

# *Plan Development*

## *Section 2 of the Florida Child Abuse Prevention and Permanency Plan: July 2010 - June 2015*

**2012 Biennial Revision**

Together we can ensure that Florida's children are raised in healthy, safe, stable and nurturing family environments.





***Florida Child Abuse Prevention and Permanency Plan:  
July 2010 – June 2015  
2012 Biennial Revision***

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## **Section 2 - Plan Development**

Implementation of the 18-month *Florida Child Abuse Prevention and Permanency Plan: January 2009 – June 2010* served as the foundational efforts for the research, negotiation, and development of the five-year plan. This plan was developed under the direction of the Office of Adoption and Child Protection, within the Executive Office of the Governor; work, support and advice of the Child Abuse Prevention and Permanency Advisory Council and their organization staff members; work, support and advice of fifteen (15) statewide workgroups and two (2) cooperative planning teams; input from members of the Florida Children and Youth Cabinet and their agency staff members; advice and guidance from researchers, experts and professionals in the areas of prevention and adoption; and the local planning efforts of the twenty (20) local planning teams. In all, nearly 200 people have assisted in the development of this state plan and over 600 people assisted with the development of the local plans. This section provides information about the work and deliberations of many of the entities that assisted with the original plan development effort as well as the biennial revision.

### **Office of Adoption and Child Protection, Executive Office of the Governor**

During the 2007 Legislative Session, House Bill 1309, sponsored by Representative Bill Galvano and Senator Rhonda Storms, was approved and sent to the Executive Branch for signature. On June 12, 2007 the Governor signed into law the bill creating the Office of Adoption and Child Protection, effective July 1, 2007. The duties and responsibilities of the Office are enshrined in Florida Statutes Chapter 39, entitled Proceedings Relating to Children. The Office was created within the Executive Office of the Governor for the purpose of establishing this comprehensive statewide approach for the prevention of child abuse, abandonment and neglect; promotion of adoption; and support of adoptive families.

### **Child Abuse Prevention and Permanency Advisory Council**

In October 2007, the Office of Adoption and Child Protection established a Child Abuse Prevention and Permanency Advisory Council comprised of thirty-three (33) child and family experts and professionals gathered from across Florida. In order to better serve the people of Florida, the membership exceeded the minimum requirements for representation as set forth in the Florida Statutes.

In preparation for the five-year plan for prevention and permanency, the Child Abuse Prevention and Permanency Advisory Council members focused on developing a solid planning effort based upon the strengths of past planning efforts and on the current status of child maltreatment and adoption, the current timeliness of the adoption process, and testimony and reports about successful programs operating in Florida and nationally. The Child Abuse Prevention and Permanency Advisory Council created a basic format to be used by the twenty (20) circuits in the preparation of their local plans of action, and compiled a series of recommendations related to prevention of child maltreatment, encouraging child well-being, promoting adoption and supporting adoptive families.

The following table provides for the membership and the areas of representation on the Child Abuse Prevention and Permanency Advisory Council as of June 2012.

**Table 1. Child Abuse Prevention and Permanency Advisory Council Membership as of June 2012**

AREA OF REPRESENTATION	ADVISORY COUNCIL MEMBER
<b>01. Chairman/ Convener</b> Office of Adoption and Child Protection, Executive Office of the Governor	<b>Cyndee Odom</b> , Director, Office of Adoption and Child Protection, Executive Office of the Governor
<b>02. DCF – Dept. of Children and Families</b>	<b>Patricia Armstrong</b> , LCSW, Director, Office of Child Welfare, Department of Children and Families
<b>03. DOC – Dept. of Corrections</b>	<b>Jennifer Parker</b> , General Counsel, Department of Corrections
<b>04. DOE – Dept. of Education</b>	<b>Mary Jane Tappen</b> , Deputy Chancellor K-12, Florida Department of Education
<b>05. DOH – Dept. of Health</b>	<b>Peggy Scheuermann, MEd, CPM</b> , Deputy Division Director, Prevention and Interventions, Child Protection & Special Technology, Children’s Medical Services, Department of Health
<b>06. DJJ – Dept. of Juvenile Justice</b>	<b>Andy Hindman</b> , Director, Faith and Community-Based Partnerships, Florida Department of Juvenile Justice
<b>07. DLE – Dept. of Law Enforcement</b>	<b>Terry Thomas</b> , Special Agent, Crimes Against Children Unit, Florida Department of Law Enforcement
<b>08. APD – Agency for Persons with Disabilities</b>	<b>Mac McCoy</b> , Operations Officer, Agency for Persons with Disabilities
<b>09. OEL – Office of Early Learning</b>	<b>Michele Watson</b> , Intergovernmental Affairs Director, Office of Early Learning
<b>10. Parent with adopted child</b>	<b>Deborah Polston</b> , Adoptive Parent and Child Advocate
<b>11. Community mental health centers</b>	<b>Leonel “Leo” Mesa, Jr., PsyD, LMHC</b> , President/CEO, Reflections Wellness Center
<b>12. Guardian ad Litem programs</b>	<b>Alan Abramowitz, JD</b> , Executive Director, Statewide Guardian ad Litem Office
<b>13. School boards</b>	<b>Georgia “Joy” Bowen, MEd</b> , President, Florida School Boards Association
<b>14. Local advocacy councils</b>	<b>Vacant</b> - <i>This function was defunded by the 2009 Legislature. The person filling this position left at the end of the 2009 – 2010 State Fiscal Year.</i>
<b>15. Community-based care lead agencies</b>	<b>Patricia “Trish” Nellius-Guthrie, PhD</b> , CEO, Community Based Care of Brevard, Inc.
<b>16. Private/ public programs with expertise in child abuse prevention programs</b>	<b>Anita Odom</b> , Director, Prevent Child Abuse Florida
<b>17. Private/ public programs with expertise in working with children/ families of children who are sexually, physically or emotionally abused, abandoned or neglected</b>	<b>Andrea Raasch, LCSW</b> , Clinical Coordinator for Sexual Abuse Treatment Services, Children’s Medical Services, Department of Health
<b>18. Private/ public programs with expertise in maternal and infant health care</b>	<b>Donna Hagan</b> , Executive Director, Healthy Start Coalition of Jefferson, Madison and Taylor Counties, Inc.
<b>19. Multi-disciplinary child protection teams</b>	<b>Mark Perlman, MA</b> , Founder and President, Center for Growth and Development
<b>20. Child day care centers: Federal/State representation</b>	<b>Lilli Copp</b> , Director, Head Start State Collaboration Office
<b>21. Child day care centers: Florida Association for the Education of Young Children (FLAEYC) representation</b>	<b>Suzanne Gellens, MS</b> , Executive Director, Florida Association for the Education of Young Children
<b>22. Law enforcement agencies</b>	<b>Connie Shingledecker</b> , Major, Investigative Bureau Chief, Manatee County Sheriff’s Office
<b>23. Circuit courts</b>	<b>Daniel Dawson, JD</b> , Circuit Judge, Ninth Judicial Circuit
<b>24. Office of Adoption and Child Protection, Executive Office of the Governor</b>	<b>Christina Pacelle, MSW</b> , Special Projects Manager, Office of Adoption and Child Protection, Executive Office of the Governor
<b>25. Child advocate/community philanthropy</b>	<b>Graciela “Graci” McGillicuddy</b> , Child Advocate & Community Philanthropist
<b>26. Children’s advocacy center</b>	<b>Julie Hurst, MPA</b> , Executive Director, Emerald Coast Children’s Advocacy Center, Inc.
<b>27. Community Alliance</b>	<b>Marilyn “Bunny” Finney</b> , Chairman, Brevard Children’s Services Council and Member, Brevard County Children’s Cabinet, Brevard County Community Alliance, and the Brevard County Charter Review Commission
<b>28. Local children’s cabinet</b>	<b>Vacant</b>
<b>29. Medical doctor, university researcher, children’s services council</b>	<b>Peter A. Gorski, MD, MPA</b> , Chief Health and Child Development Officer, The Children’s Trust
<b>30. State court administration</b>	<b>Sandy Neidert, MSW</b> , Senior Court Operations Consultant, Office of the State Court Administrator, Office of Court Improvement, Florida State Courts
<b>31. Florida Faith-Based and Community-Based Advisory Council</b>	<b>Sheila Hopkins</b> , Associate Director for Social Concerns/ Respect Life, Florida Catholic Conference.

