

Overview of the Circuit Plans for Prevention and Permanency

Provided to the Child Abuse Prevention and Permanency Advisory Council

And to the Circuit Planning Team Conveners

26 & 27 August 2008

In accordance with Chapter 30 F.S., the Office of Adoption and Child Protection charged each Circuit/District with creating a Local Planning Team responsible for Adoption Promotion and Prevention of Abuse, Abandonment and Neglect. Each Local Planning Team developed a Circuit/District local plan of action to be used by the statewide Advisory Council in developing the state's plan of action for Adoption Promotion and Prevention of Abuse, Abandonment and Neglect. The overarching goal with the work of the Local Planning Teams and the statewide Advisory Council is that all of Florida's children are raised in healthy, safe, stable and nurturing family environments. In the ideal, no child would ever suffer from abuse, abandonment or neglect, as well as all children available for adoption are adopted immediately into stable homes that love and nurture them for the rest of their lives.

The local circuit plan and plan update were designed to serve three major purposes:

- First, it provides an integrated approach that will guide each circuit's efforts to create a better environment for its children.
- Second, it telescopes child maltreatment prevention efforts to focus on preventing abuse, abandonment and neglect before they occur:
 - Primary prevention – Geared to the general public to prevent child abuse, abandonment and neglect from occurring. *[Family Support]*
 - Secondary prevention – Geared to families who are vulnerable and at risk of child abuse, abandonment and neglect. *[Family Support and Preservation]*
- Third, circuit plans of action form the basis for the statewide plan of action and plan update being developed by the Child Abuse Prevention and Permanency Advisory Council, which is due to the Governor and the Legislature on 31 December 2008.

Local planning efforts for the Adoption Promotion and Prevention of Abuse, Abandonment and Neglect are guided by Florida Statutes. Section 39.001, F. S., describes state requirements for developing a local plan. Crucial to the development of local plans by local prevention task forces is coordination with Community Alliances, as referenced in Section 20.19(6)(b), Florida Statutes. Many other partners are required in order to realize primary and secondary prevention, and guidelines were provided required local planning team membership. The Local Planning Teams were asked to address:

- Defining the magnitude of child abuse problems,
- Identifying strategies for ensuring that children are not abused,
- Developing a comprehensive approach for providing post adoptive support,
- Prioritizing local needs, and
- Making recommendations for change in your area as well as making recommendations for change at the state and federal levels.

Local planning teams were asked to consider the linkages between poverty, substance abuse, mental illness, domestic violence, social isolation and insecure parental attachment history with child maltreatment and how to lower the incidence rate in these areas and build resiliency in homes. The Office of Adoption and Child Protection and the Child Abuse Prevention and Permanency Advisory Council requested that each circuit develop an 18- month action plan to bring the various “touch points” and community resources together to address the social and psychological, community and parental risk factors that increase the likelihood of child maltreatment. Local planning team composition was designed to ensure that most of these touch points were represented on local planning teams. Local planning teams were asked to identify:

- Local sensors for detecting the early emergence of such problems before the point of child maltreatment occurs
- Options that can be brought to bear to address early emergence of these risk factors or afflictions
- Informal (e.g., community and grassroots efforts) and formal (service providers and organizations) options for team-based shared practice protocols and early recognition and response to these emergent problems
- Response capacity to execute these protocols and practices including the coordination of formal and community efforts and supports
- Continuous tracking systems to measure the processes as implemented and measuring the results of the efforts provided with periodic reports used for quality assessment and assurance
- Local community and state policies and practices that would strengthen the web of support for children and families; generating and sustaining communities of care

Local planning efforts were guided by resources provided by the Office of Adoption and Child Protection in the Office of the Governor in partnership with the Florida Department of Children and Families. These supports included local and state adoption performance, child maltreatment, and socio-economic indicators as well as information on evidence-based practices and strategies. Local teams were directed to identify primary and secondary prevention strategies that best matched the needs in their communities. An outline was provided for use by the local planning teams. Circuits were asked to submit plans that had the following organization:

Part 1 Introduction to the Plan and Plan Update

- I. Circuit transmittal information
- II. Process used to develop the plan and plan update

Part 2 18-Month Plan of Action for the Promotion of Adoption and Support of Adoptive Families

- I. Status of adoption and children available for adoption
- II. Current program descriptions
- III. Comprehensive approach to services
- IV. Local needs related to adoption promotion and support of adoptive families
- V. Plan of action for the 18-month period, January 2009-June 2010

Part 3 18-Month Updated Plan of Action to the existing 5-Year Plan for the Prevention of Abuse, Abandonment and Neglect of Children

- I. Status of child maltreatment
- II. Analysis of the priority strategies identified in the current five-year plan
- III. Updated plan of action for the 18-month period, January 2009 – June 2010

Part 4 Barriers to the Accomplishment of a Comprehensive Approach

- I. Barriers related to the promotion of adoption of available children
- II. Barriers related to supporting adoptive families
- III. Barriers related to the prevention of child abuse, abandonment and neglect of children

Part 5 Recommendations for State and Legislative Action and Change

- I. State program level recommendations
- II. Legislative action recommendations

Overview of Circuit Plans

All circuits convened local planning teams, reviewed community indicators, identified strengths and needs, and developed action steps based on their findings. Table 1 provides a summary of their work and provides a brief overview of local strengths; 2005-2010 Prevention Priorities; 2005-2010 Plan implementation status; findings regarding adoption promotion, adoption support, and child maltreatment; and the prevention priorities developed for 2008-2010. Circuit plans include a great deal of additional information and detail than is included in this summary, including information regarding current service delivery. *Action steps and priorities that were not primary or secondary prevention strategies are not included in this report.*

Table 1. Summary of Local Plans.

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
<p>01 Escambia, Okaloosa, Santa Rosa, Walton</p>	<ul style="list-style-type: none"> Exceeded performance goal for adoptions for past 5 years Improvement in % of children adopted within 24 months 100% adoption support follow-up of referred families Strong Alliance of community partners Progress made on 2005-10 priorities 	<ul style="list-style-type: none"> Adoption Promotion – need to improve identification of family matches to place more children for adoption Adoption Support – no respite care; limited specialized mental health services <p>Evidence: Adoption Performance Indicators; Adoptive Parent Focus Groups</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Enhanced recruitment efforts Concurrent planning model <p>Adoption Support</p> <ul style="list-style-type: none"> Develop a pool of adoption competent mental health providers Develop adoptive family respite care program 	<p>Domestic Violence Services & Partnerships</p> <p>Substance Abuse Prevention & Services</p> <p>Service Coordination & Integration</p>	<ul style="list-style-type: none"> Greater awareness among partner agencies; annual domestic violence training Greater awareness among partner agencies; greater access to substance abuse assessments Collaborative training across partner agencies 	<ul style="list-style-type: none"> Child victimization rate of 40% High rates of substance abuse treatment (FL ranking – 3rd) High rates of domestic violence (FL ranking – 6th) 	<ul style="list-style-type: none"> Provide complex trauma training Implement domestic violence community awareness campaign Support access to community resources Expand prevention education opportunities and materials 	<p>DV, MH</p>

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02 Franklin, Gadsden, Jefferson, Leon, Liberty, Wakulla	<ul style="list-style-type: none"> Met or exceeded performance goals for adoption placement and % of children adopted within 24 months Whole Child Leon & start-up of Whole Child Gadsden & Jefferson Strong community collaborations 	<ul style="list-style-type: none"> Adoption Promotion – clear, easily understood adoption process; special recruitment strategies for children with special needs; accessible & comprehensive pre-adoptive training Adoption Support – need for additional adoptive parent training & access to support services <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Improve adoption promotion & recruitment activities Accessible community resources Public awareness of prevention issues <p>Adoption Support</p> <ul style="list-style-type: none"> Improve adoption process Maintain a knowledgeable & skilled permanency staff Improve adoption support services, including support networks, “after care”, resource dissemination & linkage, parent education, & child mentoring 	<p>Substance Abuse Prevention & Treatment</p> <p>Mental Health Prevention & Treatment</p> <p>Domestic Violence Prevention & Services</p> <p>Service Coordination & Integration</p>	<ul style="list-style-type: none"> Monitoring & evaluation of plan’s action steps has not occurred on an ongoing basis Team members indicate substance abuse and mental health services have increased 	<ul style="list-style-type: none"> Victimization rates slightly higher than state average with rates in Liberty County significantly higher Moderate to high incidence of poverty (ranging from 22.7% in Gadsden to 14.3% in Wakulla) Gadsden County has highest rate of domestic violence in FL 	<ul style="list-style-type: none"> Increase use of team-based systems to share protocols & early recognition & response through Whole Child action teams & training, community coalitions, & health & mental health collaborations Strengthen partnerships to provide info. to judges, cross-train staff, increase use of behavior analysis services, provide training for home care providers & foster parents, & consider co-location of staff Increase access to community resources such as quality child care, school enrichment, parent training, & parent support groups through partnerships with early learning agencies, 211, Boys & Girls Clubs, parks & recreation departments, & faith-based organizations Increase public awareness of prevention issues through media campaigns & KidCare enrollment outreach 	MH

