

Florida Judicial Circuit Action Plans

CIRCUIT ONE- Escambia, Santa Rosa, Okaloosa & Walton

ISSUES	ACTION STEP	DATE OF COMPLETION
Large Population in out of home care	Reduce the number of children in out of home care.	End of October
	<ul style="list-style-type: none"> • Improve Judicial Processes <ul style="list-style-type: none"> ○ Develop and implement throughout the circuit a process for expedited dependency petitions. (Mini Dependency Summit) ○ Copy referrals to parent's attorneys ○ Track facilitators – referral source, when referred – have facilitations at alternative locations? ○ Develop process to utilize Chapter 39 injunctions. (Mini Dependency Summit) 	December 08
	<ul style="list-style-type: none"> • Revise Early Services Intervention Staffings (ESI's) to focus on early provision of services. <ul style="list-style-type: none"> ○ Include family and service providers present at staffings as well as original Child Protective Investigator.. ○ Develop process to deliver expedited services. ○ Enforcement with contract providers 	November 08
		Ongoing
Need for effective parent(s) engagement with case plan tasks, strengths, resources	<p>Increase family involvement</p> <p>Develop individualized case plans.</p> <ul style="list-style-type: none"> • Amend Family Team Conferencing process to encourage more up-front services and develop better case plans in order to avoid judicial intervention. • Conduct better assessments to obtain all appropriate information from parents, including items such as underlying issues, additional family members who may be a resource, etc. 	

10/21/2008

	<ul style="list-style-type: none"> • Update case plans to reflect records from bio-psycho-social evaluations • Copy referrals to parent's attorneys 	<p>October 08</p> <p>October 08</p>
Change organizational culture to embrace atmosphere of engagement rather than enforcement.	<p>Develop a management training plan</p> <ul style="list-style-type: none"> • Request Management training through National Resource Training • Insure staff understand and can identify difference the between risk vs. safety. 	<p>November 08</p>
Insure effectiveness of resources	<p>Align current and develop new resources to provide appropriate services to families.</p> <ul style="list-style-type: none"> • Develop "non-governmental" resources. • Evaluate substance abuse services to insure referrals are meeting the needs of the client and the department. • Look for alternative domestic violence programs 	<p>December 08</p>

CIRCUIT TWO - Gadsden, Liberty, Franklin, Leon, Wakulla & Jefferson

ISSUES	ACTION STEP	DATE OF COMPLETION
Lack of Evidence based Parenting Skills classes	Increase Evidence based Parenting Skills classes <ul style="list-style-type: none"> • Actively implement through DISC Village and Children’s Home Society. • Actively communicate referral process throughout the system and to providers. 	In process - provide update in November 2008
Need for early screenings for children	Increase the number of early screenings <ul style="list-style-type: none"> • Contact Department of Education (Individual Education Plans) for additional information 	In process - provide update in November 2008
Need for additional services for pregnant teens, teen mothers and fathers	Increase the number teens participating in teen parent programs <ul style="list-style-type: none"> • Explore programs available through Brehon Institute, Healthy Families, and Faith based programs • Expand the use of the Challenge Group Meetings to address needs 	Report findings in November 2008
Increase youth attendance at court hearings needs to be a priority	Increase the number of youth attending court hearings <ul style="list-style-type: none"> • Communicate with youth regarding their roles and expectations in the courtroom • Judges will interact with youth in their courtroom on the level of the youth • Develop a video for youth regarding the court process 	Report findings in November 2008
Need for mentoring services for youth in care	Increase programs for youth in care <ul style="list-style-type: none"> • Develop a Circuit 2 Youth Mentoring Program 	1 st meeting will be held in November 2008

Safely reduce the number of removals.	Provide information on the Green Belt Project <ul style="list-style-type: none"> • Implement approved measures • Distribute Green Belt Project information to Circuit Judges, Attorneys, Care Management staff, Department Staff and Guardian ad Litem Program • Hold a local post summit meeting • Host a services bazaar • Publish information on Department and Big Bend web sites 	Complete by November 2008 Information has been distributed to Judges
Provide training on the Family Intervention Team	Increase training on Family Intervention <ul style="list-style-type: none"> • Conduct presentations and provide information Circuit wide 	December 2008

CIRCUIT THREE - Hamilton, Suwanee, Columbia, Lafayette, Dixie, Madison & Taylor

ISSUES	ACTION STEP	DATE OF COMPLETION
The need to co-locate Partnership for Strong Families Diversion Staff with CPIs.	Enhance teamwork and Team Decision Making regarding availability of appropriate diversion services.	Ongoing
Need to identify and assess circuit resources by county.	Determine resources available in each county and develop criteria to measure/evaluate evaluate quality.	
Lack of data available to determine either the timeliness or effectiveness of services.	Develop a services tracking system that tracks both timeliness and effectiveness of services. <ul style="list-style-type: none"> • System should allow for input from investigators, counselors, caretakers, providers, and community partners. • Customer satisfaction survey • Review of individual agency outcomes as reported to funding entities 	
Immediate response services to stabilize crisis situations and reduce instances of removal is a critical resource gap	Establish a Mobile Crisis Response Team dedicated to Circuit 3. <ul style="list-style-type: none"> • Identify team members • Establish protocols 	
Increase use of Team Decision Making in removal decisions.	Expand the Columbia County Shelter Reduction Initiative to all other Circuit 3 counties to engage a wider range of professionals to explore alternatives before sheltering.	
Reunification process requires strategic planning.	Develop/implement a reunification process/plan for each case that establishes timeframes for all reunification activities and leads to earlier reunification.	
Inconsistent feedback from providers as to services provided/status.	Establish requirements and timeframes for providers to report on services provided on each referral.	
Family involvement in decision making needs improvement.	Increase the number of families that are involved in the process: <ul style="list-style-type: none"> • Train staff to ensure compliance with existing policies and comply with Family Team Conferencing guidelines. • Ensure family involvement in decision making is documented. 	