In accordance with §39.001, Florida Statutes, the Child Abuse Prevention and Permanency Advisory Council members are charged with:

- Serving as a research arm for the Office of Adoption and Child Protection.
- Assisting in the development of a plan of action for better coordination and integration of the goals, activities and funding pertaining to the promotion of adoption and support of adoptive families and the prevention of child abuse, abandonment, and neglect in order to maximize staff and resources at the state level.
- Assisting in providing a basic format to be utilized by the districts in the preparation of local plans of action in order to provide for uniformity in the district plans and to provide for greater ease in compiling information for the state plan.
- Providing the districts (circuits) with technical assistance in the development of local plans of action, if requested.
- Assisting in the examination of the local plans to determine if all the requirements of the local plans have been met and, if they have not, informing the districts (circuits) of the deficiencies and requesting the additional information needed.
- Assisting in preparation of the two sets of state plans for submission to the Legislature and the Governor in December 2008 and June 2010.

Between November 2007 and June 2010, the Child Abuse Prevention and Permanency Advisory Council met nine (9) times:

*Development of the Florida Child Abuse Prevention and Permanency Plan: January 2009 – June 2010 with the Education and Law Enforcement Cooperative Plans.*

- November 2007 – A focus on local planning and the state of the state.
- February 2008 – A focus on prevention.
- March 2008 – A focus on adoption promotion and support of adoption.
- May 2008 – A focus on planning.
- August 2008 – A focus on planning, part two.
- November 2008 – A focus on action planning and finalizing the state 18-month plan.

*Development of the Florida Child Abuse Prevention and Permanency Plan: July 2010 – June 2015 with the Education and Law Enforcement Cooperative Plans.*

- May 2009 – A focus on the implementation of the state 18-month plan and development of the state five-year plan.
- February 2010 – A focus on developing the state five-year plan.
- May 2010 – A focus on finalizing the recommendations for the state five-year plan.

The Child Abuse Prevention and Permanency Advisory Council chose to have the plan implemented for two years before meeting to discuss the progress of the plan.

Beginning January 2009, the Child Abuse Prevention and Permanency Advisory Council assisted with implementation and monitoring the progress of the 18-month *Florida Child Abuse Prevention and Permanency Plan: January 2009 - June 2010*, the *Education Cooperative Plan*, and the *Law Enforcement Cooperative Plan* through serving on eleven (11) statewide workgroups and two (2) planning teams. The efforts and results of this work continued through the first six months of 2010 and laid the foundation for the development of the five-year initiatives to be included in the five-year plan. By June 2010 and after advising the final five-year plan development process was complete, there were fifteen (15) workgroups and two (2) cooperative planning teams informing plan development.

The Child Abuse Prevention and Permanency Advisory Council met in May 2009 and each of the statewide workgroups and cooperative planning teams reported on the status of their work and vetted twenty recommended goals for the five-year plan for prevention and permanency. Additionally, as directed by Subsection 39.001, Florida Statutes, recommendations were developed by the Child Abuse Prevention and Permanency Advisory Council for final instructions to the local planning teams for the development of their five-year local plans for prevention and permanency.