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<p>03 Columbia, Dixie, Hamilton, Lafayette, Madison, Suwannee, Taylor</p> <p><i>and</i></p> <p>08 Alachua, Baker, Bradford, Gilchrist, Levy, Union</p>	<ul style="list-style-type: none"> Consistently increased % of adoptions within 24 months & decreased length of stay since 2004 Broad array of adoption support services 	<ul style="list-style-type: none"> Adoption Promotion – children ages 9 -17 & male children most likely to be without placement Adoption Support – lack of substance abuse & mental health providers in rural counties, need to increase knowledge of adoption subsidies & resources; need more adoptive parent support groups & specialized training <p>Evidence: Adoption Performance Indicators</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Community education / adoption promotion in rural counties Targeted recruitment for families for older children & boys Increased MAPP training in rural counties Expedited adoption process <p>Adoption Support</p> <ul style="list-style-type: none"> Expand mental health services Create resource list & parent newsletter Expand existing foster & adoptive parent support groups 	<p>Family Education & Support</p> <p>Family Mentoring</p> <p>Resource Development & Coordination</p> <p>Public Media Campaign</p> <p>Training</p> <p>Respite Care</p>	<ul style="list-style-type: none"> Resource list developed Prevention information distributed to schools Periodic prevention education training with community organizations Establishment of 211 Other priorities not realized due to lack of resources 	<p>Circuit 8 has seen a consistent increase over past 4 years in # of substantiated victims</p> <p>Circuit 3 has seen an increase in substantiated victims in past year</p>	<ul style="list-style-type: none"> Improve community education/adoption awareness for rural counties Expand mental health services & resources 	

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04 Clay, Duval, Nassau	<ul style="list-style-type: none"> Increased adoption finalizations, exceeding state performance standards Collaboration of key stakeholders (families, judges, service providers, community members) to promote adoptions Aggressive family recruitment & retention plans Duval Pilot for Systematically Redesigning the Foster Care System to Improve Outcomes for Children or Ending Foster Care As We Know It – a foster care redesign initiative 	<ul style="list-style-type: none"> Adoption Promotion – improve cultural competence, increase teen adoptions, provide additional adoptive family training Adoption Support – need additional support services <p>Evidence: Adoption Performance Indicators; Local planning team determination</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Cultural diversity training Train mentors for youth Targeted recruitment to find homes for older children Revision of MAPP training Develop additional educational surrogates 	<p>Duval: Community engagement Evidence-based programming Accountability & evaluation</p> <p>Clay: Service expansion Substance abuse & domestic violence services</p> <p>Nassau: Substance abuse & mental health services Domestic violence services</p>	<p>Duval: Activities underway, some successes already evident (e.g., reduction in sleep-related infant deaths)</p> <p>Clay: Activities awaiting implementation</p> <p>Nassau: Activities awaiting implementation</p>	<ul style="list-style-type: none"> Adoption Promotion – improve cultural competence, increase teen adoptions, provide additional adoptive family training Adoption Support – need additional support services Child Maltreatment – high rates of domestic violence & substance abuse in Duval; high rates of substance abuse in Nassau; increasing rates of teenage pregnancy & sexually transmitted disease 	<ul style="list-style-type: none"> Provide cultural diversity training Support foster care redesign initiative Promote continuum of prevention services Monitor prevention services Develop a system of data collection to identify gaps & share information 	
05 Citrus, Hernando, Lake, Marion, Sumter	<ul style="list-style-type: none"> Increased adoption finalizations in 2007; exceeds statewide % of adoptions from those available for adoption; 	<ul style="list-style-type: none"> Overall findings - Median income less than state average; ranked 5th in state child 	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Development of newsletter for adoptive families Distribution of community 	<p>Equity in funding</p> <p>Stable environments for children & families</p> <p>Increased resources for substance abuse</p>	<ul style="list-style-type: none"> Funding equity addressed by 2006 Legislative Session Increased public awareness of resources; increased 	<ul style="list-style-type: none"> Increase in child maltreatment victims in past 3 years – among highest rates in state Domestic violence & substance abuse 	<ul style="list-style-type: none"> Engage faith-based organizations in recruitment of adoptive families Increase information & resources provided to adoptive families through 	

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	<p>recently established "Family Finders" program to engage extended families of hardest to place children</p> <ul style="list-style-type: none"> Local partnerships Community based care lead agency one of first in FL to receive accreditation from Council on Accreditation; child welfare redesign project recognized with a Prudential-Davis Productivity Award; selected to participate in national collaboration to improve safety & risk assessment processes 	<p>poverty; median population age older than state average; lack of affordable housing; rise in unemployment; increase in crime & violence, especially gang violence; domestic violence rates higher than state average</p> <ul style="list-style-type: none"> Adoption Promotion - Few specialized family supports for adoptive families; limited services in some areas Adoption Support - need to improve access to information & resources for adoptive parents; lack 	<p>resource guides</p> <ul style="list-style-type: none"> Facilitation of adoptive parent support groups Develop speakers' bureau to provide training to school personnel <p>Adoption Promotion</p> <ul style="list-style-type: none"> Neighborhood Family Centers in targeted zip code areas Engagement of faith-based organizations 	<p>& mental health treatment</p> <p>Promoting & ensuring family support services</p>	<p>assistance available</p> <ul style="list-style-type: none"> Access to substance abuse & mental health treatment remains limited Additional resources for family support available 	<p>primary issues related to child maltreatment (60% of child removals associated with substance abuse)</p> <ul style="list-style-type: none"> Overrepresentation of African American children among child victims 	<p>community resource guide, newsletter, & support groups</p> <ul style="list-style-type: none"> Provide regular in-service opportunities for school personnel on issues of adoption Establish Neighborhood Service Centers with Community Facilitators in targeted zip code areas Create public education efforts regarding preventable injury 	

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		<p>of knowledge regarding impact of child maltreatment by school personnel</p> <p>Evidence: Local planning team determination</p>						
06 Pasco, Pinellas	<ul style="list-style-type: none"> Exceeded state targets for adoption finalizations in last 2 years Two staff positions – Director & Assistant Director of Adoption – assisted in increasing timeliness of adoption finalizations Institution of a standardized adoption subsidy file and adoptive family file Enhanced training for adoption staff Adoption manual for reference by adoption teams 	<ul style="list-style-type: none"> Adoption Promotion – length of stay in care (25% of children have been in care greater than 24 months) & adoption disruption & dissolution rates (5% & 4% respectively) need improvement Adoption Support – need additional support services, respite care, mental health provider 	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Targeted recruitment for children who are difficult to place Expedited permanency through concurrent planning & flexible funding <p>Adoption Support</p> <ul style="list-style-type: none"> Develop adoption resource guide & newsletter Develop adoption support groups Community adoption 	<p>Primary prevention & diversion services</p> <p>Domestic violence services</p> <p>Adequate, accessible, & affordable housing & shelter beds</p> <p>Substance abuse treatment</p> <p>School success</p> <p>Adequate funding & support for prevention services for growing population</p>	<ul style="list-style-type: none"> MOU between child protection system & domestic violence providers Implementation of a DV prevention social marketing campaign Collaborative partnership (Operation PAR) providing team approach to DV, SA, & MH services, resource & referral linkages, and intervention & case management services School social workers to assist with services to children/families at risk & link with 	<ul style="list-style-type: none"> High rates of domestic violence, substance abuse, & poverty Increased rates of child maltreatment Overrepresentation of African American children among victims 	<ul style="list-style-type: none"> Form committee to coordinate all efforts related to prevention Develop baseline of available child abuse prevention resources Implement/expand/enhance primary prevention models that work (Front Porch, Parenting for Change, Circle of Parents, Parent Aide Program, Healthy Families, Community-based Trainings) Expand/enhance diversion models that work (Emergency Response Team, Family Specialist Services, Total Family Strategy) Design & implement a community-wide social marketing 	DV, SA, MH

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	<ul style="list-style-type: none"> Partnership with local court system Emergency Response Team providing intensive in-home crisis stabilization Total Family Strategies providing intensive in-home primary prevention & diversion services Family Intervention Team providing intensive, in-home crisis stabilization Healthy Families Florida providing voluntary, community-based home visitation services School Readiness & VPK services 	<p>expertise in adoption issues</p> <p>Evidence: Adoption Performance Indicators</p>	<p>education</p> <ul style="list-style-type: none"> Develop file review tool Post-adoption support services and increased mental health services through development of an adoptive family resource guide, use of support groups, and specialized training for service providers 		<p>child welfare</p> <ul style="list-style-type: none"> Parent training programs Expanded service eligibility & co-location of prevention/diversion staff with CPI & child welfare Maximization of revenues Annual prevention awareness conference 		<p>campaign for prevention including training opportunities, media, & self-help website</p>	
07 Flagler, Putnam, St. Johns, Volusia	Strong local partnerships	<ul style="list-style-type: none"> Adoption Promotion –greater number of children over 9 available for adoption 	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Targeted marketing through materials, sharing 	Volusia & Flagler: <ul style="list-style-type: none"> Substance abuse & domestic violence prevention Positive 	Volusia & Flagler: <ul style="list-style-type: none"> Prevention outreach to schools, faith-based organizations, & other community 	<ul style="list-style-type: none"> Increase in child maltreatment rates Maltreatment tied to substance abuse & domestic violence High rates of 	<ul style="list-style-type: none"> Establish prevention planning teams in each county Establish a data system to identify service gaps 	