Lack of family connectivity delays reunification	Improve/increase visitation opportunities to retain/strengthen bond between parents and children as a step toward reducing the number of days before reunification.	
Improvement of community involvement and education is a necessity	<p>Increase community involvement in the recruitment of foster care:</p> <ul style="list-style-type: none"> • Utilize community organizations as venues to introduce Foster Care Redesign and solicit community involvement. 	
Transportation is not available to many families in rural counties.	<p>Increase the number of families receiving in-home services</p> <p>Explore, where able, bringing services to families by having providers provide more in-home services.</p>	

CIRCUIT FOUR – Nassau, Duval & Clay

ISSUES	ACTION STEP	DATE OF COMPLETION
Training needs for available resources and knowledge of service availability	Increase the number of resources and services <ul style="list-style-type: none"> • Explore development of a web-link within the NE Florida Information Network (211) or other web-based system that can be used by case managers and other child welfare professionals to identify resources that are available for children and families. • Explore fund raising as an option to bring additional revenue into the child welfare system. This can be accomplished through grant writing and networking with private foundations. • Develop options for medical services for children with specialized medical needs • Develop Faith Based Resources 	October 3 - update
Lack of free or reduced legal services is a barrier for relatives seeking permanent guardianship.	Increase the number of free or reduced legal services for relatives seeking permanent guardianship <ul style="list-style-type: none"> • Consult with the Clerk of the Court regarding fee waivers • Seek assistance from Legal Aid and Private Attorneys (Pro-Bono) • Contact Kids Central In Marion County and other CBCs with successful Relative Care Programs. 	
Lack of a forum to maintain focus on Dependency Court Improvement Plan on Action Plan	Plan and deploy a 1-day Circuit 4 DCIP Conference	
Insufficient assessment and collection of Child Support funds.	Increase the collection of Child Support Funds. <ul style="list-style-type: none"> • Develop a workgroup that will review all forms for consolidation • develop and implement a protocol for assessment and collection of CSE for dependency cases 	

Underutilization of Dependency Drug Court	Increase the number of parents participating in the Dependency Drug Court	
Lack of a method to ensure knowledge of and continued implementation of new ICPC protocol	Reduce the average time that to complete the ICPC process <ul style="list-style-type: none"> • Develop and implement a train the trainer program for new ICPC protocol • B. Explore use of Live Scan in Court and develop a plan to cover fingerprinting cost 	
Court hearings are scheduled during school hours	Increase child involvement with the courts <ul style="list-style-type: none"> • Explore the use of web-cam or other technology that will allow youth to appear in court while at school. 	
Ineffective and inconsistent communication between all parties involved in child's case	Improve the communications between child welfare professionals. <ul style="list-style-type: none"> • Develop a protocol for communication between all parties • Develop a contact list for all agencies 	
Lack of point of contact for case management agencies for youth in Independent Living	Establish an Independent Living protocol and process <ul style="list-style-type: none"> • Case management agency will identify a point of contact for youth in IL. This will be submitted to Michelle Weisheit. • Develop a court schedule for youth in IL. 	
APPLA is rarely the correct permanency goal for a child and may not be appropriately used	Decrease the number of APLA youth <ul style="list-style-type: none"> • Review of children with APLA status to determine if this is the child's true permanency goal. 	
Strengthen and increase Involvement of service providers in the court process	Increase the number of Service Providers within the dependency court process: <ul style="list-style-type: none"> • Develop a list of Service Providers who should be involved in the court process. • Begin dialog with this group to engage in the court process 	

CIRCUIT FIVE – Citrus, Hernando, Lake, Marion & Sumter

ISSUES	ACTION STEP	DATE OF COMPLETION
There are gaps in service availability and capacity to prevent removals	<p>Increase the number of availability of services to prevent removal</p> <ul style="list-style-type: none"> • Explore development of a web based resource directory and or provider database within the circuit that can be used by Child Protective Investigators (CPI), Family Care Managers (FCM), and other child welfare professionals to identify resources that are available for children and families in each county. • Expand the Front Porch Project initiative to support families and prevent abuse and neglect before it occurs 	November 2008
Need for improved relationships between local schools and Child Protective Investigators and/or Family Care Managers	<p>Increase the number of interactions between child welfare professionals</p> <ul style="list-style-type: none"> • Pair CPI Supervisors with specific schools/School Resource Officers to act as liaison. • Involvement with PTAs to inform and educate teachers and parents. • Coordinate with schools to provide information during open houses and parent nights about support services. • Hold resource fairs in each county to inform/educate school personnel, community stakeholders, etc. on support services and providers in the community. • E. Execute Working Agreements and/or Memorandums of Understanding between local school districts and DCF. 	November 2008

Need Comprehensive and collaborative safety planning	<p>Improve comprehensive and collaborative safety planning by increased training opportunities:</p> <ul style="list-style-type: none"> • Train CPI and CMA staff on comprehensive safety planning and assessing parental capacity to protect. • Suggestions – CASET Training and request technical assistance from the National Resource Center 	
Develop additional resources and capacity to serve families	<p>Increase the number or capacity of resources that serve families:</p> <ul style="list-style-type: none"> • Identify needed services and the requirements to become service provider. • Develop a presentation on needed services, and the requirements on how to become a provider of those services that can be shared in community meetings such as Chambers of Commerce, civic organizations to recruit new providers. • Provider Resource Workgroup will identify existing resources, gaps, needed services and work to develop additional resources for families. • Ensure smooth transition of services provision as family & child move through continuum to prevent the disruption of necessary services that are critical to child safety and well being 	
Need for advanced training on family engagement	<p>Increase the number of families involved</p> <ul style="list-style-type: none"> • Utilize Family Team Conferencing throughout a case (i.e. diversion, case planning, permanency planning, etc) • Pilot family staffing/conference upon removal and prior to shelter hearing to engage family in plan for child's safety • Utilize "Family Finders" model to engage extended family 	
Need for more family support resources	<p>Provide additional family supports:</p> <ul style="list-style-type: none"> • Explore possible options to support families to prevent abuse such as "Crisis Nursery" and through use of volunteer services and neighborhood projects 	

