

**LINC COMMISSION MEETING
JANUARY 28, 1994**

AGENDA

8:30 INTRODUCTION/WELCOME

8:45 EXECUTIVE DIRECTOR REPORT

9:15 21ST CENTURY COMMUNITIES PLAN

9:45 SCHOOL-BASED HEALTH CENTERS PLAN/MEDICAID REFORM

10:15 BREAK

10:30 SERVICE DELIVERY PROTOTYPE PLAN

11:00 HOUSING AUTHORITY UPDATE

11:15 POINTS OF LIGHT ANNOUNCEMENT

11:30 NEXT STEPS

11:45 ADJOURN

1	MINUTES
2	O P E R A T I N G PROCEDURES
3	EXECUTIVE DIRECTOR REPORT
4	COMMITTEE UPDATES
5	PLANS
6	COMMITTEE ROSTERS
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LOCAL INVESTMENT COMMISSION

Minutes of the Meeting of December 20, 1993

A meeting of the LINC Commission was called to order by its Chairman, Bert Berkley, on December 20th pursuant to notice duly given. Understanding that the Commission is operating under immunity provided by state law, the following LINC Commission members were present:

Bert Berkley
Jack Craft
Adele Hall
Rosemary Lowe
Bob Rogers
Landon Rowland

Velda Cook
SuEllen Fried
Judy Hunt
John Palmer
Paul Rojas
Barry Wilkinson

Other guests present by invitation were:

Gayle Hobbs, Executive Director
Marty Blank, IEL

Paula Cardello, Deputy Coordinator
Mary Wise, Assistant

The Chairman welcomed all in attendance then asked for approval of the minutes of the previous meeting. On motion made and seconded, the minutes of the last LINC meeting of November 19, 1993, were approved as submitted.

Mr. Berkley presiding as Chairman appointed Landon H. Rowland as Secretary.

The Secretary was called on to review the operating procedures presented for approval today. The Secretary referred to the form of operating procedures distributed to Commission members and prior Commission discussion of earlier drafts of such procedures before review by lawyers with the State of Missouri. The form to be considered and approved today included changes made by state attorneys that this form include procedures to ensure that the Commission work was covered by state granted immunity and that these procedures served as the by-laws of LINC. After questions and discussion, on motion made and seconded, the operating procedures were unanimously approved.

The Executive Director reviewed with the Commission the draft document "Refining LINC's Role, Function and Operations". An outline of that review is attached to these minutes.

There being no further business, the Chairman announced that the meeting was adjourned.

INTRODUCTION

- KEY ACCOMPLISHMENTS
 - 270 CITIZENS IN SERVICE DELIVERY REFORM PLANNING
 - CROSS-AGENCY DSS LEADERSHIP GROUP
 - NATIONAL CHILD WELFARE PLAN RECOMMENDS LINC AS VEHICLE FOR ACCOUNTABILITY
 - SCHOOL BASED HEALTH CLINICS OPEN
 - STRATEGIC PLAN FOR 21ST CENTURY
 - LINC VEHICLE FOR CROSS-SECTOR COORDINATION
- KEY PLAYER IN SOCIAL WELFARE REFORM/CONVENER/FACILITATOR OF BROAD COMMUNITY PLANNING
- UNIQUE POSITION TO REFORM FROM INSIDE AND OUTSIDE SIMULTANEOUSLY

LINC'S ROLES

- DEFINE AND MEASURE OUTCOMES
- DEVELOP EFFECTIVE SERVICES
 - PROACTIVE VS. REACTIVE
 - STANDARDS OF QUALITY
- UTILIZE RESOURCES CREATIVELY
 - PUBLIC AND PRIVATE
 - MOBILIZE RESOURCES
- CREATE INFRASTRUCTURE
 - SYSTEM INTEGRATION
 - MANAGEMENT INFORMATION SYSTEM
 - STAFF AND LEADERSHIP DEVELOPMENT STRATEGY
- INFLUENCE (IMPROVE) DSS OPERATIONS
 - REMOVE BARRIERS IN:
 - LAWS, REGULATIONS AND POLICIES
 - CONTRACTS/GRANTS
 - PERSONNEL POLICIES AND PRACTICES
- BUDGET DEVELOPMENT
- TRAINING PLAN
- BUILD COMMUNITY SUPPORT
 - LEGISLATORS
 - POLICY MAKERS
 - COMMUNITY

GOVERNANCE

<u>IS</u>	<u>IS NOT</u>
OVERSIGHT/ACCOUNTABILITY	MANAGEMENT
OUTCOME/REFORM FOCUSED	"ADMINISTRATIVE"
COLLABORATIVE	HIERARCHICAL

CONSOLIDATION

- DEFINE 1994 GOALS: FOCUS ON OUTCOMES
 - CHILDREN'S SERVICES REFORM
 - SCHOOL-BASED HEALTH CENTERS & SERVICE DELIVERY PROTOTYPES
 - 21ST CENTURY COMMUNITIES
 - RESOURCE DEVELOPMENT INCLUDING EQUIPMENT, TRAINING AND SERVICES
 - WELFARE REFORM ADVOCACY
 - CROSS-AGENCY COLLABORATION/PLANNING WITH DSS LEADERSHIP GROUP
 - COMMUNICATIONS STRATEGY
- 3-5 YEAR PLAN
- REDEFINE COMMITTEE STRUCTURE
- CLARIFY RELATIONSHIP WITH FIT/CARING COMMUNITIES

DSS LEADERSHIP GROUP

- FIVE TOP GOAL AREAS:
 - CONGRUENT SYSTEM PHILOSOPHY
 - SYSTEM INTEGRATION AND COLLABORATION
 - TRAINING AND DEVELOPMENT
 - DEFINED GOALS/OUTCOMES/EVALUATION PROCESSES
 - ONGOING PLANNING/COORDINATION
- POSSIBLE FUNDING PRIORITIES:
 - TRAINING/EDUCATION
 - PROTOTYPE
 - EQUIPMENT
 - MIS SYSTEM
 - NEWSLETTER

TOOLS

- SETTING OUTCOMES
- JOINT HIRING OF LOCAL DSS DIRECTOR
- INVOLVEMENT IN HIRING OF LOCAL DSS LEADERSHIP
- DEFINING REPORTING MECHANISMS
- FACILITATION AND NEGOTIATION

NEXT STEPS

- BEGIN HIRING PROCESS - LOCAL DSS DIRECTOR
- SUBMIT PLANS/TIMETABLES:
 - 21ST CENTURY COMMUNITIES
 - SCHOOL-BASED HEALTH CENTERS
 - RELATIONSHIP WITH FIT/CARING COMMUNITIES
- DEVELOP FUNDING PROPOSALS
- CLARIFY ROLE WITH STATE
- DEVELOP LINC OPERATIONAL PLAN/TIMETABLES
- DEVELOP OUTCOMES STRATEGY

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Local Investment Commission **Operating Procedures**

Mission & Purpose

The Department of Social Services Local Investment Commission (LINC) is a collaborative group of business and civic leaders, social service professionals, service participants, and private citizens who oversee the reform of the social service delivery system in Kansas City, Missouri.

LINC's mission is to provide leadership and influence to engage the Kansas City community in creating the best system to support and strengthen children, families, and individuals, holding that system accountable, and changing public attitudes towards the system.

LINC Authority

The state social services director may enforce LINC's recommendations. Consistent with federal and state requirements, the director shall retain ultimate authority to regulate departmental funds available to the commission.

