institutions working together to ensure all children, youth, young adults, and families in Imperial County have access to the services, supports, and opportunities they need to live, learn, and thrive.

II. Mission

It is the mission of the ISC to initiate and sustain collaborative efforts to continuously improve the effectiveness and accessibility of services, supports, and opportunities for Imperial County children, youth, young adults, and families by sharing ideas, resources, and foster partnerships to promote healthy growth, learning, and development.

III. Goals and Objectives

Due to the diverse make up of ISC, the committee focuses on common values and trends seen as areas of need in the community of Imperial County. Through this process, the ISC discussed and agreed upon the following as priorities:

1. Alcohol and Other Drug Abuse

Goal: to prevent and reduce alcohol and other drug abuse amongst youth

Activities may include:

- work amongst individual agencies to identify alcohol and drug related issues effecting the population served and contribute to discussion and development of strategies and implementation for community-wide problem solving
- education through school presentations, local conferences and trainings, and media campaigns about effects of alcohol consumption on brain development
- work with local city councils, law enforcement, and City Attorney's Offices towards the adoption and enforcement of city Social Host Ordinance
- collection of data through the California Health Kids Surveys to understand and analyze alcohol and other drug use amongst youth in Imperial County
- collaboration with San Diego County on a community methamphetamine assessment to collect baseline data to understand and observe trends in Imperial and San Diego Counties with regard to methamphetamine use
- disburse information and resources regarding prevention and treatment services available at Family Resource Centers county-wide

2. Gang activity and involvement

Goal: to prevent and reduce gang involvement amongst youth

Activities may include:

- work amongst individual agencies to identify gang related issues effecting the population served and contribute to discussion and development of strategies and implementation for community-wide problem solving
- education through school presentations, local conferences, and trainings
- parent education through various parenting classes
- provide alternative programs focusing on community clean up involving at risk youth , or youth known to be in or associated with gangs
- provide career development, work experience, or vocational training programs to at risk youth or youth known to be in or associated with gangs in attempt to teach them alternative choices to becoming involved in gangs and crime associated with gang involvement
- disburse information and resources for parents and youth regarding alternatives to gang involvement at Family Resource Centers county-wide

3. Career Technical Education and Higher Education

Goal (a): to promote career technical education and higher education

Activities may include:

- educate school staff and parents regarding opportunities local and abroad regarding higher education
- engagement into current programs promoting higher education such as GEAR UP
- continued outreach at schools and to parent organizations from Imperial Valley College and San Diego State University, East Campus
- disburse information about higher education opportunities at Family Resource Centers county-wide

Goal (b): to promote continuing education for current staff

Activities may include:

- each agency provide information to staff to promote continuation of education and provide adequate opportunity for advancement within for those furthering their education
- utilize collaborative events and meetings to disburse information regarding continuing education opportunities

4. Advocacy for abused children

Goal: to expand and support local resources for abused children and provide familial support services

Activities may include:

- work amongst individual agencies to identify family violence related issues effecting the population served and contribute to discussion and development of strategies and implementation for community-wide problem solving
- educate staff and the community about family violence and local resources through local conferences and trainings provided by various agencies working with victims of family violence and law enforcement
- work in collaboration with courts, Department of Social Services, Center for Family Solutions, CASA, District Attorney's Office, Victim Witness, Probation, and other partners towards the development of a Family Justice Center to incorporate child advocacy services
- disburse information about victim support services at Family Resource Centers county-wide

5. Prevention and intervention support to schools

Goal: to increase supportive intervention and prevention services to schools with regard to behavioral issues

Activities may include:

- probation will continue to support schools with School Resource Officers
- partners involved in SARB process will continue to support and improve upon the process
- plan for Truancy/Curfew ordinance
- truancy program to include designated District Attorney for prosecution of parents in violation of truancy laws

IV. Evaluation

Goal (1): to prevent and reduce alcohol and other drug abuse amongst youth

A. Continue bi-annual administration of California Healthy Kids Survey (CHKS) which focuses on Alcohol, Tobacco, and Marijuana and measures the following:

- Perception of risk
- Perception of Parental Disapproval
- Average age of onset
- Past 30-Day use

B. Extract and analyze data from Imperial Valley College (IVC) Student Survey

- Survey to capture Alcohol and Other Drug abuse

- Survey will provide data for age range above the school aged students captured in the CHKS
- C. Create and conduct community methamphetamine assessment in order to have data to reflect the issue in Imperial County

Goal (2): to prevent and reduce gang involvement amongst youth

- A. **Annual** analysis of data collected for Project ECKO – Center for Family Solutions
- B. **Annual** analysis of data collected for Project Puente - IVROP

Goal (3a): to promote career technical education and higher education

- A. **Annual** analysis of college bound graduate data reported from local high schools
- B. **Annual** analysis of admissions data from Imperial Valley College
- C. **Annual** analysis of admissions data from San Diego State University, East Campus

Goal (3b): to promote continuing education for current staff

- A. **Annual** analysis of data collected from each agency regarding staff development and continuing education
- B. **Annual** analysis of admissions data from Imperial Valley College
- C. **Annual** analysis of admissions data from San Diego State University, East Campus

Goal (4): to expand and support local resources for abused children and provide familial support services

- A. Pre and post surveys from victims of domestic violence and crime on a **quarterly basis**
- B. Analysis of data collected from local and county law enforcement agencies on a **quarterly basis**
- C. Analysis of court data **quarterly**

Goal (5): to increase supportive intervention and prevention services to schools with regard to behavioral issues

- A. **Annual** SARB information
- B. **Annual** analysis of data from schools on truancy and other behavioral issues