<p>OTI and ICPC Process takes too long</p>	<p>Decrease the time for the OTI and ICPC processes</p> <ul style="list-style-type: none"> • Ensure that OTI/ICPC processes are followed and expedited • Additional training for ICPC process 	
<p>Lack of understanding of Hotline Criteria to accept calls</p>	<p>Improved relations between the Hotline and Child Welfare professionals</p> <ul style="list-style-type: none"> • Request that the Florida Abuse Hotline provide a training/presentation at the next Dependency Summit and at a Circuit 5 bi-monthly meeting. 	<p>October</p>

CIRCUIT SIX – Pasco & Pinellas

ISSUES	ACTION STEP	DATE OF COMPLETION
Health care for children in foster care is often inconsistent and lacking continuity and difficult to track	Increase the continuity of healthcare for children in care <ul style="list-style-type: none">• Ensure that all children in foster care receive health screenings at entry,• Receive comprehensive pediatric assessments within 30 days of placement, are assigned to a permanent “medical home,”• Receive ongoing assessments and related treatment	
Failure to focus on healthy development due, in part, to the lack of and difficulty of measuring well-being indicators for children in foster care	Develop and implement better measures of how well the health and educational needs of children in foster care are being met <ul style="list-style-type: none">• include these measures in our administrative data systems	
Need to focus on Diversion and Prevention	Increase the use of diversion and prevention to prevent removal <ul style="list-style-type: none">• In partnership with Eckerd Community Alternatives, Circuit 6 will develop and implement an improved research-based reinvestment strategy that will have at its core a robust prevention and diversion strategy.• Child welfare agencies should improve services to birth families by building partnerships with community-based organizations and integrating family-focused models, such as family group conferencing and mediation, into child welfare practice.	

<p>Need for Providing Age/Developmentally-Appropriate Care</p>	<p>Increase age/developmentally appropriate care by using existing programs to provide specialized services for children of different ages in foster care:</p> <ul style="list-style-type: none"> • Provide very young children with greater access to early-childhood preschool programs • Provide older children with educational and transitional supports until age 21. • Provide families with the necessary training and tools to meet a child's developmental needs, ensuring greater access to existing programs • Devise more creative ways of utilizing existing funding streams can result in better-tailored services and better outcomes for these two groups 	
<p>Children of color have been disproportionately represented in the child welfare system. Dramatic demographic shifts over the last two decades along with unprecedented growth in Pasco County have also resulted in a greater number of children from diverse backgrounds entering the child welfare system</p>	<p>Increases the number of culturally competent services specifically for children of color</p> <ul style="list-style-type: none"> • Create a work group in both Pasco and Pinellas County that will develop strategies that will enhance cultural competency by • Recruit bilingual and culturally proficient workers and foster families • Ensure that all child welfare professionals are sensitive to cultural differences, and incorporating assessments of cultural competency skills into worker performance evaluations 	
<p>Need for additional support services for Foster Families</p>	<p>Develop an array of supports and services tailored to the needs of non-related foster families and kin caregivers,</p> <ul style="list-style-type: none"> • foster parent training and respite care • Ensure that the workforce is adequately trained to identify and respond to these families' needs 	
<p>Need to shorten the permanency process. Children need stable and lasting arrangements in order to thrive and flourish. The lower the disruption rates to placements the better the outcomes for the children.</p>	<p>Decrease the number of placements and length of stay of children in care:</p> <ul style="list-style-type: none"> • Continue to support families following a permanent placement to promote children's well-being after exiting the system, whether that happens through reunification, adoption, or legal guardianship. 	

Need for additional accountability	Increase accountability <ul style="list-style-type: none">• Strengthen public oversight by effectively utilizing external review boards such as the Pasco and Pinellas Alliance• Ensure that adequate investments are made to fully implement any performance improvement plans.	
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CIRCUIT SEVEN – Flagler, Volusia, Putnam & St. Johns

ISSUES	ACTION STEP	DATE OF COMPLETION
Family and case worker communications need improvement	Develop an action plan to improve communications within the Child Protection system <ul style="list-style-type: none"> • Adjust formal interagency staffings, identify major issues for court notification, reports vs. hearings • Need to identify common themes in success versus not within 12 months • Improve communication between all partners (attorneys, Case manager, CPI, Judges, parents, CLS, CBHA assessor) • Thoroughly examine usefulness of AAPLA • Develop workgroup to bring today's suggestions forward • Interface with existing county DCIP 	12/31/08
Lack of available services and insufficient follow-up on services referrals	Increase follow-up to service referrals.	
Timeframes in many of the dependency court processes are too long. Case plan acceptances are not timely and parents are not appointed counsel in timely fashion. CBHA received after case plan accepted	Decrease the timeframes of processes within the child protection dependency system.	
Judicial reviews not consistent in addressing all issues and ensuring family understanding of the process.		

High percentage of worker turnover	Implement a recruitment retention strategy for child protection and dependency system employees	
Lack of familiarity with community partners	Implement cross agency training between community partners.	