In February 2010, the Child Abuse Prevention and Permanency Advisory Council met and reviewed workgroup proposals and options for the state five-year plan for prevention and permanency. Additionally the Child Abuse Prevention and Permanency Advisory Council members were provided with the directions and forms for the review of the drafts of the twenty (20) local plans for prevention of child abuse, abandonment and neglect; the twenty (20) local plans for the promotion of adoption; and the twenty (20) local plans for the support of adoptive families.

In February and March 2010, Advisory Council members reviewed and provided feedback on the local plans pursuant to §39.001, F.S. Each Advisory Council member reviewed one plan from each of four circuits (e.g., prevention of child maltreatment, adoption promotion or adoption support). Each circuit plan had a minimum of four reviewers from the Child Abuse Prevention and Permanency Advisory Council in addition to agency staff that also assisted with these reviews. In April 2010, the Office of Adoption and Child Protection prepared three reports for each circuit team that synthesized and explained the results of the reviews of each of the three draft plans submitted by each circuit.

In May 2010, the Child Abuse Prevention and Permanency Advisory Council provided final input into the development of the state five-year plan for prevention and permanency. In response to the recommendations of the Child Abuse Prevention and Permanency Advisory Council, the plan components were aligned into three plans (prevention to include the two cooperative plans, promotion of adoption and support of adoptive families). These three state plans provide for twelve (12) strategies and forty (40) objectives. In August 2010, the Child Abuse Prevention and Permanency Advisory Council addressed the planning and budgeting requirements in the Florida Statutes, began the implementation of the five-year plans, and facilitated the design of the evaluation of the five-year efforts.

## **Statewide Workgroup Efforts**

The 18-month *Florida Child Abuse Prevention and Permanency Plan: January 2009 - June 2010* specified ten (10) goals: six (6) for the prevention of child abuse, abandonment and neglect; and four (4) for the promotion of adoption and support of adoptive families. The plan called for the work of eleven (11) statewide workgroups and two (2) cooperative planning teams. Two statewide workgroups decided to consolidate their efforts and operate as one. Because of recommendations made by the Child Abuse Prevention and Permanency Advisory Council and draft plan reviews, the Office of Adoption and Child Protection established an additional five (5) workgroups. Thus, fifteen (15) statewide workgroups and two (2) cooperative planning teams contributed to the development of the original plan.

Appendix G provides a list of the names of those who assisted in the development of the plan in a variety of ways. Appendix H provides detailed descriptions about the work of the statewide workgroups and local planning teams. These efforts served as the foundation for the development of the five-year initiatives to be included in the five-year plan. Below are summaries of these efforts of the statewide workgroups and cooperative planning teams.

## 18-Month Plan Workgroup Efforts for Prevention

### *18-Month Plan Prevention Goal 1 – Family Strengthening Initiative*

*By June 30, 2010, the State of Florida will have explored the feasibility, and if appropriate, have a blueprint for a family strengthening initiative (i.e., Strengthening Families—Five Protective Factors + multi-media materials and supports) in Florida over the five-year period from July 2010 through June 2015.*

Staff from the Office of Adoption and Child Protection and Prevent Child Abuse Florida at the Ounce of Prevention Fund of Florida led the Family Strengthening Initiative Workgroup. The Agency for Workforce Innovation served as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 33-member workgroup spanned 25 state and local public and private organizations.

Across the country, early care and education programs, child welfare departments, and others implemented Strengthening Families approach (developed by the Center for the Study of Social Policy with funding from the Doris Duke Foundation) to build the *Protective Factors* in families. The approach works by identifying and promoting the *Protective Factors* that may serve as buffers for families that would otherwise be at risk for abuse and neglect. These *Protective Factors* help families become familiar with alternate resources, supports, and coping strategies that will allow them to parent more effectively under stress. Through this initiative, strategies of early child care and education programs build the *Protective Factors* known to prevent child abuse and neglect.

The workgroup efforts resulted in several plan strategies and objectives to infuse and incorporate the *Protective Factors* as foundations of work in many areas and systems for the next five years:

- **Prevention Strategy 1:** Infuse the *Protective Factors* into Florida Systems that Serve Parents and Children.
  - **Prevention Objective 1.1** Early Education and Care
  - **Prevention Objective 1.2** Home Visiting Programs
  - **Prevention Objective 1.3** Head Start Programs
  - **Prevention Objective 1.4** Medicaid Child Health Check-Up Program
  - **Prevention Objective 1.5** Technical Assistance to Circuits
  - **Prevention Objective 1.6** Faith-Based and Community-Based Efforts
- **Adoption Promotion Strategy 1:** Infuse the *Protective Factors* into Florida Systems that Recruit Adoptive Parents.
  - **Adoption Promotion Objective 1.1** Local Recruitment Efforts
  - **Adoption Promotion Objective 1.2** Parent Preparation and Training
- Other Objectives that will include incorporating the *Protective Factors* in their efforts:
  - **Prevention Objective 2.1** Whole Child
  - **Prevention Objective 2.2** Healthy Families Florida
  - **Prevention Objective 2.3** Healthy Start
  - **Prevention Objective 2.4** Education Services for Parents/Caregivers of Newborns
  - **Prevention Objective 3.1** Public Awareness Education
  - **Prevention Objective 3.2** Evidence-Based Parenting Programs
  - **Adoption Promotion Objective 2.1** Faith-Based and Community-Based Efforts
  - **Adoption Support Objective 1.1** Information and Support for Adoptive Families
  - **Adoption Support Objective 1.2** Adoption Competent Professionals
  - **Adoption Support Objective 2.3** Faith-Based and Community-Based Efforts

### ***18-Month Plan Prevention Goal 2 – Whole Child Community***

*By June 30, 2010, the State of Florida will have determined the feasibility of implementing the Whole Child Connection in selected areas of Florida or statewide. And, if found to be feasible, the State of Florida will have a proposal for making this happen in Florida over the five-year period from July 2010 through June 2015.*

Staff from the Healthy Start Coalition of Jefferson, Madison and Taylor Counties, Inc. served as the convener of the workgroup and as the lead Child Abuse Prevention and Permanency Advisory Council representative. The 19-member workgroup spanned 16 state and local public and private organizations.