Composition

The commission will be composed of a broad and inclusive group of twenty-three (23) lay persons. The commission shall include business and civic leaders, community and neighborhood representatives, participants of service, and involved citizens.

Commission members shall be appointed by the director of the Department of Social Services.

There shall be no appointments based on political party.

Commission members shall serve no more than three (3) renewable three-year terms.

Commission members may resign from the commission by submitting notice of their resignation to the LINC chairperson.

A list of nominees will be provided by the commission's operations committee to the director of the Department of Social Services to fill any vacancies which exist.

Conflict of Interest

No member of the commission shall have a conflict of interest, receive a preference, or exceed their authority.

Operations Committee

The commission chairperson shall appoint an Operations Committee to oversee the overall operations of the commission including scheduling of meetings, agenda planning, nomination of members, and addressing general operational issues.

LINC Operating Procedures

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Professional Cabinet

A professional cabinet of local, state, and federal officials and professionals from not-for-profit agencies involved in social services shall provide technical assistance and expertise to the commission.

The professional cabinet members shall be appointed by the commission chairperson.

Officers & Duties

The commission shall elect one (1) chairperson and the chairperson shall select three (3) commission vice-chairs and a commission secretary.

The chairperson shall preside over commission meetings and operations committee meetings.

The vice-chairs shall fill the duties of the chairperson in his or her absence and may be called upon to fulfill other leadership duties as determined by the chairperson.

LINC Staff

An executive director, employed by the Department of Social Services, shall be assigned to the commission. The executive director shall designate other employees of the Department of the Department of Social Services to serve as staff persons to the commission and its committees.

Adhoc Committees

The commission chairperson and advisory committee have the authority to establish adhoc committees to address specific concerns and projects of the commission.

Adhoc committees may also be established through proposals submitted to and approved by a majority vote of the commission.

Standing Committees

The commission shall establish working committees focusing on the following areas: Aging, Business and Economic Development, Children and Families, Health Care, Housing and Safety, School-Linked Services, and Welfare Reform.

The commission chairperson shall appoint co-chairs for each committee who preside over the committee's efforts.

Committee co-chairs shall be responsible for appointing committee members to serve on the LINC committee over which they preside.

Committee composition shall include lay persons who have demonstrated interest in the committee's area of focus, community and neighborhood representatives, participants of service, and professionals who possess technical expertise in the given area.

LINC Operating Procedures

Page 3

Committee co-chairs shall have the authority to establish subcommittees to address specific issues and projects which fall under the purview of their committee.

LINC Structure

The commission shall establish a vision, mission, and guiding principles which will guide the efforts of the commission, committees, and adhoc groups in their efforts to reform the social service delivery system.

The commission will review proposals which are submitted in order to ensure they are consistent with the organization's guiding principles, make decisions regarding a course of action, and determine the level of commission support and involvement warranted.

The commission will establish general parameters which establish the scope and inter-relatedness, and prevent duplicative efforts of the committees.

The commission will develop strategies for dealing with cross-cutting issues which overlap the designated committee areas.

The commission shall establish expected outcomes which can be used to measure improvements in the social service delivery system.

The commission shall be responsible for developing ongoing training and development activities to ensure the commission is knowledgeable regarding the matters presented to it.

Commission members shall serve as the liaison to a designated committee and will work in conjunction with the committee co-chairs to represent the commission's perspective to the committee, communicate the committee's feedback and needs to the commission, ensure continuity of the committee's efforts with the other LINC committees, and support the efforts of the committee.

Procedure for Submitting Proposals

All proposals for funding, service delivery changes, and requests for action on the part of the commission shall follow the following process:

- 1) Proposal is submitted to the LINC office and reviewed by the appropriate staff,
- 2) The proposal is referred to the designated committee for review,
- 3) The committee completes the necessary research to ensure a comprehensive and thorough assessment of the proposal is completed,
- 4) The committee prepares a recommendation regarding the proposal, and
- 5) The proposal and recommendation is submitted to the commission, if appropriate.

Meetings/Minutes

The commission shall be responsible for scheduling a minimum of nine (9) commission meetings per calendar year. Notice of all commission meetings shall be given in advance of the scheduled meeting.

Special meetings may be called by the commission chairperson as long as reasonable efforts are made to notify all commissioners prior to the meeting.

Meeting minutes are to be approved by the commission during a regular meeting, prior to being entered as a permanent record of the proceedings.

Proposed agenda items for commission meetings shall be submitted to the LINC office in advance of the commission meeting. The commission chairperson and operations committee shall make the final decisions on agenda items.

Confidentiality

Each member of the LINC organization may have access to information and records which are confidential. It is the responsibility of each person to maintain security of records and assure the confidentiality of information within their control. Records and information shall only be released to authorized agencies or individuals as provided for by law or with written consent.

Decision-Making

In order for a vote to be taken, a quorum of commissioners must be present at the meeting. A quorum is defined as a majority of the voting members. Commission decisions shall be made by a majority vote of the commissioners present at the commission meeting.

The commissioners are the only members who are eligible to vote on matters before the commission.

Roberts Rules of Order, Revised, will serve as the primary guide for review of proposals and other matters before the commission.

Community Involvement

The commission shall establish ongoing communication strategies to ensure LINC information is regularly communicated to the neighborhoods and the community at large, that regular feedback is received, and that participants of service are an active part of the LINC decision-making process.

The commission shall establish mechanisms to ensure that community concerns are communicated to the LINC office in order that they can be addressed in a timely and thorough manner.

LINC Operations Plan

The commission will establish an operations plan which will set a general direction, action plan, and expected outcomes for the commission's efforts.

The operations plan will be reviewed on at least an annual basis to ensure that it continues to reflect the needs and priorities of the community.

Revisions to the Operating Procedures

Any revision or change in the operating procedures of the commission requires a proposal and subsequent motion be submitted to the commission. All changes in the operating procedures require a majority vote of the commissioners as a whole.