CIRCUIT EIGHT – Alachua, Baker, Bradford, Gilchrist, Union & Levy

ISSUES	ACTION STEP	DATE OF COMPLETION
Develop a Concurrent Case Planning Project	Establish a Concurrent Case Planning Subcommittee Membership will consist the following: <ul style="list-style-type: none"> • Judicial Representative / Judge • Partnership for Strong Families Adoption Supervisor • Children’s Home Society Adoption Program Director • Children’s Legal Services Managing Attorney • Family Preservation Services Program Director • Department of Children and Families Operations Manager • Guardian ad Litem Circuit Director • Partnership for Strong Families Recruitment, Retention, and Licensing Supervisor • Parent Attorney representative • Foster Parent representative • Adoptive parent representative • parent representative • IL Youth • Service Provider 	August 2008
	Utilize the expertise and technical assistance of the NRC, FRCPP to develop the plan, provide recommendations for enhancements. Develop goals and outcomes	November 2008
	Identify pitfalls, strengths, strategies for successful accomplishments	
	Begin implementation	

CIRCUIT NINE - Orange

ISSUES	ACTION STEP	DATE OF COMPLETION
Ensure no gaps in casework activities for the 30 days between shelter and arraignment.	Increase services to families between shelter and arraignment. <ul style="list-style-type: none">• Judges, Parents Attorney, DCF, FSMO, GAL and other stakeholders will meet within the next 60 days in order to develop a plan to implement a system to better engage parents and provide referrals for services in a timely manner.• Implement plan and track activities during the 30 days between shelter and arraignment	November 2008
Orange County has the highest rate of 9-year-old children referred / involved in the DJJ system.	Create a Task force between DJJ, DCF, and FSMO to review and assess 9-year-old youth delinquency cases to gauge if any interventions or preventative actions were taken to prevent involvement with DJJ, <ul style="list-style-type: none">• Identify any youth that have had been served by DCF• Identify and review relevant data• Identify gaps in services or needed resources• Make recommendations	

<p>Uncertainty in time frames in which local home studies need to be updated</p>	<p>In collaboration with FSMO and DCF develop a policy regarding how often a home study needs to be updated. Specifically address home study when placement is disrupted (length of tasks / actions).</p> <ul style="list-style-type: none"> a) Consistency with inquiring about family out of state (Judge Dawson & Judge Adams) b) Family Tree to be initiated by CPI upon removal and included with the shelter packet. Family Tree also to be included in the packet that the parents' attorneys fill out. 	
<p>Lack of knowledge of sliding scale / free services for parents engaging in case plan tasks</p>	<p>Increase services to families by providing information to families.</p> <ul style="list-style-type: none"> • Establish a Community Services Sub Committee , to identify services and develop a method of making the information more readily available to the parents, parents' attorneys, DCM's. 	

CIRCUIT Nine – Osceola

ISSUES	ACTION STEP	DATE OF COMPLETION
Insufficient resources and services to prevent removal and assist parents in their efforts to complete case plan tasks and be reunified with their children.	<p>Increase resources and services for parents in order to prevent removal</p> <ul style="list-style-type: none">• Explore development of additional resources in the Osceola community through contacts with current providers, and the Substance Abuse and Mental Health program office. Areas of concern/need are: housing, mental health treatment, parenting classes, psychological evaluations, Domestic Violence counseling, sexual abuse counseling, and Spanish speaking providers.• Creation of a tracking system to track when referrals are made to parents to ensure they are being completed timely. This will also assist with tracking of Case Plan compliance.• Review of process used to determine tasks listed on the parent's Case Plan to ensure all needs are being addressed. Of concern was failure to add: need for ongoing education, English classes, and random observed drug testing.• Implement a process in which to track suitability assessments to ensure timely completion.	<p>Completion Date: February 2009</p> <p>Completion Date: December 2008</p> <p>Completion Date: November 2008</p> <p>Completion Date: December 2008</p>
Ensure all efforts are made to place services in the home to safely prevent a removal.	<p>Decrease the number of removals</p> <ul style="list-style-type: none">• Implement a monthly review of shelters from the previous month to ensure that they were appropriate. Determine whether it would have been possible to alleviate risk factors through services.• Review processes in place to ensure placement stability.	<p>Completion Date: November, 2008</p> <p>Completion Date: Ongoing</p>

<p>Insufficient assessment and collection of Child Support funds.</p>	<p>Increase child support collections</p> <ul style="list-style-type: none"> • Develop a workgroup to explore possibilities of ordering child support at arraignment. Workgroup will define the guidelines, process, etc. 	<p>Completion Date: December 2008</p>
<p>Prevalence of runaway episodes of children in care.</p>	<p>Reduce the number of runaways</p> <ul style="list-style-type: none"> • Creation of a workgroup to discuss efforts to reduce the amount of children that runaway including habitual runaways. Develop a method to identify potential runaways prior to the behavior occurring and create an intervention. • Creation of a mentoring program for children in care by staff. 	<p>Completion Date: Ongoing</p> <p>Completion Date: December 2008</p>

CIRCUIT TEN – Hardee, Highlands & Polk

ISSUES	ACTION STEP	DATE OF COMPLETION
<p>Poor child protective investigators and case management engagement with service providers and families</p>	<p>Improve engagement by CPI, Case Management and service providers with families</p> <ul style="list-style-type: none"> • Develop and initiate training on how to effectively engage clients for better interactions and participation in services strategies for PI and PS staff. • Create a provider meeting to facilitate understanding of work processes between service providers and PI/PS workers and to open lines of communication to improve quality of family assessments • Initiate Family Team Conferencing. Develop a plan for and initiate Family Team Conferencing concept to promote family engagement and empowerment throughout the life of the case process. • Create a service provider resource book for case management, court, child legal services and investigations to contain a synopsis of services provided by each provider with cost, location and length of the service. 	
<p>Feedback from Service Providers is quantitative and less qualitative</p>	<p>Obtain qualitative feedback from service providers</p> <ul style="list-style-type: none"> • Complete a thorough assessment of providers through effectiveness of service, review curriculums, review timeline for reports in contracts for the basis of evaluations. 	