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		<ul style="list-style-type: none"> Adoption Support – services needed to assist with complex needs & behavioral problems of children 	<p>stories at MAPP training, & local PSAs</p> <p>Adoption Support</p> <ul style="list-style-type: none"> Increase post-adoption supports through single point of access to services, access to adoption competent mental health providers, education & training for adoptive parents on accessing services, & establishment of adoptive parent support groups <p>Evidence: Adoption Performance Indicators; Adoption Survey</p>	<p>parenting promotion</p> <p>St. Johns:</p> <ul style="list-style-type: none"> Primary prevention services Secondary prevention services <p>Putnam:</p> <ul style="list-style-type: none"> Substance abuse & domestic violence prevention Parent education & support 	<p>groups</p> <ul style="list-style-type: none"> DV outreach prevention plan developed Parenting website Web-based database of community services implemented <p>St. Johns:</p> <ul style="list-style-type: none"> Increased delivery of integrated education & services regarding SA & MH in juvenile detention centers, jails, schools, & other community sites Created Community Resource Center providing parent education & support courses Created Community Resource Directory & website Implemented system-wide integration program to provide wrap-around services Increased community participation on Prevention Task Force 	<p>poverty & infant mortality in Putnam</p>		

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09 Orange, Osceola	<ul style="list-style-type: none"> Exceeded adoption performance goals for last 3 years Adoptive family satisfaction with adoption services; adoption competency training available for mental health providers 	<ul style="list-style-type: none"> Adoption Promotion - improve adoption rates for children who are non-white, are in sibling groups, have special needs, & are 9+ years of age; improve time to termination of parental rights in Osceola; & improve outreach to increasing Hispanic community Adoption Support – need adoption competent therapists, respite care, & more flexible delivery options <p><i>Evidence: Adoption Performance Indicators, Local planning team determination; Family surveys</i></p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Targeted recruitment efforts, including a faith-based recruitment initiative Targeted media campaign <p>Adoption Support</p> <ul style="list-style-type: none"> Develop adoption competent mental health therapists & adoption counselors Explore web-based training 	<p>Child & family wellbeing</p> <p>System of care & enhanced services</p> <p>Focus on primary prevention programs</p> <p>Education about services</p> <p>Child care resources</p>	No evidence of implementation	<ul style="list-style-type: none"> Increase in child maltreatment rates Increase in poverty Maltreatment most frequently tied to substance abuse & domestic violence 	<ul style="list-style-type: none"> Substance abuse prevention Family violence prevention Reduce poverty Provision of mental health services 	DV MH SA

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10 Hardee, Highlands, Polk	<ul style="list-style-type: none"> Exceeded adoption performance goals for last 3 years Success of targeted faith-based recruitment efforts Dedicated staff positions for post adoption support 	<ul style="list-style-type: none"> Adoption Promotion – need to improve adoptions for teens Adoption Support – decision made to focus on adoption promotion <p>Evidence: Adoption Performance Indicators</p>	Target recruitment efforts through state & local partnerships	<p>Youth services</p> <p>Access to basic needs</p> <p>Strengthening families & communities</p> <p>Substance abuse and mental health services</p> <p>Educational resources Child Care</p>	<ul style="list-style-type: none"> Youth service guide developed Developed local housing guide Resource guide distributed through child welfare system Distribution of resource information, provision of staff training, & establishment of specialized court for substance abuse/mental health issues Service learning projects & foster parent training Improvement in school readiness rates 	<ul style="list-style-type: none"> Increase in maltreatment rates (8.8% increase in reports & 7% increase in substantiated victims) 	<ul style="list-style-type: none"> Provide budget training support programs for youth & families Expand prevention programs to include Parents Under Construction parent training, music & art therapy for children, & Wakanheza training 	
11 Miami-Dade and 16 Monroe	Strong community leadership & partnerships; local commitments & funding	<ul style="list-style-type: none"> Adoption Promotion – improve time to adoption (3rd worst rate in state – only 20% of adoptions occur in less than 24 months); children awaiting adoption most likely to be non-white and 9+ years of age 	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Public information & targeted recruitment initiative through community settings, media, formalized “word of mouth” by adoptive parents, partnerships with faith-based 	<ul style="list-style-type: none"> Partner with Children's Trust & Alliance for Human Services to maximize positive outcomes Partner with ELC Coalition of Miami-Dade/Monroe & United Way to improve early care & education Partner with Miami-Dade school superintendent to improve quality of education 	Unclear	<ul style="list-style-type: none"> Domestic violence & substance abuse associated with almost 50% of child maltreatment findings <p>Circuit 11:</p> <ul style="list-style-type: none"> Ethnically diverse population; highest rate of childhood poverty in FL High rates of domestic violence & substance abuse Deficits in housing, health care, employment, & transportation are common High number of immigrants in undocumented or mixed-status families 	<ul style="list-style-type: none"> Implement Structured Decision Making (C11 & 16) Develop dedicated permanent & public funding source (C16) Community education (C11 & 16) Improve intake & referral process (C11 & 16) Formalize community partnerships with MOUs (C11) Increase flexible funding (C11 & 16) 	

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		<ul style="list-style-type: none"> • Adoption Support – need specialized training for mental health professionals & child protective investigators, increased education for adoptive families, access to residential treatment for adopted children & access to information & resources <p>Evidence: Adoption Performance Indicators, Research studies of adoptive families and adoption practitioners</p>	<p>organizations, & improvement of phone response to prospective adoptive parents</p>	<ul style="list-style-type: none"> • Partner with Our Kids, the G.A.L., & the courts to provide improved tertiary prevention services 		<p>creates reluctance to seek assistance; need to improve decision making regarding family assessment & referral</p> <ul style="list-style-type: none"> • Need to strengthen linkages between community organizations <p>Circuit 16:</p> <ul style="list-style-type: none"> • High maltreatment rate (highest substantiation rate in FL, 2nd highest rate of substance abuse) • Substance abuse treatment rate nearly double statewide average • High housing costs • Highest cost of living in FL • Potential loss of afterschool care funding • Geographic & transportation challenges to service delivery • Lack of sufficient administrative funding • Lack of preventative medical & dental services • Lack of funding for early intervention, therapeutic services, crisis intervention, & respite care 		

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12 Desoto, Manatee, Sarasota	Exceeded adoption performance goals for last two years	<ul style="list-style-type: none"> • Adoption Promotion – Need to improve time to adoption, especially for children in sibling groups & with special needs (25% of children in care have been in care greater than 24 months) & disruption rate (4%) • Adoption Support – Need to improve awareness of services, access to long-term residential treatment, & expertise in mental health community to address adoption issues <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> • Targeted recruitment for difficult to place children • Increased focus on concurrent planning <p>Adoption Support</p> <ul style="list-style-type: none"> • Develop adoption resource guide • Form adoption support groups • Provide education & training to mental health, child welfare, & community partners regarding adoption issues • Develop post/pre adoptive newsletter 	<ul style="list-style-type: none"> • High incidence of alcohol & other drug use • High incidence of poverty • Lack of community resources • Link prevention programs with schools • Expand service availability to rapid growth areas in affected counties 	<ul style="list-style-type: none"> • Expansion of prevention & diversion services • Increase in substance abuse services & education • Increase in public awareness of substance abuse • Increase in linkages between community prevention programs 	<ul style="list-style-type: none"> • High maltreatment rates (8th highest reporting rate & 9th highest substantiation rate in FL) • Maltreatment most frequently associated with substance abuse, domestic violence, & poverty • High prevalence of adults using alcohol in DeSoto County • High child maltreatment rate in Manatee County • High rate of substance exposed newborns in Sarasota County 	<ul style="list-style-type: none"> • Decrease substance misuse through expanded access to services, increased enforcement, increased screening & testing, & increased targeted & public education • Decrease child poverty through increased subsidized child care, promotion of work opportunities, expanded access to vocational training, & increased advocacy for affordable housing • Increase community resources through increased subsidized child care, expansion of family service centers, and pursuit of pilot program funding • Maintain prevention programs, schools, & community programs through legislative advocacy 	SA
13 Hillsborough	<ul style="list-style-type: none"> • Dramatic increase in 	<ul style="list-style-type: none"> • Overall - High incident of DV 	Adoption Promotion	Safe & affordable housing	Although implementation progress is not	Critical issues identified by Children's Committee	<ul style="list-style-type: none"> • Increase availability of safe & affordable 	DV