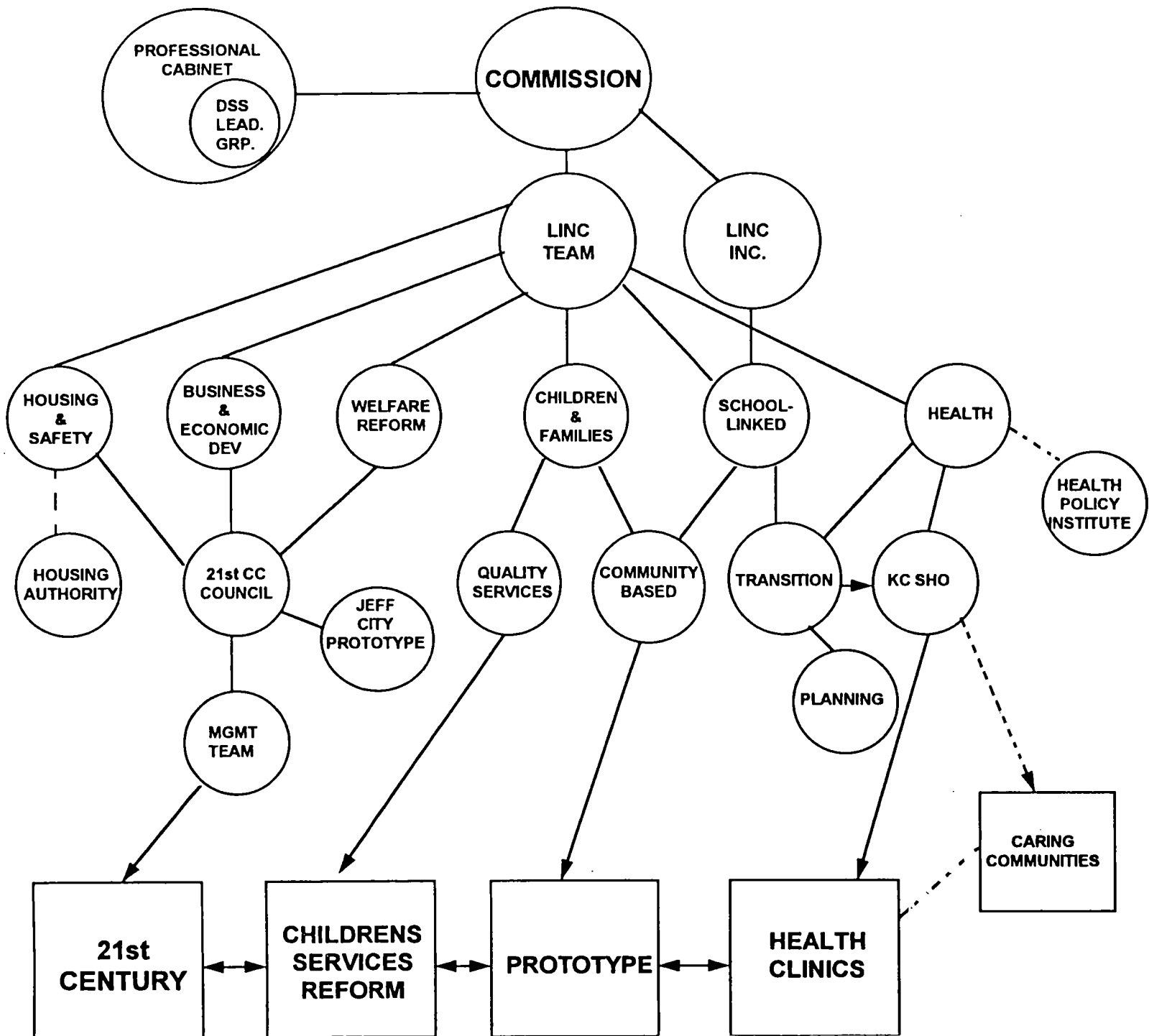
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- o DEVELOP EFFECTIVE SERVICES**
 - o PROACTIVE VS. REACTIVE**
 - o STANDARDS OF QUALITY**
- o UTILIZE RESOURCES CREATIVELY**
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 - o MANAGEMENT INFORMATION SYSTEM**
 - o STAFF AND LEADERSHIP DEVELOPMENT STRATEGY**

- o **INFLUENCE (IMPROVE) DSS OPERATIONS**

- o **REMOVE BARRIERS IN:**

- o **LAWS, REGULATIONS AND POLICIES**

- o **CONTRACTS/GRANTS**

- o **PERSONNEL POLICIES AND PRACTICES**

- o **BUDGET DEVELOPMENT**

- o **TRAINING PLAN**

- o **BUILD COMMUNITY SUPPORT**

- o **LEGISLATORS**

- o **POLICY MAKERS**

- o **COMMUNITY**

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- o FACILITATION AND NEGOTIATION**

CONSOLIDATION

- o DEFINE 1994 GOALS: FOCUS ON OUTCOMES**
 - o CHILDREN'S SERVICES REFORM**
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- o CLARIFY RELATIONSHIP WITH FIT/CARING COMMUNITIES**

NEXT STEPS

- o **ACTIVATE PROFESSIONAL CABINET**
 - o **ROLE/DIRECTION**
- o **ESTABLISH GOVERNANCE**
 - o **LOCAL DIRECTOR PROPOSAL**
 - o **OUTCOMES TRAINING/DEFINE OUTCOMES**
 - o **DEFINE REPORTING MECHANISMS**
- o **COORDINATE FIT/LINC OPERATIONS**
- o **MOBILIZE AGING COMMITTEE**
 - o **SCOPE**
 - o **GOAL AREAS**
- o **CONNECT INITIATIVES**
 - o **HOUSING & SAFETY COMMITTEE**
 - o **HOUSING AUTHORITY**
 - o **KANSAS CITY NEIGHBORHOOD ALLIANCE**
- o **FINALIZE PLANS**
 - o **KAUFFMAN FOUNDATION SUPPORT**
 - o **DSS TRAINING INITIATIVE**
- o **MOVE FORWARD ON COMMITTEE PLANS**

REFINING LINC'S ROLE, FUNCTION AND OPERATIONS

Recommendations compiled from the:

DSS Leadership Group
National Panel Report
School-Based Health Clinic Transition Team
Marty Blank, IEL
LINC Committees
LINC Team

Approved: December 20, 1993

REFINING LINC'S ROLE, FUNCTION AND OPERATIONS

INTRODUCTION

The Local Investment Commission in Kansas City has made significant strides during its first year of work in defining itself as the community governance vehicle for all services to children and families in Kansas City. Among LINC's key accomplishments are:

1. the involvement of more than 270 citizens in service delivery reform planning activities through LINC's Commission and Committee structure;
2. development of a local cross-agency DSS leadership group charged with planning, coordination, and implementation of an interagency service delivery system;
3. support to the national child welfare panel whose recommendations establish LINC as the vehicle for ensuring the accountability of the child welfare system in Kansas City;
4. negotiation of a strategy to keep open existing school based health clinics and a new set of relationships and structure for the delivery of school-based health services in Kansas City, which would include new clinics;
5. the formulation of a strategic plan for the 21st century neighborhood revitalization and welfare reform initiative;
6. increase of community recognition of LINC as a vehicle for cross-sector coordination.

Perhaps most importantly, LINC is recognized within Kansas City as a key player in the social welfare reform arena and as convener and facilitator of broad community planning.

Like any collaborative endeavor that is pursuing a process of continuous improvement, LINC must continuously clarify its purpose and mission and renegotiate its relationship with other key organizations and institutions. This is the juncture that LINC has now reached as it seeks to define more specifically its role, define the "reporting" relationships between LINC and the Department of Social Services, and move toward consolidation and definition of specific goals for the next year.

It is important to recognize the unique role of LINC as a state chartered institution. LINC is an effort of the State Department of Social Services--an effort by DSS to reform itself by creating a citizen commission that will challenge, push and drive the agency to deliver services to families in the most effective manner possible, while simultaneously helping to generate new support and assistance for the Department. LINC is in the unique position of endeavoring to reform the DSS operations from inside and outside simultaneously. This creates inherent tension for all of the parties involved. This "creative tension" inherent in the LINC structure necessitates a commitment by the people and organizations involved to create the mechanisms through which they can constantly reassess how well they are working together toward their shared vision.

LINC ROLES

The Local Investment Commission in Kansas City is playing the following key roles:

1. Establishing an outcomes-based accountability system.

- Through a collaborative process with the Department at the local and state level, define outcome measures for individuals, children and families in Kansas City.
- Institute a system for holding public, private and community agencies accountable for achieving those outcomes.

2. Developing a system of more effective services for individuals, children and families.

- Work with public, private and community agencies to develop systems of primary, preventive, family supportive, and early intervention services that will provide support to the developmental needs of children, families and individuals, rather than crisis-oriented services.
- Ensure that the services offered by the Department of Social Services in Kansas City meet high standards of quality and effectiveness, consistent with the vision and guiding principles of LINC.