Need for additional Services	<p>Increase Services for Families</p> <ul style="list-style-type: none"> • Develop an enhanced and coordinated system of services to include faith based organizations, civic/community service organizations and community centers. • Evaluation of current services to determine the return for service provided. • Evaluate possibility of expanding funding to FIT. • Pursue increased external funding options and sources. 	
Lack of staggered reunification in sibling groups	<p>Stagger Reunification in sibling groups</p> <ul style="list-style-type: none"> • Develop a Circuit procedure for staggering reunification in sibling groups 	
Need for Family Team Conferencing for judicial cases.	<p>Develop Family Team Conferencing protocol for Judicial cases</p> <ul style="list-style-type: none"> • Develop family team conferencing protocol 	
Need for support for parents	<p>Develop Parent mentoring/long term sponsorship program</p> <ul style="list-style-type: none"> • Coordinate with the Community Engagement Team to develop a parent mentoring program to assist in strengthening parenting skills and empowerment 	
Lack of drug relapse prevention services	<p>Increase Drug Relapse Prevention services in community</p> <ul style="list-style-type: none"> • Review substance abuse provider curriculum to understand and further develop relapse prevention services. • Work with providers to focus on core issues vs. superfluous issues. • Providers to participate in home with parents and children for hands on services. 	
Mental Health services inadequate and long waiting lists	<p>Improve mental health services and reduce waiting lists</p> <ul style="list-style-type: none"> • Evaluate waiting lists by mental health providers for service delivery. • Contract review of expectations to current practice to improve service delivery time. 	

CIRCUIT ELEVEN- Miami-Dade

ISSUES	ACTION STEP	DATE OF COMPLETION
Large population of children in care	Reduce the number o children who come into care <ul style="list-style-type: none">• Improve diligent search practice<ol style="list-style-type: none">1. Require more comprehensive- engage family and children in the beginning2. Begin with onset of case- Family Finders3. Increase petition from six hours to twelve hours4. Family Care Manager at shelter hearing5. Add punitive father registry request when father is identified at PI assessment6. Provide additional diligent search training for PI and service providers• Mandatory 30 day staffing if children remain in home• Documented appropriate reasons for removal	
Need for quality services	Improve the use of the quality of services that are provided to families <ul style="list-style-type: none">• Identify programs that are working• Develop some type of local quality assurance or feedback mechanism to determine quality services• Provide technical assistance to service that are not adequate• Ensure that appropriate services are matched with appropriate needs	

<p>Need to improve Permanency for infants and toddlers</p>	<p>Convene a workgroup to reduce the length of stay for infants and toddlers</p> <ul style="list-style-type: none"> • Ensure FCM is present at shelter hearing so that family is fully engage at that time • Utilize family conference and identify all family members, placement and case planning issues • Identify barriers to reunification and services needed prior to judicial review 	
<p>Adoption process is lengthy</p>	<p>Streamline adoption process to make more expedient and more family friendly</p> <ul style="list-style-type: none"> • Identify adoptive parents at time of TPR when appropriate • Readdress the adoption/ foster care recruitment processes • Review court processes for efficiencies 	
<p>Need to address the Child Family Services Review and Chapin Hall issues</p>	<p>Improve the outcomes of the CFSR and Chapin Hall reports by targeting the following:</p> <ul style="list-style-type: none"> • Referrals to community services • Improve Case Plan Conference by involving both parents, youth attending court, better communications with parents, attorney involvement and reviewing time frames. • Better the communications between PI and Case Managers. 	
<p>Need for quality training in the following areas:</p> <ul style="list-style-type: none"> • Child abuse and prevention education • Cultural Sensitivity • Independent Living Parenting Classes • Planned Parenthood 	<p>Increase community and family training</p> <ul style="list-style-type: none"> • Identify audiences • Identify subject expert to include tapping into or expanding existing training opportunities 	

<p>Other areas of concern or service needs:</p> <ul style="list-style-type: none">• Need for Domestic Violence Services in south county• Housing assistance• Quality day care and early learning• Homemaker services• Sex Abuse Therapy for non-offending parents• CINS/FINS programs• Home Visitation• Homes based relative placement• In-home services• Partnership with CAA• Respite for care givers	<p>Establish committees or sub committees to address issues:</p> <ul style="list-style-type: none">• Prioritize and identify community stakeholders that are responsible and most affected by these services and needs.• Collect data on existing services or documented need• Develop short range and long range goals to address the issue	
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CIRCUIT TWELVE – DeSoto, Manatee & Sarasota

ISSUES	ACTION STEP	DATE OF COMPLETION
The process for removing children needs to be evaluated for efficiencies	Develop a process that can assist preventing removal <ul style="list-style-type: none"> • Review System of core review/dependency process for judges/parents • Ensure documentation as to what services were attempted prior to removal • Documentation about engagement compliance/or non-compliance • Pursue non-shelter petition and educate parents on this process 	
Parent resources	Increase resources to parents <ul style="list-style-type: none"> • Increase availability of daycare • Increase child support by developing partnerships with community foundation and philanthropic organizations 	
Timely reunifications	Reduce the time between removal and reunification <ul style="list-style-type: none"> • Review need Revisit procedure/practice – timely/reunification • Court needs concise- more frequent input assessment– need to participate • Increase wraparound services - reunification/adopt • Evaluate current services provided to ensure appropriateness and quality. • Increase nontraditional services - reunification /adopt. Coordinate with FSA 	

Parent representation and participation in process	Increase parent participation in the dependency court process <ul style="list-style-type: none">• Court needs concise- more frequent input assessment– need to participate• Court ordered participation by counsel/enforces• Conflict attention; represents both parents• Judge makes immediate decision whether conflict exists	
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CIRCUIT THIRTEEN - Hillsborough