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
	<p>adoptions</p> <ul style="list-style-type: none"> Received two awards from Congressional Coalition on Adoption Institute recognizing success in adoption promotion Funding by the Children's Board to design & implement an adoption competency certification Exceeds state standard of 95% of children not abused or neglected during services Strong community advocacy Strong leadership from DCF SunCoast Region, Children's Board of Hillsborough County, Hillsborough Kids, Inc., & various planning groups 	<p>(ranked 1st in FL); lack of affordable housing; lack of adequate funding for child care (6,000 on waiting list); high infant mortality rates</p> <ul style="list-style-type: none"> Adoption Promotion – need to develop adoption competent staff Adoption Support – Need to develop adoption competency, increase access to mental health services, support groups for families adopting internat., & respite services <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<ul style="list-style-type: none"> Increase competencies & capacities of professionals who serve adoptive families <p>Adoption Support</p> <ul style="list-style-type: none"> Increase competencies & capacities of professionals who serve adoptive families Create continuum of respite services 	<p>Continuum of child care services</p> <p>Service integration</p>	<p>clearly delineated, there is evidence of ongoing tracking and implementation of community plan</p>	<p>of Hillsborough County</p>	<p>housing</p> <ul style="list-style-type: none"> Create a continuum of child care & respite services Improve service accessibility through system integration & co-location of services (particularly the integration of domestic violence & child welfare) 	

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
14 Bay, Jackson, Washington, Holmes, Gulf, Calhoun	Met or exceeded state adoption performance goals for past several years – 72.5% children were adopted during 2006-07 compared to 43.7% statewide	<ul style="list-style-type: none"> • Adoption Promotion – Need targeted recruitment for non-white children & children with special needs; greater understanding of adoption process • Adoption Support – Need greater education & training, awareness of available services, & support services <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> • Improve adoption process to expedite permanency • Improve adoption promotion & recruitment through media, training, adoption specialists positions, targeted recruitment, etc. <p>Adoption Support</p> <ul style="list-style-type: none"> • Improve adoption process to expedite permanency • Maintain skilled permanency staff • Improve services to adoptive families through parent support groups, provision of information & resources, aftercare, etc. 	<ul style="list-style-type: none"> • Mental health services • Substance abuse services • Domestic violence prevention & services • Increased utilization of the Family Service Planning Team • Develop support services within faith-based community • Increase agency networking & coordination 	No information provided	<ul style="list-style-type: none"> • Highest reporting rate in FL & 3rd in substantiations • Highest rate of substance abuse in FL • High poverty rates (19.4% compared to state average of 17.3%) • High rates of domestic violence in Bay 	<ul style="list-style-type: none"> • Strengthen existing prevention team-based systems and coordination/integration (e.g., support Whole Child concept; increased collaboration via coalitions & councils; & partnerships with faith-based organizations) • Increase prevention partnerships with community providers (e.g., interagency training; support for faith-based services; improved adoption promotion & recruitment; increased provision of in-home prevention services including DV, MH, & SA services; parent education & training, & partnerships with early learning entities) • Promote visibility & awareness of prevention resources to community through partnerships with early learning entities, health services, parks & recreation departments, family support agencies, & various media outlets 	DV, MH, SA

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
15 Palm Beach	<ul style="list-style-type: none"> Strong community partnership with development of community plan and indicators Consistently exceeded statewide goals regarding adoption finalizations and timeliness of adoptions 	<ul style="list-style-type: none"> Overall – Expanded health insurance options are needed; need to address cultural differences in recognition of importance of prenatal care; hours of operation of health facilities hinders accessibility; poor transportation system; high cost of malpractice insurance resulting in decrease in OB/GYNs; maternal health issues & difficulty in identifying women who need prenatal care; need to engage private & nontradition 	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Increase recruitment events targeted toward minorities by 25% Increase teen adoptions by 20% Implement training to develop comprehensive recruitment plans for children with mental health & complex medical issues Develop training for foster parents regarding adoption process <p>Adoption Support</p> <ul style="list-style-type: none"> Provide attachment disorder training & education Identification of single point of access regarding provider 	<p>Affordable housing</p> <p>Living wage jobs with benefits</p> <p>Educational attainment</p> <p>Accessible, quality child care & after school care</p> <p>Substance abuse prevention & treatment</p>	<ul style="list-style-type: none"> Most of the objectives have been met in a timely fashion; local planning efforts included a careful review of progress and several changes were made to priorities based on review 	<p>Domestic violence & substance abuse are primary contributors to child maltreatment</p>	<ul style="list-style-type: none"> Increase school readiness & access to affordable child care through support of QRIS, Director's Academy, Continue to Care scholarship program, and implementation of Family, Friend, & Neighbor Care Program Increase healthy births/access to care through increased screenings, targeted population interconception care, & system building Prevent domestic violence through targeted education Reduce substance abuse through cross-training of staff and network participation Enhance financial stability through assistance with housing, drop-out prevention & outreach programs, & community resource training 	<p>DV, SA</p>

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
		<p>al health care providers</p> <ul style="list-style-type: none"> • Adoption Promotion – improve adoption rates for teens & minorities; improve perceptions of adoption process • Adoption Support – Lack of mental health providers with expertise in attachment disorders; lack of knowledge & access to support services & Medicaid & health services <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<p>partners & support services</p> <ul style="list-style-type: none"> • Creation of web centralized clearinghouse for adoption supports • Develop clearinghouse of information regarding Medicaid services 					

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
17 Broward	<ul style="list-style-type: none"> Comprehensive strategic community plan in place Exceeded statewide adoption goals since 2006 Increase in finalizations made within 24 months 	<ul style="list-style-type: none"> Overall - Increase in population growth; increase in population diversity; increase in poverty; increase in suicide rates among teens; increase in number of uninsured children; decrease in immunization rates Adoption Promotion – Adoption rate below state average, particularly for older children & minorities Adoption Supports – need to improve adoption disruption rates <p>Evidence: Adoption Performance Indicators</p>	<p>Adoption Promotion Targeted recruitment of families for children of color through community outreach efforts; timely & diligent follow-up to inquiries; increased coordination with service providers; negotiation with private adoption providers; including adoptive families in training & outreach to prospective families</p> <p>Adoption Support Reduce disruption rate by promoting adoption support groups, recognition, & funding post adoption specialist & post adoption services positions</p>	<p>Comprehensive Community Plan</p> <p>Children free from abuse & neglect</p> <p>Children physically & emotionally healthy</p> <p>Children are ready to enter school</p> <p>Children do not use drugs or engage in delinquent behavior</p> <p>Children become prepared for the workforce</p>	<p>Evidence of success of community plan:</p> <ul style="list-style-type: none"> Decrease in teen births Decrease in infant & fetal mortality Improvement in school readiness rates Decrease in delinquency rates Improvement in many substance abuse indicators 	<p>Community Plan tracks numerous indicators related to child maltreatment issues (e.g., % of uninsured children, % of youth suicide attempts, % of low-birth weight babies, % of children receiving free/reduced lunch)</p>	<p>Continuation of Community Plan, <i>Communities that Care</i> model</p>	<p>DV MH SA</p>

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
18 Seminole	<ul style="list-style-type: none"> Met or exceeded statewide goals regarding adoption finalizations Outstanding community partnerships & prevention coalitions Children's Cabinet of Seminole County 	<ul style="list-style-type: none"> Adoption Promotion – Medically-needy, male, teen, & African American children & children in large sibling groups most in need of adoption Adoption Support – Lack of mental health providers with expertise in trauma & attachment disorders; lack of opportunities to share information & resources with other adoptive families <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Public awareness campaign to change perceptions regarding adoptions Promote adoptions of specialized groups of children, targeting churches, teachers, former adoptive parents, "empty-nesters", women's groups, & child welfare staff <p>Adoption Support</p> <ul style="list-style-type: none"> Form adoption support groups 	<p>Access to screening & services for pregnant women</p> <p>Access to substance abuse services</p> <p>Access to quality child care</p> <p>Prevention/treatment programs for substance abusing youth</p> <p>Education & advocacy for domestic violence</p> <p>Reduce poverty</p>	<ul style="list-style-type: none"> Increase in arrests associated with substances No waiting list for child care, but gaps in services Increase in juvenile arrests associated with substances Increase in rate of child maltreatments associated with family violence Increase in child poverty rate 	<ul style="list-style-type: none"> Substance abuse ranked highest as related child maltreatment causes High rate of substance-exposed newborns & high rate of alcohol related arrests Ranked #2 in FL for murder from domestic violence High rate of maltreatment related to inadequate supervision (linked to lack of access to quality affordable child care) One in 4 adults & 1 in 5 children have mental health issues & 75% do not get assistance 	<ul style="list-style-type: none"> Substance abuse education through partnerships with schools & community service providers & media campaign Adoption public awareness campaign targeting faith-based organizations, teachers, former adoptive parents, "empty-nesters", women's groups & child welfare staff Domestic violence education & prevention through partnerships with schools & community service providers Child care/parent education though assessing child care availability & cost, engaging parents in parent education & support programs, and media campaign to change perception of parent education from negative to good choice Mental health services through a pilot program that partners with pediatricians, obstetricians & midwives, & schools 	SA DV MH