The workgroup efforts resulted in the development of state-level commitment and support in partnership with the Lawton Chiles Foundation to assist communities that will work to develop and sustain Whole Child Communities (See **Prevention Objective 2.1 Whole Child**). A legacy of the Lawton Chiles Foundation, the Whole Child philosophy is grounded in the notion that communities must address all six dimensions of children's well-being to raise healthy children. They are: physical and mental health, quality early education and development, social-emotional development, spiritual foundation and strength, safe and nurturing environment, and economic stability. These align very closely with the *Protective Factors*. Whole Child is not another program, but a philosophy that uses strategic planning, Web-based technology, performance measurement and broad-based community engagement to build communities where everyone works together to make sure children thrive.

### ***18-Month Plan Prevention Goal 4 – Positive Parenting Program***

*By June 30, 2010, the State of Florida will have explored the feasibility, and if appropriate, have a plan for the adoption and diffusion of Triple P<sup>®</sup> – Positive Parenting Program within systems and programs that contribute to preventing child maltreatment (e.g., Substance Abuse Programs, Mental Health facilities, and Domestic Violence Shelters, Head Start Centers and others as appropriate) over the five-year period from July 2010 through June 2015.*

The Department of Children and Families staff served as the convener of the Positive Parenting Workgroup and also served as the lead Child Abuse Prevention and Permanency Advisory Council representative for the workgroup. The 14-member workgroup spanned 10 state and local public and private organizations.

The workgroup developed recommendations for the local planning teams for implementation as well as dissemination of Triple P<sup>®</sup> at the local level. After the February 2010 Child Abuse Prevention and Permanency Advisory Council meeting the Positive Parenting Workgroup expanded its scope to include other evidence-based parenting programs, in addition to Triple P<sup>®</sup>. The workgroup efforts resulted in the development of **Prevention Objective 3.2 Evidence-Based Parenting Programs**.

### ***18-Month Plan Prevention Goal 5 – Healthy Families Florida***

*By June 30, 2010, the State of Florida will have continued its level of support for Healthy Families Florida and developed a plan for increasing its availability and capacity to provide home visitation for families at high risk of abuse or neglect and in need of parenting education and support over the five-year period from July 2010 through June 2015.*

Staff from Healthy Families Florida at the Ounce of Prevention Fund of Florida and United Way of Florida served as the co-conveners of the Prevention Goal 5 – Healthy Families Florida Workgroup.

Prevent Child Abuse Florida at the Ounce of Prevention Fund of Florida served as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 21-member workgroup spanned 17 state and local public and private organizations.

Healthy Families Florida is an evidence-based, voluntary home visiting program that prevents child abuse and neglect in high-risk families before child abuse occurs. It provides quality services that are intensive, comprehensive, long-term, flexible and culturally appropriate. Healthy Families Florida uses a paraprofessional/professional home visitation model, and it initiates services during pregnancy or soon after the birth of a baby. Highly trained family support workers provide frequent, intensive services to families in their homes for up to five years with intensity decreasing over time according to the needs of the family and their progress toward increasing the *Protective Factors* and establishing a stable and nurturing home environment. Services follow a detailed curriculum that uses a strength-based approach to introduce topics that promote positive parent-child relationships, including basic care, cues and compassion, social and emotional development, play and stimulation, and brain development. In addition, family support workers teach problem solving skills, conduct screening for developmental delays, provide social support, connect parents and children to medical providers and make referrals to other family support services as needed. Collaboration with community partners such as Healthy Start, domestic violence shelters, child care centers, community-based care agencies and others provides links for families with the services they need beyond home visiting without duplication of effort. By increasing the knowledge and skills of new parents, Healthy Families Florida empowers parents to accept personal responsibility for their future and the future of their families.

The workgroup efforts resulted in two (2) objectives to strengthen supports for Healthy Families Florida and incorporate the *Protective Factors* with Florida's home visiting programs over the next five years:

- **Prevention Objective 1.2** Home Visiting Programs
- **Prevention Objective 2.2** Healthy Families Florida

### ***18-Month Plan Prevention Goal 6 - Short-term Home Visiting***

*By June 30, 2010, the State of Florida will have explored the feasibility, and if appropriate, develop a plan for providing short-term, voluntary, time-limited post-partum home visiting services for families that improve the health and developmental outcomes of babies over the five-year period from July 2010 through June 2015.*

Staff from the Department of Health served as the convener of this workgroup as well as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 32-member workgroup spanned 20 state and local public and private organizations.

The original goal of this workgroup was to explore the feasibility of implementing universal short-term home visiting services for new parents. The workgroup discussed current and relevant research and heard from many state experts, examined programs already operational, commissioned a literature review, and formatted recommendations to implement this initiative statewide. After much study and discussion, the workgroup revised its efforts. The second focus was to develop an initiative to implement and support an educational outreach effort, which would be made available to all parents/caregivers of newborns in Florida. The purpose of this outreach effort would be to offer all parents/caregivers of newborns who do not have access to other systems to have the opportunity to have both support and information to promote healthy parent/caregiver-child interactions and maximize their child's health and developmental potential (See **Prevention Objective 2.4 Education Services for Parents/Caregivers of Newborns**).

## Cooperative Planning Team Efforts for Prevention

The Florida Statutes provide for two (2) workgroups of the Child Abuse Prevention and Permanency Advisory Council to focus on cooperative planning efforts at the state level. Consequently, the Office of Adoption and Child Protection established two planning teams: The Education Cooperative Planning Team and the Law Enforcement Cooperative Planning Team.