ISSUES	ACTION STEP	DATE OF COMPLETION
Need for more foster parents especially for teens	Increase the number of foster parents within Hillsborough County <ul style="list-style-type: none"> • Improve recruitment through the implantation of a recruitment plan • Provide more Pre service and MAPP training • Utilize professional foster parents for teens through the RFP process • Increase respite for foster parents possibly by utilizing "A Kids Place" • Review completed survey and develop action planes with partner agencies 	Ongoing Ongoing October 2008 January 2009 December 2008
To large of population of children in out of home care for too long	Reduce the average length of stay in out of home care. <ul style="list-style-type: none"> • Provide Caseworkers up-to-date information on available resources through a resource book and diversion programs • Increase CBHA participation by the parents by holding regular meetings with regional counsel to enhance cooperation and dialogue • Explore substance abuse services need and availability as a resource for parents • Review philosophical differences between the providers and the judiciary as it relates to substantial compliance • Provide more training for parents/relatives/foster parents by utilizing local resources such as the Children's Board, FMHI , USF and others • Increase the potential for success by increasing training, collaboration, and creative thinking • Ensure the provision of adequate and timely referrals for services 	November 2008 November 2008 November 2008 November 2008 Ongoing February 2008

Budget Challenges	<p>Increase local efforts to address funding needs</p> <ul style="list-style-type: none"> • Educate the Legislature that one dollar cut could equal five due to IVE requirements by forming a committee to address the issue • Meet with Florida's People, Florida's Promise • Research Collaborative Grants • Engage Business Community • Reach out to the County 	<p>October 30, 2008</p> <p>Immediate and ongoing</p>
Federally funded Day care is restricted to open Hillsborough Kids Inc. or Investigations	<p>Increase available day care by accessing current resources or identifying new resources</p> <ul style="list-style-type: none"> • Engage Faith Based Community Day Care • Approach Children's Board • Educate the Legislature that it would cost much more to bring the children into care • Maximize CNS/FNS 	<p>Immediately</p> <p>Immediately</p> <p>Immediately</p>
<p>Other issues and needs:</p> <ul style="list-style-type: none"> • Teen specialization in Case management organizations • Increase children's participation in court • Case Planning Conferences at arraignment at the court • Services for families after case closure • CBHA on children placed in relative care • Medical Services • APD/Foster care crossover children 		

CIRCUIT FOURTEEN – Bay, Gulf, Holmes, Jackson, Washington & Calhoun

ISSUES	ACTION STEP	DATE OF COMPLETION
Lack of available in home services in order to prevent removal	Reduce the number of removals by increasing services to parents prior to removal <ul style="list-style-type: none"> • Review screening for the Alternative Response System to see if changes can be made to accept more cases • Explore the possibility of In-house “one stop” services through one Community Based Care Provider to eliminate transportation barriers 	October 2008
Availability of medical services	Increase medical services for families <ul style="list-style-type: none"> • Identify services that Medicaid provides and service criteria • Work with Medicaid providers for in home services 	November 2008 February 2009
Timely services and payments	Decrease the time it takes to access services for families <ul style="list-style-type: none"> • Coordination of services • Develop a more timely method for payments for services • Timely need assessments and service matches through the development of a services directory and provider webpage 	November 2008 October 2008
Lack of available providers due to small number of referrals and multiple counties	Increase available resources for families and children <ul style="list-style-type: none"> • Communicate between DCF/CBC in all counties across Circuit 14. • Service Bazaar(s) • Collaborate to create a Service mobile in smaller counties (Partner with public health dept., DCF, and other services. • Recruit more adoptive placements • Use of injunction to protect children • Use Early Steps for kids with developmental delays (kids 0-3 years) 	Ongoing May 2009 October 2008 Ongoing November 2008

CIRCUIT FIFTEEN – Palm Beach

ISSUES	ACTION STEP	DATE OF COMPLETION
<p>Child visitation with parents does not occur due to scheduling and lack of available visitations centers for families</p>	<p>Increase child and parent visitation</p> <ul style="list-style-type: none"> • Review existing practice and recommend modifications as needed • Review use of visitation program through court. Consider leverage of private dollars for visitation program community based • Meet with Junior League of Palm Beach County to discuss Visitation Center project/replicated after Orlando model • educate judiciary of visitation center via a presentation at Judges meeting 	
<p>Need for children to attend court</p>	<p>Increase the number of children that attend court proceedings</p> <ul style="list-style-type: none"> • Develop necessary protocols amongst Dependency Case Management, CLS, GAL, and FCP delineating notification of youth of court, preparation for hearing, and support for the youth while participating in court. (aligned with 2008 changes in Chapter 39 sub work group of Independent Living Stakeholders) 	
<p>Direct file process in need of clearer protocols.</p>	<p>Improve the Direct File Process</p> <ul style="list-style-type: none"> • Workgroup implemented to review <ol style="list-style-type: none"> (1) initial hearing/timeliness, (2) implementation of assessment process similar to CBHA's and (3) expedited service provision • Aligned with existing workgroup – seek expansion of workgroup and involvement of clerk's office) 	

<p>Need for a Directory for Services: No centralized clearinghouse for services for children and families served</p>	<p>Review use of diversion services/contract to serve as central clearinghouse for available services. Assess for implementation of resource library (consider replication of HKI model) (CFC to seek amendment to existing contracts to review ability to replicate resource library like HKI)</p>	
<p>Lack of training and best practices relating to Infant Mental Health</p>	<p>Increase training on infant mental health, and best practices for child welfare professionals and parents</p> <ul style="list-style-type: none"> • Increase Training/education conducted by existing providers funded through Children's Services Council • CFC/DCF to meet with CSC and contracted providers to develop training curriculum • Implementation of best practice through development of policy/protocols related to infant mental health and parent-child bonding. 	
<p>Retention of quality staff: turnover rate impacts permanency in court</p>	<p>Decrease the percentage of staff turnover</p> <ul style="list-style-type: none"> • Targeted recruitment/active recruitment and working agreements with FAU and PBCC • Enhanced training for DCM Supervisors (related to core supervisory competencies) • Provide Recognition: Child Welfare Professional of the Quarter (aligned with existing initiatives of Community Alliance and CFC) 	
<p>Integration of Services: Enhanced integration services among organizations such as Substance Abuse and Mental Health, Department of Juvenile Justice, Economic Social Services needed</p>	<p>Increase the communication and involvement between agencies</p> <ul style="list-style-type: none"> • Development of working agreements among partners TASC (SAMH) • Staffings/meetings regarding "cross over youth" children jointly served by DCF and DJJ • Development of RCG Program (FCP, GAL, POH and FAPA) 	