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
18 Brevard	<ul style="list-style-type: none"> Met or exceeded statewide goals regarding adoption finalizations Outstanding community partnerships & prevention coalitions 	<p>Adoption Promotion Sibling groups, children 10 & older, & minorities are most in need of adoption</p> <p>Evidence: Adoption Performance Indicators, Local planning team determination</p>	<p>Adoption Promotion Public awareness campaign & outreach effort</p> <p>Adoption Support Form adoption support groups</p>	<p>Prevent child abuse & neglect</p> <p>Support early childhood development</p> <p>Reduce juvenile delinquency</p>	Unclear	<ul style="list-style-type: none"> Substance abuse ranked highest as related causes High rates of inadequate supervision associated with child maltreatment reports 	<ul style="list-style-type: none"> Early academic success through increased access to health & mental health services for children, increased child care funding, & increased awareness of child safety issues Family management through resource information distribution, involvement of faith-based organizations Substance abuse prevention through DUI party patrols, increased awareness, increased compliance checks at retailers, & increased support for beer keg registration law 	MH
19 Indian River, Martin, Okeechobee, St. Lucie	Collaboration relationships between social service funders & service provider agencies	<ul style="list-style-type: none"> Adoption Promotion – length of time in care needs improvement (of children available for adoption, 88% have been in care greater than 24 months); targeted recruitment 	<p>Adoption Promotion</p> <ul style="list-style-type: none"> Provide adoption-specific MAPP training Initiate adoption supports earlier in process <p>Adoption Support</p>	<p>Mental Health services</p> <p>Increase domestic violence services</p> <p>Increase screening & outreach to pregnant women</p> <p>Increase protective factors of youth</p> <p>Increase substance abuse services</p>	<ul style="list-style-type: none"> Mental health roundtables formed in each county Additional services provided through funding coordination via partners Success in developing services to address transportation 	<ul style="list-style-type: none"> Increasing rates of maltreatment (8.3% increase in reports & 12% increase in substantiated victims since 2003); Okeechobee & St. Lucie counties ranked among the 17 counties most at risk for child maltreatment Domestic violence 	<ul style="list-style-type: none"> Improve mental health services through distribution of information through schools, health departments, & service provider; co-location of mental health services in non-mental health settings; education about & increased use of 211 system; and pursuit of grant funding for increased services 	MH, DV, SA

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
		<p>for children over 10, children with special needs, & large sibling groups; need for additional staff</p> <ul style="list-style-type: none"> • Adoption Support – Lack of adoption competent professionals & information on biological parent health; need to improve access to long-term support services <p><i>Evidence: Adoption Performance Indicators, Local planning team determination</i></p>	<ul style="list-style-type: none"> • Include child's support team members (e.g., Guardian ad-Litem) in adoption planning meetings • Increase number & array of adoption support services 	<p>Increase services to mitigate poverty</p> <p>Remove application barriers for Medicaid family planning waiver</p> <p>Reduce teen pregnancy</p> <p>Reduce unwanted pregnancies</p>	<p>issues (mobile mental health team, mobile crisis team, taxi fares)</p> <ul style="list-style-type: none"> • Grant to provide public service announcements targeting pregnant women • Developmental assets training provided to service providers • Several new substance abuse prevention programs funded & initiated • County needs assessments completed • Community agencies advocating for legislative changes regarding Medicaid waiver 	<p>cited in more than 21% of 2007 findings</p> <ul style="list-style-type: none"> • Substance misuse cited in more than 26% of 2007 findings • 29% of verified findings involve caregivers under the age of 25 	<ul style="list-style-type: none"> • Reduce domestic violence through increased public awareness; & legislation to require school curriculum on domestic violence • Reduce substance misuse through increased screening & outreach to pregnant women; establishment of a substance abuse prevention coalition in each county; use of evidence-based treatment services; provision of prevention programs in schools; collaboration with & increased use of 211; & pursuit of grant funding for increased services • Reduce child poverty through increased referrals; financial risk education; & community education regarding TANF rules • Minimize teen births & unplanned pregnancies through provider partnerships; education programs in schools; provision of contraceptive services; & engagement of community & faith-based organizations in efforts 	

Circuit	Local Strengths	Local Needs & Evidence of Needs	Related Action Steps for Adoption Promotion & Support	2005-2010 Primary & Secondary Prevention Priorities	Implementation Status	Prevention of Child Abuse, Abandonment, & Neglect Findings	2008-2010 Primary & Secondary Prevention Priorities	2008-10 Priorities Address DV, MH, or SA
20 Charlotte, Collier, Glades, Hendry, Lee	<ul style="list-style-type: none"> Commitment of core group of planning team members Child maltreatment indicators are below state average 	<ul style="list-style-type: none"> Adoption Promotion – timeliness of adoptions needs improvement; difficulty placing children with special needs; lack of coop. in completion of home study for out-of-state & out-of-county adoptions; lack of sufficient funding for targeted outreach Adoption Support – Lack of sufficient funding for post-adoption support services & educational support services <p><i>Evidence: Adoption Performance Indicators, Local planning team determination; Survey & subsidy questionnaires</i></p>	<ul style="list-style-type: none"> Interagency coordination Fundraising & promotion 	Foster & sustain community efforts that contribute to low rates of child abuse & neglect	Not clear; local planning team agreed to set aside 5-year plan	<ul style="list-style-type: none"> Reductions in funding & staffing Substance abuse, domestic violence, and mental health issues are primary causes of child maltreatment Children of young parents are at increased risk 	<ul style="list-style-type: none"> Improve interagency coordination through service staff training; partnerships w/faith-based orgs; & mapping & education regarding available services Decrease family violence Improve mental health & substance abuse services Reactivate the Trauma Recovery Network Provide focused training for professionals regarding adoption issues Implement targeted prevention outreach to teens Reduce substance abuse through school education partnerships; increased screening; provision of evidence-based practices 	

Circuit Strengths

Local planning teams identified numerous local strengths. Most often identified was that circuits had met or exceeded state performance goals for adoption. It was also evident that many areas benefit from strong community investments in children's issues and services. These investments take various forms, including children's services councils, leadership for community strategic planning, children's cabinet, Whole Child initiatives, and local foundation support. Circuit 6 identified the most strengths, including policy and procedure changes such as institution of a standardized subsidy file and adoptive family file, creation of an adoption manual, and implementation of enhanced training for adoption staff.

Prevention of Child Maltreatment

An Analysis of 2005-2010 Prevention Plans and Implementation Status

Local planning teams were asked to review their *2005-2010 Plans for the Prevention of Child Abuse, Abandonment, and Neglect* and update primary and secondary prevention priorities based on their findings. The majority of 2005-2010 Plans concentrated on domestic violence, substance abuse, and mental health service delivery. The assessment of implementation status of the 2005-2010 Plans yielded mixed results. In too most cases, the assessments were based on informal or anecdotal evidence rather than a data analysis.

A few circuits had an implementation plan tracking system in place and were readily able to provide an update of their progress. For example, Circuits 17 and 18 (Seminole County) have comprehensive community plans, and selected individual, family, and community indicators are tracked and reported to the community on a regular basis. These communities have made significant progress on several indicators and are aware of those indicators that are not improving. A number of circuits provided an informal assessment of progress, utilizing local planning team members to determine implementation status. Several circuits acknowledged that implementation was not being tracked.

Circuit Findings

Local planning teams examined child maltreatment indicators, and members shared their own perceptions and findings. In some areas, additional data were collected through ongoing community projects, focus groups, or other means. All information was analyzed to reach consensus on a statement of local needs or findings. This process yielded an assessment framework to develop revised priorities for 2008-2010.

For several circuits, community-wide strategic planning efforts have been instrumental in strengthening community response and resources. For example, Hillsborough has a strong alliance of partners dedicated to integrated service delivery, and the Children's Cabinet of Seminole County in Circuit 18 is engaged in numerous activities to improve child wellbeing indicators. In Circuit 4, the Duval Pilot for Systematically Redesigning the Foster Care System to Improve Outcomes for Children or Ending Foster Care As We Know It, a foster care redesign initiative, has received national attention.

Despite several outstanding initiatives, Florida and its local circuits face increasing child maltreatment rates. For four years, reporting and victimization rates have risen, and not surprisingly, domestic violence, substance abuse, and poverty are the most frequently identified

causes. Of special note is the concern in Circuit 11 regarding having the lowest reporting rate in the state. Community leaders hypothesize that the high number of immigrants in undocumented or mixed-status families creates reluctance to seek assistance and raises special barriers to reporting.