### *Education Cooperative Planning*

Two subsections of the Florida Statutes govern the composition and charge to the Education Cooperative Planning Team:

**§39.001 (8)(b)2, Florida Statutes.** *The Office of Adoption and Child Protection, the Department of Children and Families, the Department of Education, and the Department of Health shall work together in developing ways to inform and instruct parents of school children and appropriate district school personnel in all school districts in the detection of child abuse, abandonment, and neglect and in the proper action that should be taken in a suspected case of child abuse, abandonment, or neglect, and in caring for a child's needs after a report is made.*

**§39.001 (8)(b)5, Florida Statutes.** *The Office of Adoption and Child Protection, the Department of Children and Families, the Department of Education, and the Department of Health shall work together on the enhancement or adaptation of curriculum materials to assist instructional personnel in providing instruction through a multidisciplinary approach on the identification, intervention, and prevention of child abuse, abandonment, and neglect. The curriculum materials shall be geared toward a sequential program of instruction at the four progressional levels, K-3, 4-6, 7-9, and 10-12. Strategies for encouraging all school districts to utilize the curriculum are to be included in the state plan for the prevention of child abuse, abandonment, and neglect.*

Pursuant to §39.001, Florida Statutes, the Education Cooperative Planning Team comprised of representatives from the Office of Adoption and Child Protection, the Department of Children and Families, the Department of Education and the Department of Health. Staff from the Office of Adoption and Child Protection served as the convener and staff from the Department of Education served as the lead for the Child Abuse Prevention and Permanency Advisory Council. Representation on the 17-member workgroup, additional staff, and leadership team spanned 8 state and local public and private organizations.

The team worked towards developing ways to inform and instruct parents of school children and appropriate district school personnel in all school districts on the detection of child abuse, abandonment and neglect, on the proper action that should be taken in a suspected case of child abuse, abandonment, or neglect, and in caring for a child's needs after a report is made. They also worked to enhance or adapt curriculum materials to assist instructional personnel in providing instruction through a multidisciplinary approach on the identification, intervention, and prevention of child abuse, abandonment and neglect. In addition, they discussed developing incentive strategies for encouraging all school districts to utilize the curriculum.

The workgroup efforts resulted in a strategy and four (4) objectives to be implemented as the *Florida Education Cooperative Plan* over the next five years:

- **Prevention Plan Strategy 4:** Inform and Instruct Education Communities.
  - **Prevention Objective 4.1** Professional Development Opportunities for School Personnel
  - **Prevention Objective 4.2** Resources for Parents of School Children
  - **Prevention Objective 4.3** Resource Awareness
  - **Prevention Objective 4.4** Multidisciplinary Curricula

## ***Law Enforcement Cooperative Planning***

The Law Enforcement Cooperative Planning Team effort is based upon the following section of the Florida Statutes:

**§39.001 (8)(b)3, Florida Statutes.** *The Office (of Adoption and Child Protection), the Department (of Children and Families), the Department of Law Enforcement, and the Department of Health shall work together in developing ways to inform and instruct appropriate local law enforcement personnel in the detection of child abuse, abandonment, and neglect and in the proper action that should be taken in a suspected case of child abuse, abandonment, or neglect.*

Pursuant to §39.001, Florida Statutes, the Law Enforcement Cooperative Planning Team consisted of members from the Office of Adoption and Child Protection, the Department of Children and Families, the Department of Law Enforcement, the Department of Health, and the Department of Juvenile Justice. Staff from the Florida Department of Law Enforcement served as the convener and Child Abuse Prevention and Permanency Advisory Council representative for the team. Representation on the 15-member workgroup spanned 7 state and local public and private organizations.

The planning team created core and cross learning objectives for training of the Department of Law Enforcement, the Department of Children and Families, the Department of Health and the Department of Juvenile Justice, and Child Protective Investigators.

A *Memorandum of Understanding* between the Department of Law Enforcement, Department of Children and Families, the Department of Health, and the Department of Juvenile Justice was developed to incorporate the objectives for the agencies to work in concert during investigations and to provide for cross training of employees who work child abuse cases. The team also developed a website that lists all agency trainings statewide in an easily accessible manner.

The workgroup efforts resulted in a strategy with three (3) objectives to be implemented as the *Florida Law Enforcement Cooperative Plan* over the next five years:

- **Prevention Plan Strategy 5:** Inform and Instruct Law Enforcement Communities.
  - **Prevention Objective 5.1** Law Enforcement *Memorandum of Understanding* Implementation Review
  - **Prevention Objective 5.2** Law Enforcement Annual Reviews and Updates
  - **Prevention Objective 5.3** Law Enforcement Future Plans

## **Additional Areas of Development for Prevention**

### ***Child Death Review***

*By June 30, 2015, the State of Florida will have implemented targeted prevention efforts based upon the findings of an All Child Death Review process that provides for the review of the deaths of all children from birth until the age of 18 who died in Florida.*

Staff from the Child Abuse Death Review Team served as the convener of the workgroup as well as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 8-member workgroup spanned 7 state and local public and private organizations.

The workgroup efforts recommended that an All Child Death Review process by the Child Abuse Death Review Team would allow implementation of targeted prevention efforts based on the results of the review of all child deaths in Florida instead of learning from just a very small percentage of deaths as is done today (i.e., the review of deaths of children for whom there are confirmed abuse reports). These expanded efforts will enable the state and local communities to be more proactive in avoiding many preventable and foreseeable accidental deaths of Florida children (See **Prevention Objective 3.3 Child Death Review**).

### ***Head Start***

*By June 30, 2015, the State of Florida will have incorporated the “Protective Factors” as a foundation for work within Florida’s Head Start programs.*

Staff from the Florida Head Start Collaboration Office served as the convener of the workgroup and as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the workgroup spanned 4 state and local public and private organizations.