Marketing: need for increased education	Create a marketing and publication relations plan for community education <ul style="list-style-type: none">• Volunteer grant writer• Florida's People, Florida's Promise• Present to Palm Beach Legislative Delegation (aligned with CFC Development Plan)	
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CIRCUIT SIXTEEN - Monroe

ISSUES	ACTION STEP	DATE OF COMPLETION
In Circuit 16 most cases involve domestic violence and/or drug/alcohol abuse. The removal rate in this circuit is low however reentry into the system is an issue.	Increase Intensive family reunification services with evidenced based outcomes in order to decrease reentry into the system <ul style="list-style-type: none">• Assess the availability of services for DV and Substance Abuse	
CBC and service providers need to be included in planning process regarding initial removal	Increase the early involvement of providers prior to removal in order to reduce the length of stay, multiple placements and reentry <ul style="list-style-type: none">• Develop uniformity in engaging people outside the legal family across the circuit	
Lack of prevention services and services to prevent reentry	Reduce the number of reentry into the system <ul style="list-style-type: none">• When closing the case within the statutory time limit require the family to continue with family drug treatment court	
High need and lack of availability of services for substance abuse	Increase the number of parents receiving substance abuse services prior to adjudication <ul style="list-style-type: none">• Meeting with regional counsel, DCF, CBC and GAL to discuss engagement of prevention services by the family before adjudication. A "Rules of Engagement" document will be created	

CIRCUIT SEVENTEEN - Broward

ISSUES	ACTION STEP	DATE OF COMPLETION
Need to differentiate true dependency cases versus Sua Sponte	Reduce the number of dependent children entering the Juvenile justice system <ul style="list-style-type: none">• Early Identification and weekly detention reviews• Work to establish a Lock-out review team statewide• Review agreement and processes between DJJ, SAO and Childnet• Implement Family Engagement contracts (Childnet)	Ongoing
Need to implement new domestic Violence legislation	Increase services for domestic violence victims with children <ul style="list-style-type: none">• Meeting between Office of Attorney General (OAG) and Broward Sheriff (BSO) to establish protocol• Participation of OAG and BSO in the Domestic Violence Council• Appropriately identify and screen cases for injunction (BSO & OAG)	September 2008
Child Protection Investigations Toolbox	Reduce the number of removals by increasing community resources and alternatives <ul style="list-style-type: none">• Access Henderson's YES Program (BSO)• Increase outreach and greater awareness of community resources an alternatives (SBBC, DCF & CSC)	October 2008

CIRCUIT EIGHTEEN - Brevard

ISSUES	ACTION STEP	DATE OF COMPLETION
Lack of accessing prevention programs (i.e. MRT, Family Team Conference), collocation of providers	Increase Prevention programs to prevent removal <ul style="list-style-type: none"> • Setting up One Stop at each Service Center 	
Failure to engage the family, better assessments & Investigations (asking critical questions), Lack of contact with non custodial parent, buy in by the families	Increase Family participation <ul style="list-style-type: none"> • Provide more staff training for CPI and CBC staff 	
Need to increase option of filing dependency petitions without shelter	Increase the use of non shelter petitions. <ul style="list-style-type: none"> • Develop a protocol through a Collaborative effort – CLS, CBC, DCF 	
Need for simplified case plans – address the need of family	Increase successful completion of case plans <ul style="list-style-type: none"> • Provide additional Case plan development Training 	
Failure to identify existing community services and partnering with these agencies, lack of knowledge of resources available on the front end	Increase the involvement with other organizations <ul style="list-style-type: none"> • Collaborate with Faith Based Organizations 	
Lack of collaborative decision making	Increase involvement of partners in the dependency process. <ul style="list-style-type: none"> • Conduct more Collaborative ESI staffings – CLS, DCF, CBC ESI staffing with key players – providers, CPI, CBC, CLS • Establish better communication between DCF, CBC, and DJJ 	

<p>Failure to identify the major cause for removal upfront and timely accessing the corrective tasks in caseplans, Lack of utilization of all available services in the community</p>	<p>Reduce removals through use of available community resources</p> <ul style="list-style-type: none"> • Training on case plan formulation & implementation • “On Stop Shops” available at the Courthouse • Engaging Faith Based Organizations in the community (many offer services i.e. Drug Treatment, Pastoral Counseling, Mentoring Programs, Tutorial Programs, Youth Groups) 	
<p>Lack of availability of Drug Treatment in Brevard County</p>	<p>Expand utilization of Drug Court – Collaborative effort – CLS, CPI, CM</p> <ul style="list-style-type: none"> • Conduct training on Drug Court • Utilize available Drug treatment via Faith Based Organizations 	
<p>Failure to early identify parents who are not willing/able to comply with case plan & proceeding to permanency staffings in a more expedited fashion</p>	<p>Increase the number of Scheduled permanency staffings prior to 1st J.R. –</p> <ul style="list-style-type: none"> • Work with CBC, CLS to better develop a protocol or scheduling process 	
<p>Need for additional training on processes that would reduce/decrease out-of-care.</p>	<p>Reduce number of children in out-of-home care</p> <ul style="list-style-type: none"> • Utilizing more efficiently preventive services • Provide additional staff training 	
<p>Share Dependency concerns with larger audience,</p>	<p>Increase public awareness on child protection and dependency</p> <ul style="list-style-type: none"> • Get on Agenda for Together in Partnership (TIP) • Involve the community • Better communication between DCF, CBC, and DJJ • ESI staffing with key players – providers, CPI, CBC, CLS 	