Local planning teams raised concerns regarding the impact of current economic challenges on child and family wellbeing and service delivery. Other findings that were noted by multiple circuits included difficulty accessing medical and dental care and insurance, and the lack of transportation options. The importance of building expertise in attachment and other adoption issues was noted once again. The overrepresentation of African American children among child maltreatment victims was another concern noted by several circuits. These findings underscore the need and importance of designing culturally competent interventions.

Although guidance for the planning process and document directed community leaders to closely examine primary and secondary prevention approaches, few needs were identified related to primary prevention strategies. There were exceptions. For example, in Circuit 13, community leaders remarked on the importance of early care and education programs and noted the large waiting list in their community for subsidized child care. Action steps included expansion of parent education and access to early care and education in Circuit 18. Targeted education and service expansion was identified by most circuits as a secondary prevention strategy.

2008-2010 Prevention Plan Priorities

Based on their analysis of the 2005-2010 Prevention Plans and the findings in their communities, local planning teams developed priorities for the upcoming 18-month period. Secondary prevention priorities focused on creating greater awareness of family supports to prevent child maltreatment. Media campaigns and targeted education campaigns were frequently cited. Cross training of intervention and family support staff was also identified by several circuits. Many circuits developed priorities to increase services while also listing a lack of adequate funding as a barrier to realizing positive outcomes.

A few primary prevention strategies were acknowledged. When listed, schools and child care were the delivery mechanisms most frequently cited. Circuits 12 and 15 included support of quality child care, housing assistance, and health screenings. Circuit 17 spoke to the importance of access to widespread parent education and destigmatizing participation in parent education. Neighborhood service centers in targeted areas and the Whole Child Project were additional strategies included by a few circuits to provide widespread access to child and family services and supports.

Explicit targeting of priorities designed to address domestic violence, substance abuse, and mental health issues were not as consistently identified as might be expected given the linkage between these concerns and child maltreatment. Although a few circuits identified priorities to develop mechanisms to better integrate domestic violence and child welfare efforts or substance abuse and child welfare efforts, with only one or two possible exceptions, there were no specific strategies noted that were directed at the nexus of the problem for many families – the co-occurrence of child maltreatment, domestic violence, substance abuse, and mental health issues. Local communities have not developed plans to link the focus and efforts of these different service providers into coordinated and comprehensive primary prevention efforts.

Adoption Promotion and Support Needs and Related Action Steps

Adoption Promotion

Statewide and local indicators relative to adoption rates have seen positive movement. The great majority of circuits have met or exceeded the adoption performance goals set by the state for at least two years. Although many circuits have seen improvements in the percentage of children adopted within 24 months, others continue to struggle with finding placements, and too many children remain in care beyond 24 months. Adoptions are most difficult for children age nine and older, minorities, sibling groups, and children with special health care and/or behavioral needs. Several circuits noted misconceptions about the adoption process and the need for effective adoption promotion strategies. Although Circuit 4 was the only circuit to identify the need for cultural competency among family support and education professionals, it is likely a need that extends across Florida.

Targeted or enhanced recruitment strategies were most often identified as action steps to address identified needs. These activities ranged from media outreach efforts to development of adoption ambassadors (utilizing families that had previously adopted children) to engagement of specific community organizations. For example, five circuits intend to work with faith-based organizations to identify adoptive parents. Implementation or increased use of concurrent planning was a strategy identified by three circuits.

There were several potentially innovative efforts noted by several circuits. In Circuit 13, the Children's Board of Hillsborough is funding the development of an Adoption Competency certification program in response to community concerns regarding the lack of family support, mental health, and education professionals with the expertise to provide assistance that meets the specific needs of children and families awaiting adoption or post-adoption. Circuit 5 credits the development of the Family Finders Program, an effort to engage extended family members early in cases involving hard to place children, with increasing adoption finalizations. Likewise, positive changes in Circuit 6 are linked to a partnership with the local court system and standardized adoption subsidy and adoption family files. Circuit 4 intends to train and utilize mentors for teens awaiting adoption or independence.

Adoption Supports

The most frequently identified need relative to adoption supports related to access to mental health services. Twelve circuits remarked on the necessity for individual, family, residential, therapeutic, crisis management, and/or behavioral mental health services. Nine circuits joined Circuit 13 in identifying the need for adoption competent child and family support, mental health, and educational professionals for the provision of support services to adoptive families. Several circuits noted the specific need for professionals with expertise in attachment disorders and trauma treatment. Adoption support groups and enhanced/specialized education and training were other frequently cited needs. Four circuits noted the need for respite care. The difficulty in understanding and accessing Medicaid coverage and meeting medical needs was described by two districts but is likely to be an issue elsewhere in Florida.

Although the primary issue identified by circuits was access to mental health supports, few circuits had action steps to explicitly increase access. Most frequently cited was the development of adoption support resource guides, newsletters, and websites. These efforts may increase knowledge but are unlikely, in isolation, to affect service availability and access. The formation or expansion of adoption support groups, specialized training for adoptive

families, and respite care were action steps developed by a number of circuits. Circuits 11 and 16 noted plans to develop a post-graduate certification program on adoption competency, similar to plans noted earlier underway in Circuit 13. These circuits may benefit from sharing plans and resources regarding this endeavor.

Continuum of Care

Circuits were asked to describe the continuum of care relative to the promotion and support of adoption. Descriptions were very similar among circuits ranging from adoption awareness campaigns to targeted outreach to a variety of secondary and tertiary prevention services to interventions with families in crisis. Primary prevention services were rarely included in continuum of care descriptions. Also absent was a clear image of how families navigate through the continuum of care. Without seamless linkages between supports and services, families may not have knowledge of or access to important supports to prevent crisis.

Barriers and Recommendations

Service and Support Barriers

Circuits identified barriers to adoption promotion, adoption support, and the prevention of child maltreatment. Table 2 includes a list of those barriers. Lack of adequate funding was the most frequently identified barrier. Community perceptions, transportation issues, gaps between Medicaid coverage and service needs, and data limitations were noted across the different areas. Service eligibility complexity was another issue of concern. Silo funding or inability to integrate funding across categories and housing concerns were frequently identified as barriers to the prevention of child maltreatment, and lack of adoption competent professionals was another barrier to adoption support identified by several circuits.

Table 2. Summary of Circuit Barriers to Prevention of Child Maltreatment, Adoption Promotion, and Support of Adoptive Families

Circuit	Barriers to Prevention of Child Abuse, Abandonment & Neglect	Barriers to Adoption Promotion	Barriers to Adoption Support
01 Escambia, Okaloosa, Santa Rosa, Walton	<ul style="list-style-type: none"> • Geographic expanse of circuit • Limited financial resources • Family access to resources due to transportation, financial status, and lack of knowledge • Lack of knowledge & apathy regarding "lack of supervision" maltreatments (e.g., co-sleeping) • Measuring results in an accurate and timely manner 	<ul style="list-style-type: none"> • Foster parent and adoptive parent recruitment efforts currently separated • Staff reluctance to concurrent planning 	Funding restrictions

Circuit	Barriers to Prevention of Child Abuse, Abandonment & Neglect	Barriers to Adoption Promotion	Barriers to Adoption Support
02 Franklin, Gadsden, Jefferson, Leon, Liberty, Wakulla	<ul style="list-style-type: none"> • Lack of overall funding for prevention services • Need for increased program & service funding • Recruitment of providers in outlying counties • Lack of visibility of parental support programs • Building Medicaid Provider Network to include medical and dental care • Complexity of Medicaid approval process • Complexity of Medicaid Managed Care for clients • Reduction of out-of-home care • Stabilization of staff • Increasing adequate placement options • Recruitment of foster parents • Maintaining relationships with judiciary • Transportation • Lack of housing availability in Wakulla & Franklin • Lack of uniformity in the interpretation of confidentiality requirements can be a barrier to information sharing 	<ul style="list-style-type: none"> • Perceptions regarding confusing adoption process • Negative public perception of adoption 	<ul style="list-style-type: none"> • Lack of adequate funds & resources to support adoptive families after a case is closed • Lack of community services to assist adoptive families • Gap between Medicaid and service needs
03 Columbia, Dixie, Hamilton, Lafayette, Madison, Suwannee, Taylor <i>and</i> 08 Alachua, Baker, Bradford, Gilchrist, Levy, Union	<ul style="list-style-type: none"> • Large geographic area for limited resources • Lack of sufficient funding for prevention programs & services • Lack of programs & service providers in rural counties • Lack of transportation resources for families in rural counties 	<ul style="list-style-type: none"> • Limited realization of concurrent case planning • Lack of funding for staff and resources to accomplish goals • Large geographic area for limited resources • Lack of adoptive homes interested in adoption of teen males 	<ul style="list-style-type: none"> • Lack of funding for staff and resources to accomplish goals • Large geographic area for limited resources • Lack of mental health service providers specifically trained to assist adoptive families • Lack of incentive to participate in existing foster and adoptive parent associations
04 Clay, Duval, Nassau	<ul style="list-style-type: none"> • Lack of sufficient substance abuse service providers • Lack of funding for substance abuse services 	Lack of relative placement incentives	<ul style="list-style-type: none"> • Lack of adoption supports • Lack of adoption competent professionals • Lack of child care supports
05 Citrus, Hernando, Lake, Marion, Sumter	<ul style="list-style-type: none"> • Engaging residents & local leaders in creating & implementing solutions • Difficulty in measuring outcomes related to prevention • Lack of understanding & appreciation of primary prevention 	<ul style="list-style-type: none"> • Misperceptions regarding children with special needs • Lack of sufficient funding • Lack of adequate resources & services for broad geographic area • Current economy will hamper consideration of adoption 	<ul style="list-style-type: none"> • Lack of sufficient funding & resources • Geography and transportation • Lack of sufficient behavioral health services • Inadequate Medicaid coverage • Current economy adds stress to adoptive families & raises need for supports