Head Start is a national school readiness program that provides comprehensive education, health, nutrition, and parent involvement services to low-income families with pre-school children ages three to five. There are three areas: Early Head Start, Preschool Head Start and Migrant Head Start. The foundation of the program is parent and community development. The workgroup efforts resulted in the incorporation of the *Protective Factors* into the Head Start programs and services (See **Prevention Objective 1.3 Head Start**).

### ***Healthy Start***

*By June 30, 2015, the State of Florida will have funded Healthy Start at a level necessary to sustain the quality of services, expand the availability of services and increase the program’s capacity to better serve families at risk of experiencing poor child health outcomes.*

Staff from the Healthy Start Coalition of Jefferson, Madison and Taylor Counties served as the convener of the workgroup and as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 22-member workgroup spanned 15 state and local public and private organizations.

Healthy Start is a comprehensive program promoting optimal prenatal health and developmental outcomes for all pregnant women and babies in Florida. The fundamental goals of the Healthy Start

Program are to reduce infant mortality, reduce the number of low birth weight babies and improve health and developmental outcomes.

The workgroup efforts resulted in two objectives that involve and build on the Healthy Start infrastructure. Additionally, Healthy Start will be involved directly with the work on a third objective. These include:

- **Prevention Objective 1.2** Home Visiting Programs
- **Prevention Objective 2.3** Healthy Start
- **Prevention Objective 2.4** Educational Services for Parents/Caregivers of Newborns

### ***Medicaid Child Health Check-Up Program***

*By June 30, 2011, the Child Health Check-Up Protective Factors workgroup will have examined the Protective Factors and developed a plan of action for incorporating the Protective Factors into the Child Health Check-Up as appropriate.*

Staff from the Agency for Health Care Administration served as the convener of the workgroup, and staff from the Office of Adoption and Child Protection, served as the lead Child Abuse Prevention and Permanency Advisory Council representative. Four (4) additional agency staff members within the Bureau of Medicaid Services crafted the plan of action.

The Child Health Check-Up program is a preventive and comprehensive service for Medicaid eligible children birth through 20 years of age and for children in the MediKids program, a component of the Title XXI Children's Health Insurance Program. The workgroup efforts resulted in plans to incorporate the *Protective Factors* into their program as appropriate (See **Prevention Objective 1.4 Medicaid Child Health Check-Up Program**).

## **18-Month Plan Workgroup Efforts for Prevention and Permanency Combined**

### ***18-Month Plan Prevention Goal 3/Permanency Goal 2 – Faith-Based Prevention and Adoption***

*By June 30, 2010, each circuit will have explored the feasibility, and if appropriate, have a blueprint for a faith-based prevention initiative to promote the Protective Factors in families and a faith-based adoption initiative to promote adoption of foster children and to support adoptive families for implementation over the five-year period from July 2010 through June 2015.*

Staff from the Community Based Care of Brevard County and Office of Adoption and Child Protection served as co-conveners of the joint workgroup. Representation on the 17-member workgroup spanned 14 state and local public and private organizations.

An effective and dependable way to serve and ensure that the needs of Florida's children are being met is to engage Florida's communities and empower Florida's families. The vision is to engage faith communities so that they can empower our families to prevent child abuse, abandonment and neglect; promote adoption and support adoptive families. The workgroup created a tool kit which was dispersed throughout the state. The workgroup also held an interfaith roundtable to talk with faith leaders about the prevention of child abuse, abandonment and neglect; the *Protective Factors*; targeted child recruitment; and supporting the needs of adoptive families within their communities.

The workgroup efforts resulted in three objectives to implement the faith-based effort over the next five years:

- **Prevention Objective 1.6** Faith-Based and Community-Based Efforts
- **Promotion of Adoption Objective 2.1** Faith-Based and Community-Based Efforts
- **Support of Adoptive Families Objective 2.3** Faith-Based and Community-Based Efforts

## **18-Month Workgroup Efforts for Permanency**

### ***18-Month Plan Permanency Goal 1 - Explore Adoption***

*By June 30, 2010, the State of Florida will have in place sustainable efforts to continue the Explore Adoption public awareness campaign through June 2015.*

Staff from the Office of Adoption and Child Protection convened the workgroup and served as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 11-member workgroup spanned 7 state and local public and private organizations.

The *Explore Adoption* workgroup successfully launched and re-launched the *Explore Adoption* campaign in 2008 and 2010, respectively. This statewide marketing campaign promotes the adoption of children who are in Florida's foster care system, and has won many state and national awards. Public adoption is promoted through *Explore Adoption* with the distribution of materials including marketing kits, brochures, educational one-pagers, window clings, posters and lapel pins. The workgroup efforts contributed to the **Adoption Promotion Objective 2.2 Targeted and Child Specific Recruitment** in the five-year plan.

### ***18-Month Plan Permanency Goal 3 - Florida Association of Heart Galleries***

*By June 30, 2010, the State of Florida will have an operational statewide association of heart galleries.*

Staff from the Office of Adoption and Child Protection convened the workgroup as well as served as the lead for the Child Abuse Prevention and Permanency Advisory Council. Representation on the 13-member workgroup spanned 11 state and local public and private organizations.

Heart galleries work with local professional photographers to help find homes for specific children by creating compelling personal portraits that capture each child's unique personality and interests. These portraits are displayed in areas where families most likely to adopt will have a chance to view them. Attached to each portrait are brochures containing brief information on that child with contact information for inquiries. Heart gallery volunteers also work with the children in preparing them for their portraits and developing their biographies. In addition to the portrait exhibit, each heart gallery provides a website with general information on special needs adoption and a photo listing of children in the area who are legally free for adoption. These same portraits can be used on the State of Florida Adoption Exchange and the *Explore Adoption* website. All of Florida's regions are supported by heart galleries. A statewide association for the heart galleries was created to support the existing heart galleries and assist other counties and communities in the creation of local heart galleries. The workgroup efforts contributed to the **Adoption Promotion Objective 2.2 Targeted and Child Specific Recruitment** in the five-year plan.