3. Developing a strategy for creative use of community resources (financial, physical and human), deliver more effective services, and achieve better outcomes for individuals, children and families.

- Ensure that public resources available through the State Department of Social Services and other state agencies are used as flexibly and creatively as possible to support a primary and preventive services approach.
- Mobilize private and community resources to help fill gaps in public sector support for children and families.

4. Supporting public, private and community agencies in creating an infrastructure that will support and strengthen an accountable primary and prevention oriented service delivery system.

- Support efforts of system integration and collaboration between local DSS entities (i.e. one stop shopping, interagency training, etc.)
- Support the development of automated data systems (for management information, eligibility determination, and sharing assessment and other family data) to undergird an outcomes-based accountability system;

- Support creation of a staff and leadership development strategy so all stakeholders in the systems are ready and able to operate in new ways.

5. Influencing key aspects of DSS operations including: policies, rules and practices; purchase of services through grants and contracts; personnel policies; budget; and training.

- Work to change laws, regulations and policies of DSS, other state agencies and private and community agencies which create barriers to more effective service delivery.
- Ensure that the proposed terms and conditions of DSS grants and contracts for the purchase of services in Kansas City are consistent with LINC operating principles, intended outcomes and service delivery reform strategy.
- Work to change DSS personnel policies and practices to facilitate accountability, rationality, incentives, and the creation of a more effective service delivery system.
- Participate in the hiring of departmental personnel in two categories
 - the local DSS Director position in Kansas City where the Commission will have joint hiring responsibility with the Director of the Department; and
 - Directors of major local DSS divisions where the Commission may propose candidates and will participate in interviews of candidates and make recommendation to the Department Director for action.
- Participate in the DSS budget development process so that DSS resource allocation choices relative to existing or new funds are made with community input and consistent with LINC's reforms strategy.
- Effect the necessary cultural changes in local DSS agencies by supporting the development of a comprehensive training plan.

6. Building community support for more effective support and services for individuals, children and families.

- Educate local, state and national legislators and policy makers on the needs of families, children and individuals and LINC's activities in meeting these needs.
- Educate the community in the needs of individuals,

children and families, and involve it in all facets of the planning and implementation of LINC's activities in meeting these needs.

- Keep community partners informed of the outcomes and how well we are doing to achieve those outcomes.

GOVERNANCE

The term "reporting" connotes a management function for LINC within the DSS system. Such a management function appears inconsistent with the roles that have been defined for LINC. Performing a management function would diminish LINC's focus on building and maintaining an outcomes-based accountability focus for its work, potentially bogging the commission down in "administrativia".

At the same time, experiences to date suggest that a much sharper definition must be given to the ways in which LINC influences change with the Department of Social Services system. To that end the following approach is proposed:

1. A new Director of Social Services in Kansas City would be accountable for "reporting" to the Commission the progress the Department is making toward specific outcomes and service delivery reform objectives that the Commission establishes.
2. That a mechanism be created for regular and formal dialogue about the LINC initiative in Kansas City with the Directors of the major divisions, key Department staff, of the Department of Social Services.
 - key commission members, LINC staff, the local DSS Directors and DSS division directors should engage in a process designed to achieve clearer mutual understanding of the vision, mission, operating principles, and role of LINC;
 - procedures should be established for regular dialogue among LINC staff, the local DSS Director, and state level DSS staff to review progress and raise and resolve issues of mutual concern.

CONSOLIDATION OF LINC'S ROLE/OPERATIONS

After a year of operation the Commission should move to consolidate its gains and chart a clear course for the next one to five years. More specifically:

1. The Commission should define specific objectives for 1994 that link the specific roles referenced above to its own work and the work of its operating committees. Hard choices will have to be made in deciding what can realistically be accomplished. The LINC staff team would recommend the following as priority areas of focus:

- **Children's Services Reform**
- **School-Based Health Centers & Service Delivery Prototypes**
- **21st Century Communities**
- **Resource Development Including equipment, training, and services**
- **Welfare Reform Advocacy**
- **Cross-Agency Collaboration/Planning with DSS Leadership Group**

In each of these areas we will begin with a focus on outcomes. We recommend use of a national expert for this process. During the next 3 months the LINC staff will work to develop operational tasks, timetables etc.

2. The Commission should define longer range goals perhaps over a three and then a five year period. Defining outcomes might be accomplished incrementally over time. First for DFS, then for other parts of DSS, and then across all systems.
3. The LINC Team anticipates the need to consolidate and redefine committee structures in order to support the areas of focus, goals, and objectives of the Commission (i.e. possibly combining of the Housing & Safety and Business & Economic Development committees to focus on the implementation of 21st Century Communities as one of the Commission's priorities, combining of the Children & Families and School-Linked Services committees in order to develop a school-based/linked integrated service delivery prototype).
4. The Commission should clarify its role in relationship to the state-level Family Investment Trust. Conceptually, we see the Family Investment Trust as a vehicle for helping LINC to facilitate some of the changes in policy and financing at the state-level that are necessary for it to achieve its goals, while LINC provides a vehicle for implementation of the goals and objectives of FIT. This means that LINC and FIT should be working collaboratively on the process of systems reform.

More specifically, Caring Communities, a key FIT activity, represents a prototype for the kind of primary and preventive services approach that LINC is pursuing. This suggests that the design and development of the Caring Communities Program in Kansas City should be a collaborative effort of LINC and FIT, thus enabling LINC to be involved with the Caring Communities strategy, and FIT to access the community capacity which LINC offers.

The relationship between LINC and FIT should be negotiated by members of the Commission, FIT board members, and LINC and FIT staff. In the process of these negotiations, the use of LINC as the vehicle for cross-agency reform and the vehicle through which all FIT activity in Kansas City is pursued should be discussed.

LOCAL DSS LEADERSHIP GROUP RECOMMENDATIONS

The local DSS Leadership Group has been meeting for the past year to develop cooperative working relationships and planning the long-term goal of an integrated service delivery system in Kansas City.

The group identified and prioritized five (5) top goal areas:

1. **Developing congruent system philosophy**
2. **Developing methods for system integration and collaboration**
3. **Developing training and development plan**
4. **Creating defined goals, outcomes and evaluation processes**
5. **Doing ongoing planning and coordination**

From these goal areas the DSS Leadership Group identified possible immediate funding priorities:

1. **TRAINING/EDUCATION** - Provide an internal and external comprehensive interagency training and education plan focused on both leadership development and cultural changes in the local DSS agencies.
2. **PROTOTYPE** - An interagency neighborhood-based prototype (e.g. Family Resource Center). This would use existing resources and provide evaluation information for the planning of the implementation of an integrated service delivery system (i.e. coordinating the goals of KC- SHO, 21st Century Communities, Children & Families Committee, Caring Communities and the DSS Leadership Group).
3. **EQUIPMENT** - Immediate acquisition of equipment (i.e. computers, fax machines, copiers, telephone systems) that assist in the efficiency and effectiveness of staff. Also, development of a long-term plan for equipment needs.
4. **MIS SYSTEM** - Development of a shared Management Information System for a common eligibility system, access of information not only among DSS agencies but other service agencies as well (i.e. JTPA, ABE, Child Care etc).
5. **NEWSLETTER** - Local DSS/LINC newsletter to reflect activities, plans and outcomes of local collaborative efforts. This would also be used to facilitate cross-agency information sharing and community-wide input.