Circuit	Barriers to Prevention of Child Abuse, Abandonment & Neglect	Barriers to Adoption Promotion	Barriers to Adoption Support
06 Pasco, Pinellas	<ul style="list-style-type: none"> Lack of previous lead agency focus on primary prevention Lack of comprehensive prevention strategy Lack of prevention-focused problem-solving – lack of capacity, limited eligibility criteria, under-utilization of services, limited funding 	<ul style="list-style-type: none"> Lack of current data Need for child profiles to be uploaded to statewide adoption database Need for a statewide adoption campaign 	<ul style="list-style-type: none"> Lack of resources, including respite providers, reactive attachment providers, local mental health providers Lack of adoption support groups Current economic conditions
07 Flagler, Putnam, St. Johns, Volusia	<ul style="list-style-type: none"> Lack of substance abuse services Newly launched FSFN computer system due to conversion errors, inaccurate report documentation, & changes in baseline data 	<ul style="list-style-type: none"> Florida law allowing gay/lesbian families to be foster parents but prohibiting them from adopting children AES does not have a “reason type” to place a child on hold due to adoption disruption or due to therapeutic reasons Teenagers may be reluctant to participate in adoption promotion events as it may be perceived as being on display or due to fear of rejection Need adoption promotion materials pertinent to targeted adoptions (e.g., older child) Appropriations for adoption maintenance subsidies must keep pace with increase in adoptions Foster parent recruitment should focus on the needs of the children (e.g., to keep sibling groups together) rather than the needs of foster parents looking for adoption 	<ul style="list-style-type: none"> The FL Administrative Code 65C-16 should elaborate on the specific kinds of services that meet requirements relative to education & mental health Medicaid reimbursement levels that limit provider participation Attorneys charge the amount allowable by DCF (\$1,000 per child) Children with diagnoses after adoption are placed on Med Waiver waiting list, but only those children currently in out-of-home care are given priority if APD opens enrollment Adoption competent mental health & education providers are needed
09 Orange, Osceola		<ul style="list-style-type: none"> FL in lower 3rd of states in adoption subsidy funding Limited number of adoption competent mental health & education professionals Adoptive families have little support in accessing support for mental health & education Most children available for adoption are older & non-white 	<ul style="list-style-type: none"> Lack of community resources for intensive psychiatric treatment Subsidy rates throughout FL are not standardize No general revenue dollars for post adoption services Limited adoption competency among mental health & education professionals
10 Hardee, Highlands, Polk	<ul style="list-style-type: none"> Increase in homeless population Decrease in child care funding Focus on FCAT takes time away for other education issues Lack of prevention services, particularly in rural areas Lack of child care & recreation programs for children Current economy & workforce options 	<ul style="list-style-type: none"> Lack of public awareness of adoption process Increase in adoptive families seeking infants Need to upload child profiles to state database Unknown effects of statewide campaign on local efforts Lack of families able to meet the needs of children with special needs 	<ul style="list-style-type: none"> Lack of respite & reactive attachment providers Lack of mental health professionals with expertise in adoptions Lack of support groups in rural areas Lack of awareness of full range of available supports & services

Circuit	Barriers to Prevention of Child Abuse, Abandonment & Neglect	Barriers to Adoption Promotion	Barriers to Adoption Support
11 Miami-Dade <i>and</i> 16 Monroe	Lack of sufficient prevention funding	<ul style="list-style-type: none"> • Lack of funding for media • Lack of media support • Lack of groups supporting adoptions 	<ul style="list-style-type: none"> • Lack of funding for aftercare solutions • Lack of appropriate mental health care • Lack of funding for health care including health insurance
12 Desoto, Manatee, Sarasota	Lack of resources & funding for prevention & diversion programs	<ul style="list-style-type: none"> • Lack of current data on children & families • Need for child profiles to be uploaded to statewide adoption database • Need for a statewide adoption campaign to promote consistent & realistic message 	<ul style="list-style-type: none"> • Lack of resources for respite care, reactive attachment providers, mental health providers with expertise in adoptions • Lack of adoption support groups
13 Hillsborough	<ul style="list-style-type: none"> • Lack of adequate, affordable, & accessible housing • High rates of DV • Inadequate public transportation • Limited state funding • Silo funding • High teen birth rates • Lack of evidence-based parent training programs • Minimal services in rural areas of county 	Need to develop & implement a consistent process to assess & match children with potential adoptive parents	<ul style="list-style-type: none"> • Lack of local expertise regarding adoptive issues • Limited resources • Limited funding for post-adoption services, especially for those adopting through private & international sources • Need for more coordinated responses to adoptive families in need • No centralized point of access for families in need • Lack of timely access & availability of mental health services, especially residential treatment
14 Bay, Jackson, Washington, Holmes, Gulf, Calhoun	<ul style="list-style-type: none"> • Lack of funding for prevention services • Need for funding for additional programs & services • Difficulty in recruiting service providers in outlying counties • Lack of visibility of parent support programs • Building Medicaid provider network to include medical & dental care • Complexity of Medicaid approval process • Complexity of Medicaid Managed Care for clients • Reduction in available out-of-home care • Turnover of staff • Difficulty in securing adequate placement options • Recruitment of foster parents • Difficulty in maintaining relationships with judiciary • Lack of transportation • Lack of affordable housing in rural counties • Lack of uniformity in the interpretation of confidentiality requirements creates barrier to information sharing 	<ul style="list-style-type: none"> • Perceptions regarding adoption process as confusing • Negative public perception regarding needs of adoptive children and costs of adoption 	<ul style="list-style-type: none"> • Lack of adequate funds & resources to provide services after a case is closed • Lack of services to sustain child with adoptive parents • Gap between Medicaid & available services

Circuit	Barriers to Prevention of Child Abuse, Abandonment & Neglect	Barriers to Adoption Promotion	Barriers to Adoption Support
15 Palm Beach	<ul style="list-style-type: none"> • Reaching the target child population for domestic violence prevention • Finding domestic violence volunteers to meet training needs • Access to quality affordable child care • Current state of economy • Decreased tax base • Lack of transportation • Homelessness • Cultural diversity & language barriers • Transient population • Lack of quality workforce • Staff turnover 	<ul style="list-style-type: none"> • Lack of adequate funding • Public perception of domestic adoption process • Existing subsidy benefits may be a deterrent in promoting special needs adoptions 	<ul style="list-style-type: none"> • Mandate for post placement services without additional funding • Lack of mental health providers with expertise in attachment disorders
17 Broward	<ul style="list-style-type: none"> • Lack of funding for prevention services • Economic downturn • Funding silos inhibit collaboration & coordination of services 	<ul style="list-style-type: none"> • Lack of funding for community outreach through print, television, radio and Children Awaiting Parents website • Misperceptions regarding children with special needs • Lack of local & statewide database that will allow effective analysis & outreach • Need for improved process for out-of-county adoptions 	<ul style="list-style-type: none"> • Limited resources to expand support services • Need additional staff to provide post adoption services & supports • Lack of funding for newsletter
18 Seminole, Brevard	<ul style="list-style-type: none"> • Lack of funding • Lack of public awareness • Family isolation 	<ul style="list-style-type: none"> • Lack of funding • Lack of information exchange across US 	Lack of statewide directory of adoption resources
19 Indian River, Martin, Okeechobee, St. Lucie	Current budget cuts to treatment & service systems have immediate & long-term consequences	<ul style="list-style-type: none"> • Lack of adequate resources to expand promotion efforts • Extensive stays in foster care & long-term impact on mental health of children require continued efforts to streamline case plan & court processes 	Lack of competent therapists & specialists in abandonment issues & attachment disorders
20 Charlotte, Collier, Glades, Hendry, Lee	<ul style="list-style-type: none"> • Ability of partners to complete activities in light of budget & staffing cuts • Budget cuts at every level – state, local, & private, including cuts to TANF 	<ul style="list-style-type: none"> • Mismatch between desired child characteristics & children available for adoption • Lack of appropriate mental health service providers • Misconceptions regarding adoption supports 	<ul style="list-style-type: none"> • Contact with service providers at point of crisis rather than earlier • Lack of adequate funding for support services especially mental health, residential care, & dental care • Lack of funding for educational supports & services • Adoptive family receptiveness to support services

Recommendations for State Programs and Legislative Action

Table 3 contains a summary of recommendations made by circuits for state programs and legislation. The most frequent recommendations for state programs were the provision of flexible funding and expansion of Medicaid coverage. Legislative recommendations centered

on providing additional funding and changing policies to allow adoptive children to receive subsidies through high school graduation regardless of age. A few circuits expanded their recommendations to include primary prevention strategies including early care and education services and parent education.