### ***18-Month Plan Permanency Goal 4 - Customer Service Protocol***

*By June 30, 2010, the State of Florida will have a customer service protocol in place for the assistance and retention of prospective adoptive families.*

Staff from the Office of Adoption and Child Protection convened the workgroup as well as served as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 10 – member workgroup spanned 7 state and local public and private organizations.

Adoption success begins with a stated commitment to customer service and support for adoptive families. A customer service protocol (e.g. standard operating procedures) should be in place for each agency that requires immediate response to inquiries, assisting with questions, and following up on information mailed to prospective families. As the *Explore Adoption* campaign and the faith-based adoption initiative generate more inquiries, there must be a plan for response. A sample survey indicated that half of inquires made to agencies did not result in adoption and that there is only a 20 percent return of applications sent through the mail. Personal attention to prospective families will keep families engaged. The children legally free for adoption and who have been waiting the longest for an adoptive family will benefit from recruitment efforts that extend beyond agencies and circuits. A consistent, statewide customer service protocol for prospective adoptive families will provide for this.

The workgroup efforts resulted in two (2) objectives to be implemented over the next five years:

- **Promotion of Adoption Objective 2.3** Information and Support for Prospective Adoptive Parents
- **Support of Adoptive Families Objective 1.1** Information and Support for Adoptive Families

Components of Customer Service Protocol implementation at the local levels will be given support by the state through the implementation of an additional six (6) objectives over the next five years:

- **Promotion of Adoption Objective 2.2** Targeted and Child Specific Recruitment
- **Support of Adoptive Families Objective 1.2** Adoption Competent Professionals
- **Support of Adoptive Families Objective 1.3** Post Adoption Services Counselors
- **Support of Adoptive Families Objective 2.1** Adoption Support Groups
- **Support of Adoptive Families Objective 2.2** Education Opportunities for Adoptive Parents
- **Support of Adoptive Families Objective 2.3** Faith-Based and Community-Based Efforts

### **Additional Area of Development for Permanency**

#### ***Support of Adoptive Families***

Staff from the Office of Adoption and Child Protection convened the workgroup and served as the lead Child Abuse Prevention and Permanency Advisory Council representative. Representation on the 7-member workgroup spanned 6 state and local public and private organizations.

The workgroup assessed the needs for state supports in the implementation of the protocol by the circuits and the Community Based Care lead agencies. Their recommendations covered ways the state could provide assistance to local efforts related to: adoption competent professionals, post adoption services counselors, adoption support groups, and education opportunities for adoptive parents. The workgroup also included incorporation of the *Protective Factors* in their work.

The workgroup efforts resulted in two (2) strategies and six (6) objectives to be implemented over the next five years:

- **Support of Adoptive Families Plan Strategy 1:** Strengthen Florida Service Systems to Better Support Adoptive Families to Meet the Needs of their Adopted Children and Youth
  - **Support of Adoptive Families Objective 1.1** Information and Support for Adoptive Families
  - **Support of Adoptive Families Objective 1.2** Adoption Competent Professionals
  - **Support of Adoptive Families Objective 1.3** Post Adoption Services Counselors
- **Support of Adoptive Families Plan Strategy 2:** Provide Information and Supports to Adoptive Families
  - **Support of Adoptive Families Objective 2.1** Adoption Support Groups
  - **Support of Adoptive Families Objective 2.2** Education Opportunities for Adoptive Parents
  - **Support of Adoptive Families Objective 2.3** Faith-Based and Community-Based Efforts

## **18-Month Plan Workgroup Efforts for Funding**

### ***18-Month Plan Funding Goal 1 – Direct-Support Organization***

*By June 30, 2010, the Office of Adoption and Child Protection will have a blueprint for creating and funding a direct-support organization (DSO) and will have completed the steps for the DSO's establishment and ongoing administration.*

In accordance with the Florida Statutes, the Office of Adoption and Child Protection assisted with the creation and launch of the Trust for Florida's Children (the Trust). To handle the financial and accounting matters of the Trust, a Memorandum of Understanding was entered into between the Trust and Florida's Foundation, which designated the Foundation as the fiscal agent of the Trust. During 2011 the Trust lost several board members, and after much deliberation, the Trust for Florida's Children was dissolved by majority vote of the Board of Directors. The dissolution papers were filed with the Secretary of State and the IRS forms in August 2011.

## **Development of the State-Level Plans of Action for Prevention and Permanency**

After the presentations, debates, and recommendations at the May 4, 2010 Child Abuse Prevention and Permanency Advisory Council meeting, the organization of the plan was crafted and the areas of focus and work were expanded. The resulting plan is more comprehensive and cross-agency focused in all aspects of the prevention of child abuse, abandonment and neglect; the promotion of adoption; and the support of adoptive families. The prevention plan seeks to reduce the rate of verified child abuse findings. This plan also includes the two cooperative child abuse prevention plans: one for education and one for law enforcement. The promotion of adoption plan seeks to reduce the amount of time children wait for permanent and stable homes. The support of adoptive families plan seeks to reduce the number of adopted children who are returned to foster care.

### **Prevention Plans**

There are five (5) prevention strategies within the *Florida Prevention of Child Abuse, Abandonment and Neglect Plan: July 2010 – June 2015*. They are to:

- Infuse the *Protective Factors* into Florida systems that serve parents and children.

- Strengthen Florida systems to better serve the needs of Florida families.
- Provide information on ways to ensure that children are safe and nurtured and live in stable environments that promote well-being.
- Inform and instruct education communities (*Florida Education Cooperative Plan*).
- Inform and instruct law enforcement communities (*Florida Law Enforcement Cooperative Plan*).