Through the commission's planning process a long-term funding plan will be developed. This will be in cooperation with the DSS Leadership Group, State DSS, National Panel recommendations and committee objectives.

Recommendations compiled from the:

DSS Leadership Group
National Panel Report
School-Based Clinic Transition Team
Marty Blank, IEL
LINC Committees
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Business/Economic Development Committee Update

Since the last Commission meeting, the Business/Economic Development Committee has achieved the following outcomes:

Completed a draft Business Contract to be reviewed by the State and other 21st Century Committees.

The Financial, and Human Incentives subgroups have developed recommendations for 21st Century Support staff. These sub groups have also outlined the initial components of a recruitment package.

Next steps:

Finalize the Business Contract, resolve the issues around method of payment and business reimbursement, and continue development of the recruitment package.

Housing and Safety Committee Update

Since the last Commission meeting, the Housing & Safety Committee has addressed defining their roles and goal areas.

Next steps:

Develop strategies for appropriate connections to others organizations working on housing and safety issues, such as the Housing Authority and Kansas City Neighborhood Alliance.

Welfare Reform Committee Update

Since the last Commission meeting the Welfare Reform Committee has achieved the following outcomes:

Spearheaded the planning and completion of the Shorebank "Seminar on Neighborhood Revitalization and Home-Grown Businesses".

Formed an ad hoc group along with Heart of America United Way and Greater Kansas City Chamber of Commerce to develop strategies for state welfare reform advocacy.

The national Work Group on Welfare Reform contacted our Committee and we have responded with a description of our welfare reform efforts.

Next Steps:

21st Century work group will develop recommendations for tasks outlined in 21st Century Work plan.

Continue steps in advocacy plan.

Develop recommendations based on FUTURES evaluation.

Children & Families Committee Update

Since the last Commission meeting, the Children & Families Committee has achieved the following outcomes:

Reorganized the committee around the goal areas of 1) Quality Service Delivery System and 2) Community Based/Family Focused Services.

Begun the process of consolidating Community Based/Family Focused goals with the School-Linked Committee goals towards developing a community based prototype.

Initiated steps towards moving the National Panel recommendations forward to build a quality child welfare system.

Worked with DSS/DFS to clarify issues and remove barriers in regard to state payments for services provided by Cradles & Crayons, Specialized Day Care.

Next steps:

Present final draft of the National Panel Report and the Foster/Adoptive Parent Recruitment Proposal to the Commission in February.

Coordinate a Community Forum to bring the final National Panel recommendations to the community.

Consolidate Community Based/Family Focused subgroup with School Linked Committee subgroup.

Health Care Committee Update

Since the last Commission meeting, the Health Care Committee has achieved the following outcomes:

Established a SBHC Planning Group to develop proposals for the service delivery design of the school-based health centers, administration of the centers, and integration into the health care system.

Developed an implementation plan for the opening of 10 elementary school-based health centers in conjunction with the National Health/Education Consortium's national demonstration project.

Developed a plan to serve as the coordinating entity for the Health Policy Institute to assist the Kansas City community in the implementation of House Bill 564.

Next Steps:

Implementation of SBHC Action Plans.

Complete site visits to community health centers and collection of consumer and front-line health worker input regarding the health care system.

Develop proposal for improvement of the Medicaid system in Kansas City and improved health outcomes for children.

School-Linked Services Committee Update

Since the last Commission meeting, the School-Linked Services Committee has achieved the following outcomes:

Finalized a formal Memorandum of Understanding to create KC-SHO as the community governance entity over all Medicaid and school health services in the KCMO School District.

Developed an implementation plan for the opening of 10 elementary school-based health centers in conjunction with the National Health/Education Consortium's national demonstration project.

Developed a plan to consolidate efforts with the Community Based subcommittee of Children & Families in order to develop a community based prototype.

Developed a proposal for a collaborative effort between the KCMO School District, LINC, and YouthNet to implement an expanded array of social and health services located within the 3 school complex at Southeast.

Established an action plan for integration of the Cities & Schools and High Performance Learning Communities Initiatives with the efforts of LINC.

Set meeting with the existing providers for the adolescent school-based health centers to establish action plans and contractual agreements for the existing centers.

Established a SBHC Planning Group to develop proposals for the service delivery design of the health centers, administration of the centers, and integration into the health care system.

Held preliminary discussions regarding the integration of the Caring Communities Initiative with the LINC School-Linked efforts.

Created a KC-SHO Interagency Coordinating Team to ensure that school-linked efforts are collaboratively planned and implemented.

Hosted the Governor's News Conference to announce legislative priorities for Governor Mel Carnahan, House Speaker Bob Griffin, and Senate President Pro Tem James Mathewson at Southeast High School, site of the William Herron Adolescent School-Based Health Center.

Next Steps:

Submit KC-SHO Memorandum of Understanding to the KCMO School Board, LINC Commission, and Community Funding Partners for approval and signatures.

Implementation of SBHC Action Plans.

Consolidation of efforts with Children & Families Community Based subcommittee to develop prototype.

Finalize contract with existing providers for adolescent school-based health centers.

Develop expansion plan for adolescent school-based health centers.

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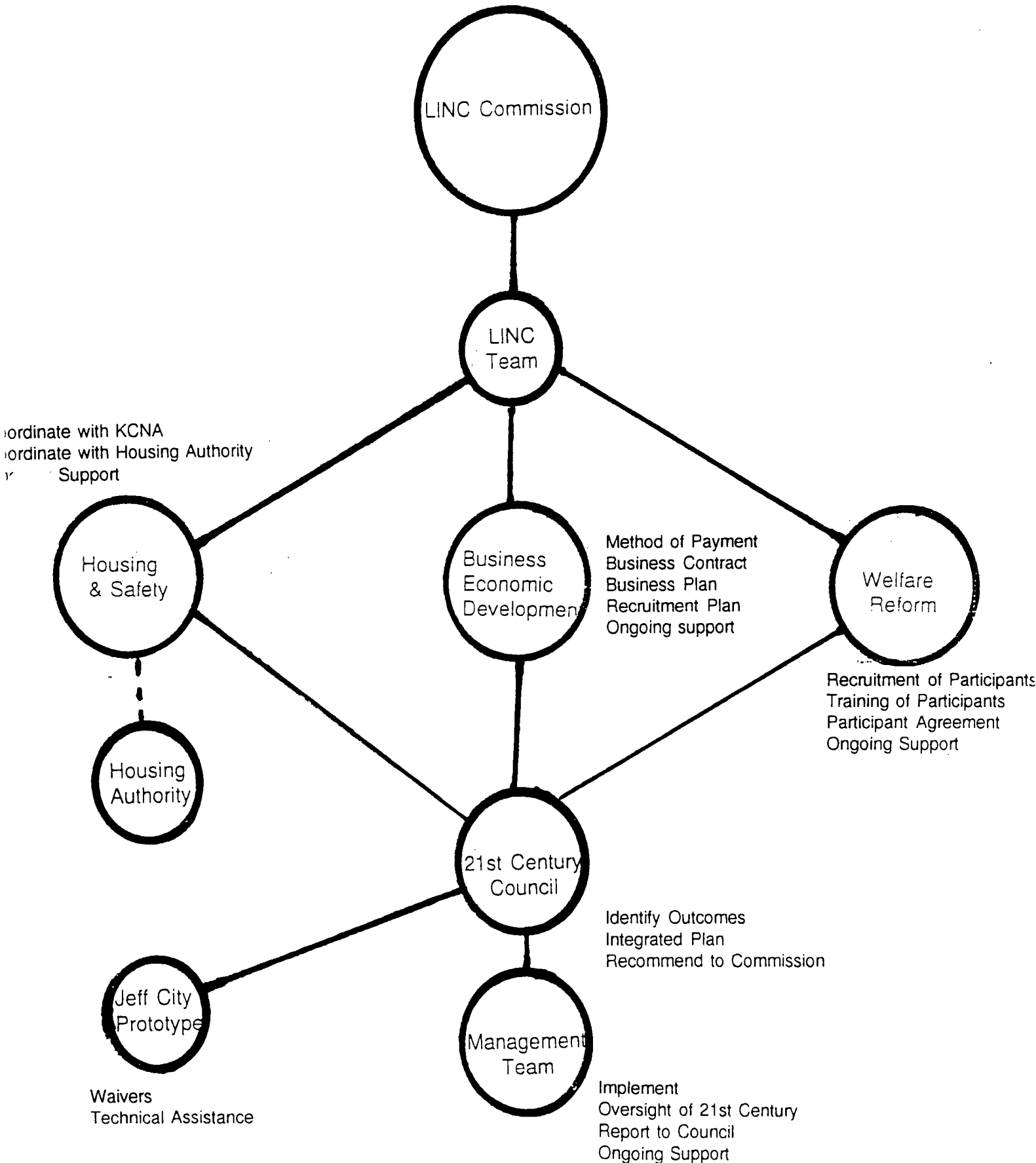
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Divider Title: _____