Table 3. Summary of Circuit Recommendations for State Programs and Legislative Action.

Circuit	State Program Recommendations			Legislative Recommendations		
	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support
01	Identify state program funding to avoid duplication of services	Identify state program funding to avoid duplication of services	Identify state program funding to avoid duplication of services			Allow payment of Maintenance Adoption Subsidy through high school graduation regardless of age Allow foster children to be Medicaid eligible through high school & college College tuition waive eligibility prior to 5/5/97 finalization date
02				Support & increase funding for Healthy Families Florida Support & increase funding for Healthy Start services Increase funding for substance abuse, domestic violence, & mental health services		Increase funding to provide ongoing outreach services to adoptive parents
03 & 08		Condense or abbreviate the MAPP requirement for relatives & non-relatives to prevent delay of adoption process	Clearer Florida Administrative Code direction regarding requirement for psychological evaluations for subsidy, specifically for children age 3 & under.	Increase funding for prevention programs & services	Increase funding for adoption programs & services	Increase funding for adoption programs & services

Circuit	State Program Recommendations			Legislative Recommendations		
	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support
04	Maintain funding of Healthy Start & Healthy Families Fund additional prevention services Address Hotline issues: What constitutes abuse & neglect? Uniform statewide diversion plan needed Provision of cultural diversity training Maintain mentor program for 13-year-olds in foster care			Review laws regarding maltreatment definitions – have become too flexible Fund additional prevention services Maintain adoption subsidy		Extend assistance beyond 18 th birthday
05	<ul style="list-style-type: none"> Develop specialized education & training for therapists relative to maltreatment issues Expand Medicaid coverage for behavioral health services Do not penalize lead agencies that are realizing good outcomes by cutting their budgets 		<ul style="list-style-type: none"> Develop specialized education & training for therapists relative to adoption issues Expand Medicaid coverage for behavioral health services Do not penalize lead agencies that are realizing good outcomes by cutting their budgets 		Guarantee the availability of adoption subsidies for new & current families	Guarantee the availability of adoption subsidies for new & current families
06			<ul style="list-style-type: none"> Give adoptive families high priority status in DCF Dept of Alcohol, Drug & Mental Health treatment when residential treatment is needed 			<ul style="list-style-type: none"> Provide greater funding for residential treatment specific to adoptive families Fund child care for adopted children
07				Increase funding	Increase funding	Increase funding
09			Flexible funding streams to enable communities to meet specific needs			<ul style="list-style-type: none"> Increase adoption subsidy Increase funding for independent living Increase funding for SA and MH

State Program Recommendations				Legislative Recommendations		
Circuit	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support
10	Develop policies & guidelines regarding truancy – an early sign that may be linked to child maltreatment			<ul style="list-style-type: none"> Require & fund Life Skill courses in elementary, middle, & high school Funding support for truancy courts 		
11 & 16					Support for Senator Grassley's US SB 3038 supporting a guardianship option for foster children	Support US SB 3038 that also includes increased adoption incentive amounts for the adoption of foster children with special needs
12	<ul style="list-style-type: none"> Ensure local plans are implemented Examine funding sources from a statewide perspective Capitalize on potential new funding streams Collaborate with all state agencies at a statewide level Promotion of best practices & primary prevention strategies 	<ul style="list-style-type: none"> Ensure local plans are implemented Examine funding sources from a statewide perspective Capitalize on potential new funding streams Collaborate with all state agencies at a statewide level Promotion of best practices & primary prevention strategies 	<ul style="list-style-type: none"> Ensure local plans are implemented Examine funding sources from a statewide perspective Capitalize on potential new funding streams Collaborate with all state agencies at a statewide level Promotion of best practices & primary prevention strategies 			Review funding mechanism for provision of post-adoption services
13				<ul style="list-style-type: none"> Implement quality standards for VPK Support passage of Senator Casey's Starting Early, Starting Right Act at federal level Renew & fully fund the Sadowski Housing Trust Fund 		<ul style="list-style-type: none"> Funding for post-placement services for adoptive families Amend F. S. to add language & funding to allow mental health & support services for adoptive families Amend F.S. to add language to provide a provisional Safety Net for Adoptive Families

	State Program Recommendations			Legislative Recommendations		
Circuit	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support
14				Support & increase funding for Healthy Start & Healthy Families Support & increase funding for SA, DV, & MH services		
15			Create a system in which both jurisdictions get credit for adoption finalizations in which there are joint efforts Lead statewide coordination & collaboration to finalize adoptions	<ul style="list-style-type: none"> • Develop a statewide database to track prescription drugs through Sheriff's Office • Create legislation to expand/clarify definition of essential worker • Fund school readiness to serve all infants & toddlers on waiting lists • Invest more per child in VPK & modify hours to increase participation • Remove barriers to participation, streamline & fully fund KidCare • Adequately fund Healthy Families • Ensure DJJ funds proven prevention programs • Provide adequate & equitable funding formula for Community-based Care 		Provide additional funds to support post-adoptive supports Fully restore the adoption subsidy in FY 2008-09

Circuit	State Program Recommendations			Legislative Recommendations		
	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support	Prevention of Child Maltreatment	Adoption Promotion	Adoption Support
17	<ul style="list-style-type: none"> • Improve database to track reasons children enter the system • Create more funding flexibility to reduce silos & allow braided funding • Funding should be diverted from state care to local services as fewer children enter care 	<ul style="list-style-type: none"> • Establish a statewide database for adoptions • Create more funding flexibility to reduce silos & allow braided funding 	<ul style="list-style-type: none"> • Establish a statewide database for adoptions • Create more funding flexibility to reduce silos & allow braided funding 	Increase funding	Increase funding	Increase funding
18	<ul style="list-style-type: none"> • Flexible funding streams • Share best practice information • Efforts to destigmatize service use 	<ul style="list-style-type: none"> • Flexible funding streams • Share best practice information 	<ul style="list-style-type: none"> • Flexible funding streams • Share best practice information • Efforts to destigmatize service use 	<ul style="list-style-type: none"> • Create & fund a system & continuum of prevention services • Mandate quality child care • Develop flexible funding for family supports • Fund school nurse in every school • Provide dental services in schools 		
19		DCF facilitation of statewide adoption competencies certification programs for Mental Health and Education professionals	DCF facilitation of statewide adoption competencies certification programs for Mental Health and Education professionals	Increased funding		Provide subsidies for adoptive children with special needs beyond 18 th birthday
20	<ul style="list-style-type: none"> • Support & fund prevention services, including adequately funding intervention services so that prevention dollars are not diverted • Gather data on prevention effectiveness to build case for funding • Provide information on innovative & effective strategies 	Provide information on innovative & effective strategies	Provide information on innovative & effective strategies	Continued funding for prevention services		

Conclusion

Guided by resources developed by the Office of Adoption and Child Protection and the Florida Department of Children and Families, local districts convened local prevention planning teams and updated their local prevention plans. These plans identified the priorities for prevention efforts during the next 18 months. These priorities have been developed to serve as the basis of the statewide plan of action and plan update being developed by the Child Abuse Prevention and Permanency Advisory Council.

Local planning teams invested a great deal of time and effort in conducting a community needs assessment, reviewing their 2005-2010 plans, and identifying priorities for the next 18 months. Much was accomplished in bringing community leaders and service providers together to recommit to local prevention efforts. Most disappointing, however, was the lack of identification of specific primary prevention priorities. Although there were targeted efforts with broad-based community partners, specific strategies to reach out to the widespread community were rare. Potential to infuse parent education opportunities in early care and education; to link domestic violence, substance abuse, mental health, and child well-being efforts; or to develop specific action plans for supporting adoptive families in partnerships with faith-based communities were not realized in this planning process.

Communities make take the opportunity of developing these plans to design an improved structure for ongoing planning, assessment, and tracking. There may be opportunities moving forward for specific strategies to be developed that are more focused on primary prevention. For example, given the widespread need for the development of adoption, attachment, and trauma competencies among professional staff, one prevention strategy might be implementation of a statewide initiative to develop a family support credential. As circuits and the state move forward to address the rising incidence of child maltreatment, it is important that widespread community approaches are utilized and implementation strategies are tracked for effectiveness.