CIRCUIT EIGHTEEN - Seminole

ISSUES	ACTION STEP	DATE OF COMPLETION
Too many children removed from homes	Reduce the number of removals Increase use of Mediation, fashioned after the model used in Circuit 5/Kids Central, Inc.)	
Children in out-of- home care too long	Reduce the length of out- of home care <ul style="list-style-type: none">• Identify cases for a “fast track” docket to reach permanency quicker• Define the priority case plan tasks in our out of home cases to more effectively reunify children	

CIRCUIT NINETEEN – Indian River, Martin, Okeechobee & St. Lucie

ISSUES	ACTION STEP	DATE OF COMPLETION
Lack of funding to expand SLC Team 1 to other three counties	Increase SLC teams to other circuit counties <ul style="list-style-type: none"> • Explore funding options, grants, foundations, corporate funding • involve county executive roundtables 	
Few Prevention Services (prior to hotline calls)	Increase prevention services <ul style="list-style-type: none"> • Support development of Shamrock Primary prevention centers 	
Case plans are general and service referrals not closely tied to core needs; leads to potentially ineffective referrals	Increase the use of appropriate services for assessed needs within case plans <ul style="list-style-type: none"> • Analyze service referrals; define criteria for specific referrals 	
Eligibility Criteria, required initiation timeframes and focus of community support services that are receiving referrals from PI's and DCM's contribute to inadequate or untimely service referral responses and duplicative referrals	Reduce intervention and service time to families referred for services <ul style="list-style-type: none"> • Review and streamline, where possible, administrative requirements of services agencies. • Develop a check and balance system to ensure the appropriateness of referrals 	
Lack of comprehensive feedback from mental health, substance abuse and other support services being obtained or communicated prior to court	Increase communications and collaboration between partners	
Currently, parties in dependency actions are primarily focused on "checklist" to determine parental case plan task completion	Increase focus of all parties (Case management, CLS, Judges and magistrates) on whether RISK has been reduced to child in out of home care <ul style="list-style-type: none"> • Review and enhance substance of staffings that are held prior to Judicial Reviews. 	

Quarterly meetings may be insufficient to fully implement the action plan	Establish ongoing venues to troubleshoot and address issues as it relates to child protection and	
CIRCUIT TWENTY – Charlotte, Collier, Glades, Hendry & Lee		
ISSUES	ACTION STEP	DATE OF COMPLETION
Need to improve educational involvement in service planning	<p style="text-align: center;">momentum</p> <ul style="list-style-type: none"> • Circuit workgroup to be convened during the month of September to finalize action steps and implement them relating to the issues identified at the statewide • Increase number of contacts between the school districts and child welfare staff • 30 day reviews for protective investigators 	

Need for improved understanding of local community of child welfare service needs	<p>Increase the number of community resources involved in the Child Welfare System</p> <ul style="list-style-type: none"> • Complete circuit-wide needs assessment using the Children’s Network of SW Florida’s Needs List • Use data and individual stories for campaigning on identified needs – Use of Speaker’s Bureau? • Increase the targeted recruitment of foster parents • “Mom’s Club” to model effective parenting • “Landlord Partnerships” to increase affordable housing • Follow up with Housing and Urban Development (HUD) contact who presented at the Summit • Continue developing relationship with Media 	
Need for more affordable child-care	<p>Increase the number of affordable child-care slots</p> <ul style="list-style-type: none"> • Pursue legislative issue – allowing for the judiciary to access day-care and allow for payment since it’s limited to dependent children. • Designate slots for family-preservation cases, if day-care is the needed service to maintain family. 	
Need for improved community awareness of service array	<p>Increase the number of referrals to outside agencies</p> <ul style="list-style-type: none"> • Promote use of 211 line. Determine whether a “land-line” is available for 211 so people with out of network cell-phones can also call • Complete a resource map, surveying the community, to assist with the development of a resource book, similar to the work done by the United Way • aggressively train circuit’s child welfare professionals on how to access other benefit program • develop comprehensive website of available community services 	
Need for ability to rapidly respond to families in crisis	<p>Decrease the time for families in crisis to access services Develop Crisis Response Team</p> <ul style="list-style-type: none"> • mobile outreach or a crisis team that include domestic violence, mental health and substance abuse professionals with the goal of short-term stabilization of families. Develop through an 	

	<p>existing protective investigations unit with specialized staff</p> <ul style="list-style-type: none"> • increase use of staffings or team meetings to increase children coming into care 	
Need for better information on children who were sheltered and came into care	<p>Decrease the number of children in Shelter</p> <ul style="list-style-type: none"> • Develop "Shelter Review Team" • partnership between the Dept. and CLS to review cases, thematically, for lessons learned from the previous month's shelter cases. Plan accordingly from lessons learned. 	
Need for a post-reunification service unit	<p>Increase the post reunification services for families</p> <ul style="list-style-type: none"> • Develop specialized case management unit or services provider for post-reunification families building on family-centered service model or the prior "family-builders" program 	
Need for improved parental advocacy	<p>Increase family involvement for case planning</p> <ul style="list-style-type: none"> • Improve flexibility in case planning to allow for families who are working or have scheduling conflicts. Plan parent's services around their available time 	
Need for increased culturally competent and fluent (Creole) service providers	<p>Increase culturally competent services</p> <ul style="list-style-type: none"> • Provide cultural awareness training that targets the specific populations in the within the circuit • Recruit bi-lingual staff 	