21st Century Communities Work Plan

The LINC Team has synthesized the planning activities of the 21st Council, Business/Economic Development, Housing & Safety, and Welfare Reform Committees and developed the following draft work plan for the Commission's consideration.

21st Century



PILOTING WORK SUPPLEMENTATION

ACTIVITY	RESPONSIBILITY	DATE
Method of Payment	Business/Economic Development	February
Finalize Mgmt Team	21st Century Council	February
Explore Business Support Staff	21st Century Council	March
Business Contract	Business/Economic Development	February
Criteria for Business Plan	Business/Economic Development & Welfare Reform	March
Business Recruitment Pkg	Business/Economic Development	April
Define Supports Needed by Participants	Welfare Reform	February
Participant Recruitment Package	Welfare Reform & Business/Economic Development	March
Job Readiness Training Package	Welfare Reform	April
Participant Agreement	Welfare Reform	March
Input and Buy-in From Community	21st Century Council	April
Recruit Businesses	Management Team Business/Economic Development	May
Conduct Business Orientation	Management Team & Support Staff	June

ON-GOING DEVELOPMENT

ACTIVITY	RESPONSIBILITY	DATE
Neighborhood Revitalization Issues	Business/Economic Development, Housing & Safety, Kansas City Neighborhood Alliance, Housing Authority, Banking Community and others	On-Going
Develop Entrepreneurial Strategies	Business/Economic Development, Center for Entrepreneurial Leadership-Kauffman Foundation, Center for Business Innovation and others	On-Going
Develop Strategies for Meeting Employment and Employer Needs for Non-Supplemented Persons	Welfare Reform, Full Employment Council, Employment Security, Women's Employment Network and others	On-Going
Monitoring & Evaluation Issues	21st Century Council	On-Going
Resource Development for Staffing and Job Training	Welfare Reform, Full Employment Council	On-Going
Development of Improved Self Sufficiency Strategies	Welfare Reform Committee, State and National Government	On-Going
Wrap Around Services	Welfare Reform, Children & Families, School-Linked Services, Health Care and others	On-Going



DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES
Office of the Assistant Secretary, Suite 600
370 L'Enfant Promenade, S.W.
Washington, D.C. 20447

December 17, 1993

Mr. Gary J. Stangler
Missouri Department of Social Services
P.O. Box 1527
Cole County
Jefferson City, MO 65102

Dear Mr. Stangler:

I am writing to provide final approval under section 1115 of the Social Security Act of Missouri's "21st Century Communities Demonstration Project." Because the interventions requiring waivers are a relatively minor part of the large, multi-faceted, community-wide intervention, we are no longer requiring an evaluation of their impact. We believe it would be more instructive to future efforts involving welfare innovations as part of large, community-wide interventions for you to conduct an in-depth process evaluation.

The evaluation should examine how the waiver-supported components of the demonstration are implemented and operated. This should include a description of the supplemented employment component and uptake and participation rates in the component; the participation rate of AFDC-UP families in the project; and an assessment of the AFDC resources used to provide additional family support by means of the asset limit increase, earned income disregard extension, and the disregard of child support income.

Prior to implementation of the waivers, the State must submit to the Department, for approval, a draft Request for Proposals for a contract to conduct the process evaluation.

We appreciate the work that you and your agency are doing on behalf of the nation's children and families, and we look forward to working with you on this important initiative.

Sincerely,

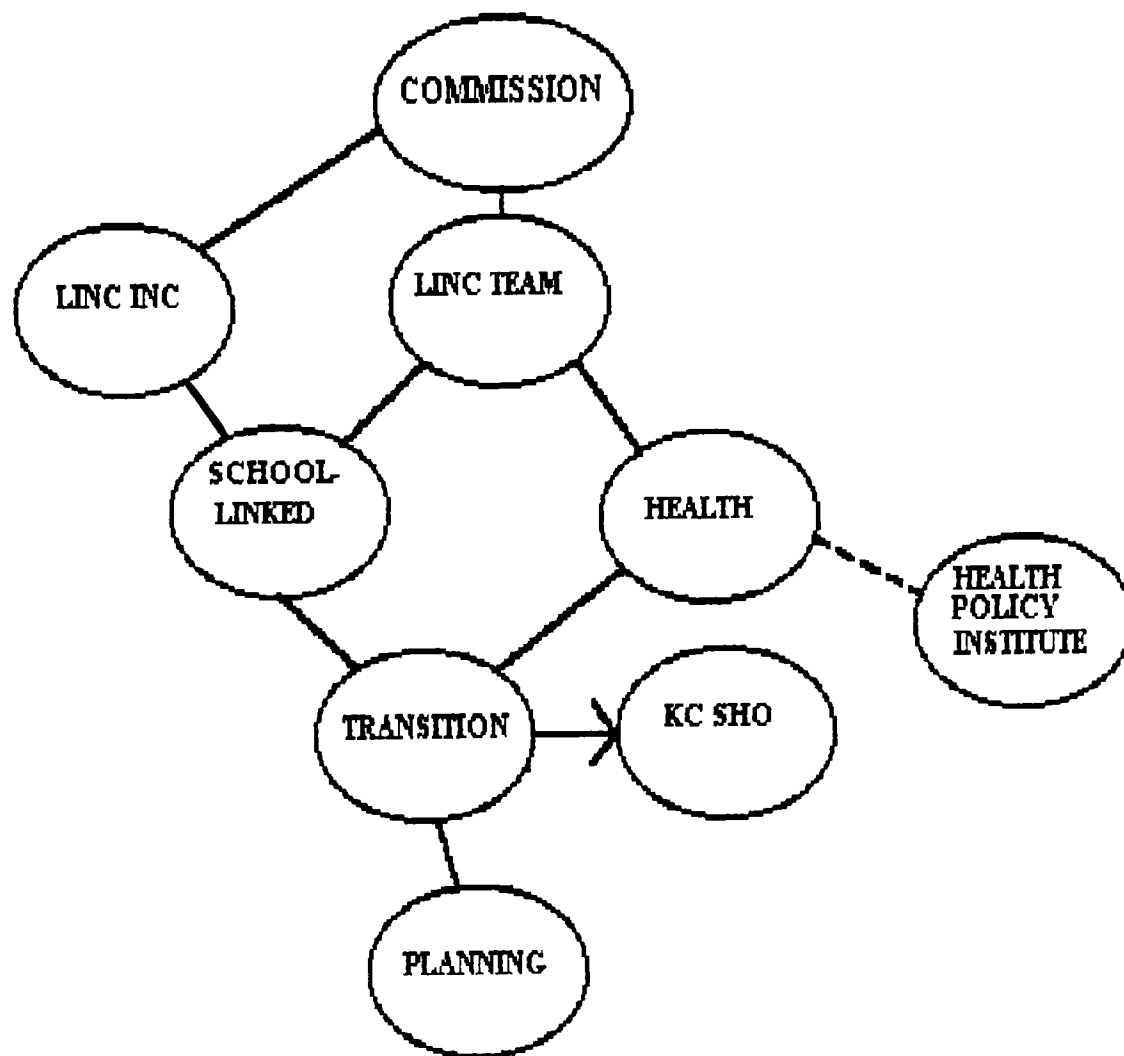
Mary Jo Bane
Assistant Secretary
for Children and Families

School-Based Health Centers

Implementation Plan

The School-Linked and Health Care Committees have created the School-Based Health Center Transition Committee and Planning Group, and the KC-SHO Interagency Coordinating Team to facilitate the development of a comprehensive system of school-based health centers in Kansas City. The SBHC Implementation Plan has been developed to outline a course of action that will result in the opening of 10 Elementary School-Based Health Centers during the 1994-95 school year.

SCHOOL - BASED HEALTH CENTER IMPLEMENTATION PLAN



Summary of Working Groups

School-Based Health Centers

SBHC Transition Committee

Chaired by: Jerry Kitzi

Members: Jewel Scott, Jim Nunnally, David Ross, Willie Giles, Paul Ballard, Vicky Enloe (parent rep.), Tim Decker (executive staff, non-voting)

Scope: serves as the operations committee providing governance of the school-based health center system during the transition from the previous system to the system to be established under KC-SHO. This group was established by LINC, at the request of the Community Funding Partners. This committee has been charged with the responsibility for developing a system of program design, marketing, and establishing/monitoring of outcomes for the existing school-based health centers. They are also responsible for developing a system for providing and administering stable funding for the health centers and facilitating the development of a system for long-term community governance of the school health system. This also includes the development of collaborative partnerships to share information, coordinate needed services, and provide support for the school-based health centers.

SBHC Planning Group

Members: Oscar Pinsker, Don Blimm, Margo Quiriconi, Vicky Enloe (parent rep.), Nolen Ellison, Thad Wilson, Craig Cook, Wynn Presson, a nursing representative, a dental representative, a mental health representative, and Tim Decker (executive staff).

Scope: this group is a planning/coordinating group only, with no formal decision-making authority. They are charged with the responsibility for developing proposals to be submitted to either the SBHC Transition Committee or KC-SHO regarding the service delivery design for the health centers, administration of the school-based health centers, and integration into the health care system. This group will complete the necessary research and evaluation to submit a variety of possible plans/scenarios to the decision-making groups.

KC-SHO Coordinating Team

Members: Jerry Kitzi, Margo Quiriconi, Craig Cook, Thad Wilson, Rick Malsick, and Tim Decker. (May add Barney Brown, Coordinator for Caring Communities Initiative at Chick School)

Scope: this team is composed of the various executive staff and collaborative leaders that are responsible for this initiative. This team meets weekly to ensure all aspects are coordinated.

SBHC IMPLEMENTATION PLAN

ACTIVITY	RESPONSIBILITY	DATE	RESOURCES	DOCUMENTATION
KC-SHO Memorandum of Understanding - o Prepare & Present - o Review with Stakeholder groups (Funders, LINC, & KCMO School District) - o Sign & Distribute	Cindy Ballard Tim Decker/Thad Wilson	1-25-94 2-28-94	SBHC Transition Committee	ROUGH DRAFT
KC-SHO Board Creation - o Nominations - o Make Appointments & Send Letter - o Draft Press Releases - o Hold Press Conference	Bert Berkley Julia Hill	3-15-94	SBHC Transition Committee	
KC-SHO Board Development - o Develop & approve bylaws - o Establish Board development plan - o Implement development plan	Board Chair/Staff	4-15-94 Ongoing		
Develop Funding Plan and Financial Accounting System - o Develop proposals for local funders - o Establish LINC, Inc. and plan for administration of funds - o Finalize commitment from DSS and Caring Communities - o Establish accounting system, cost center for KC-SHO, and audit process.	Cheryl Brady Tim Decker Tim Decker Craig Cook	1-28-94 1-26-94 1-26-94 1-26-94	Linda Talbott David P. Zupancic from Agler and Gaedder Certified Public Accountants	
Selection of NHEC School Sites - o Develop site selection criteria/steps - o Approval of criteria - o Select 15 schools for review - o Complete site visits - o Select 4 sites for fall 1994 & announce - o Select 6 sites for spring 1995	Thad Wilson SBHC Trans. Cmte. Thad Wilson SBHCTC & staff SBHCTC	1-20-94 1-25-94 1-31-94 2-18-94 2-28-94		

ACTIVITY	RESPONSIBILITY	DATE	RESOURCES	DOCUMENTATION
Submit Kresge Grant for Capital Renovations - o Evaluate Sites - o Identify grant recipient - o Develop plans/contract(s) - o Acquire bids - o Review & discuss - o Submit to the Kresge Foundation - o Complete renovations	KC-SHO Coord. Team Cheryl Brady KC-SHO Coord. Team Thad Wilson Monitored by KCSD	2-10-94 2-28-94 3-4-94 3-15-94		ROUGH DRAFT
Determine Scope of Core Services to be Provided at Elementary School-Based Health Centers - o Develop draft proposal(s) for a core array of services - o Develop cost estimates & proposed staff allocations - o Submit proposal(s) to the governing board for review & approval - o Publish approved service array	SBHC Planning Group SBHC Planning Group Submitted to the SBHC Transition Cmte. or KC-SHO	3-15-94 3-15-94 3-31-94 4-15-94	Hansine Fischer & Institute for Human Services Management Local consultant to be determined	
Establish Local Advisory Committees at Each School - o Review demographics of each school site to determine needs which exist, sources of community leadership, neighborhood groups, and existing resources - o Identify parents, school personnel, & community members to serve on community advisory group - o Develop community action plan for the school-based health center	LINC/School District	4-15-94 6-1-94	Cheryl Brady & Future Jackson	

ACTIVITY	REPOSIBILITY	DATE	RESOURCES	DOCUMENTATION
Develop Plan for Administration of Health Centers and Integration into a Health Care System for Children & Families - o Develop a plan of action and proposed service integration designs - o Submit to governing board - o Meet with providers in existing health system - o Develop funding strategy, standard health record and information system, and service protocols - o Submit plans and results of negotiation to governing board - o Develop collaborative agreement(s)	SBHC Planning Group KC-SHO/Trans. Cmte.	3-31-94 5-15-94 5-31-94		DRAFT
Develop Research and Evaluation Component for KC-SHO - o Outcomes identified - o Evaluate NHEC system and integrate - o Link with universities/researchers - o Create research review team - o Develop reporting system to KC-SHO	Thad Wilson/KC-SHO Thad Wilson KC-SHO Thad Wilson	Initial set by 1-25-94, KC-SHO by 6-15-94.		
Determine Provider(s) for Initial School-Based Health Centers - o Establish process for handling proposals - o Identify potential - o Negotiate with providers - o Develop contracts - o Discuss and approve	KC-SHO/Thad Wilson KC-SHO	6-15-94 7-15-94		

ACTIVITY	RESPONSIBILITY	DATE	RESOURCES	DOCUMENTATION
Open Initial 4 School-Based Health Centers - o Indentify & purchase equipment & supplies - o Coordinate with provider, school, and advisory committee - o Establish & implement enrollment procedure - o Advertise - o Open health centers	Thad Wilson	7-30-94 8/94 8/94 9/94		ROUGH DRAFT

PROTOTYPE SUMMARY

PROTOTYPE GOAL:

To develop and implement 1-2 community based prototypes.

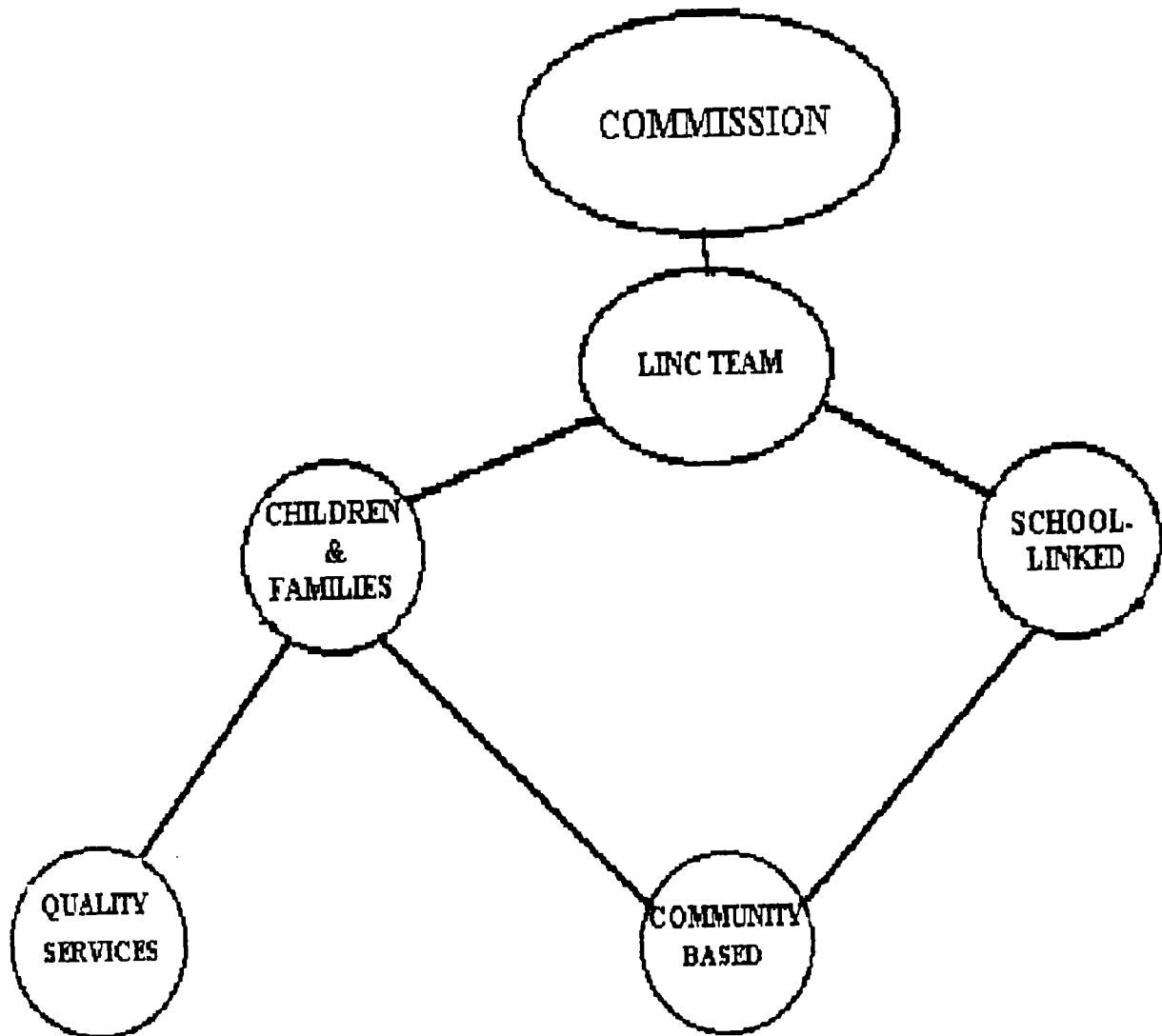
PROTOTYPE DESCRIPTION:

A neighborhood-based family resource center, providing services and/or referral to meet the needs of the local community.

KEY POINTS:

- o Neighborhood Planning
- o Multi-disciplinary staff team(s)
- o Integrated service delivery/referral process

PROTOTYPE



PROTOTYPE BENCHMARKS/STEPS

BENCHMARKS/STEPS	TIME FRAMES
1) Committees Consolidated - o Hold consolidated meeting - o Develop common vision/framework of prototype	February 1994
2) Neighborhood Strengths/Needs Assessment - o Assess strengths, needs and gaps in services - o Identify existing initiatives - o Initiate contacts in neighborhoods - o Include logical partners in the process (ie,public, private, community)	March/April
3) DSS Strengths/Needs Assessment - o Review current DSS services - o Identify DSS community based initiatives - o Assess participant needs and demographics - o Identify components of service delivery model(s)	May
4) Site Selection(s) - o Choose geographic area(s) - o Develop criteria for site selection - o Collect data - o Identify and select site option(s)	June
5) Neighborhood Forum - o Present information to neighborhoods in service area(s) for feedback - o Incorporate feedback - o Solicit nominations for neighborhood board	July
6) Neighborhood Board - o Select board - o Meet with board to develop service delivery model(s)	July/August
7) Service Delivery Model - o Outline goals and outcomes as defined by needs - o Determine population to be served - o Establish services to be delivered - o Develop system of access to services, determine eligibility and referral process - o Determine staffing needs - o Identify training needs and plan - o Develop operations budget - o Identify funding and resource needs - o Finalize service delivery model	September/October

BENCHMARKS/STEPS	TIME FRAMES
8) Defined Outcomes o Finalize expected outcomes	November
9) Funding Proposal - o Develop plan for reallocation of existing resources and submit to partners - o Identify additional start up funds, resources and equipment needs, and prepare a plan and submit to funders	January/February
10) Evaluation Plan - o Develop evaluation criteria and method - o Develop an action plan	February
11) Oversight/Reporting Mechanisms - o Determine administrative structure and oversight - o Establish reporting mechanisms	March
12) MIS System - o Develop common record system - o Integrate evaluation criteria and reporting mechanisms - o Connect partners into the system	March
13) Neighborhood Review o Establish ongoing system of neighborhood communication and review	April
14) Assignment of Staff - o Develop criteria for staff selection - o Interview staff - o Select staff	May/June
15) Staff Training Program o Initiate staff training program	July/August
16) Site(s) Opened	September 1995

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