Within these five strategies are twenty (20) objectives focused on building family resilience and education of Florida professionals and communities; thus preventing child abuse, abandonment, and neglect. The objectives focus on:

- Early education and care
- Home visiting programs
- Head Start programs
- Child Health Check-Up services
- Technical assistance to circuit prevention efforts
- Faith-based and community-based efforts
- Whole Child
- Healthy Families Florida
- Healthy Start
- Education services for parents/caregivers of newborns
- Public awareness and education
- Evidence-based parenting programs
- Child death review
- Professional development for school personnel
- Resources for parents of school children
- Resource awareness
- Multidisciplinary curricula
- Law Enforcement *Memorandum of Understanding* implementation review
- Law Enforcement annual reviews and updates
- Law Enforcement future plans.

There is an additional strategy with three objectives to monitor and evaluate plan implementation.

### **Permanency Plans**

The *Florida Promotion of Adoption Plan: July 2010 – June 2015* has two main strategies: To infuse the *Protective Factors* into Florida systems that recruit adoptive parents, and to strengthen Florida recruitment systems to better recruit families to meet the needs of children and youth awaiting adoption. The five (5) objectives of this plan cover: local recruitment efforts, parent preparation and training, faith-based and community-based efforts, targeted and child specific recruitment, and information and support for prospective adoptive parents. There is an additional strategy with three objectives to monitor and evaluate plan implementation.

The *Florida Support of Adoptive Families Plan: July 2010 – June 2015* has two strategies: to strengthen Florida service systems to better support adoptive families to meet the needs of their adopted children and youth, and to provide information and supports to adoptive families. The six (6) objectives cover: information and support for adoptive families, adoption competent professionals, Post Adoption Services Counselors, adoption support groups, education opportunities for adoptive

parents, and faith-based and community-based efforts. There is an additional strategy with three objectives to monitor and evaluate plan implementation.

## **Local Planning**

To initiate the local planning process, the Office of Adoption and Child Protection staff members met with the top administration of the circuits and the leadership of the Community Based Care Lead Agencies in September 2007. Additionally, the Office of Adoption and Child Protection initiated efforts to convene local planning teams in each of the twenty (20) circuits around the state. These circuits are aligned geographically with the judicial and Department of Children and Families circuits. The representation on these local planning teams is consistent with the make-up of the statewide Advisory Council. By October 2007, each circuit had established a local planning team that was convened by the circuit administrator and/or a key leader in the circuit's administration. These teams developed 18-month plans for prevention and permanency. Once completed, implementation began and the teams turned to the task of developing three five-year plans:

- Prevention of Child Abuse, Abandonment, and Neglect
- Promotion of Adoption
- Support of Adoptive Families

The local plans developed by the circuit teams are incorporated into this five-year state plan on prevention and permanency (See Appendix I, under separate cover). Copies of the current state and local plans are also available on the website at [http://www.flgov.com/child\\_advocacy](http://www.flgov.com/child_advocacy).

Over 600 people around the state have been working on local plans of action. At a minimum, these teams were reviewed by the Office of Adoption and Child Protection to ensure that the requirements of Chapter 39 for team membership were met.

The points of contact for the local planning teams as of June 2012 are provided in the table below.

**Table 2. Planning Team Conveners and Points of Contact as of June 2012**

CIRCUIT	POINTS OF CONTACT FOR EACH CIRCUIT'S LOCAL PLANNING TEAM
1 Escambia, Okaloosa, Santa Rosa, Walton	Randall N. Fleming, Community Development Administrator, DCF Circuit 1  Kathi Guy, Contract Manager, DCF Circuit 1  Phyllis Gonzalez, Consultant
2 Franklin, Gadsden, Jefferson, Leon, Liberty, Wakulla	Jeanna Olson, Community Development Administrator, DCF Circuit 2
3 Columbia, Dixie, Hamilton, Lafayette, Madison, Suwannee, Taylor	Janet Romero, Community Development Administrator, DCF Circuits 3&8  Morgan M. Rockey, Client Relations Consultant, DCF Northeast Region Circuits 3&8
4 Clay, Duval, Nassau	Bryan Hensley, Community Development Administrator, DCF Circuit 4  Jackie Green, Client Relations Manager, DCF Circuit 4
5 Citrus, Hernando, Lake, Marion, Sumter	Philip Scarpelli, Acting Regional Community Development Director, DCF Central Region  Ann Doyle, Program Director, Devereux Kids
6 Pasco, Pinellas	Lourdes Benedict, Regional Operations Manager, DCF Circuit 6  Kelly Rossi, Prevention Supervisor, Eckerd Community Alternatives
7 Flagler, Putnam, St. Johns, Volusia	Arnold Anderson, Community Development Administrator, DCF Circuit 7  Clay LaRoche, Community Relations Consultant, DCF Circuit 7  Betsy Lewis, Operations Manager, DCF Circuit 7  Danielle McBee, Program Operations Administrator, Community Partnership for Children
8 Alachua, Baker, Bradford, Gilchrist, Levy, Union	Janet Romero, Community Development Administrator, DCF Circuits 3&8  Morgan M. Rockey, Client Relations Consultant, DCF Northeast Region Circuits 3&8
9 Orange, Osceola	Kimberly Grabert, MPA, CPM, Community Development Administrator, DCF Circuit 9  Stacey Dano, Independent Living Coordinator Osceola County, Community Based Care of Central Florida  Joy Chuba, Executive Director, Children's Advisory Council for Osceola County, Inc.
10 Hardee, Highlands, Polk	Julia Hermelbracht, Community Development Administrator  Kim Daughtery, Chief Community Relations Officer, Heartland for Children  Kathie Graydon, Director of Education and Community Relations, Heartland for Children
11 Miami Dade	Esther Jacobo, Managing Director, DCF Southern Region  Claudia Arias, Operations Management Consultant, Child Welfare, DCF Circuit 11

CIRCUIT	POINTS OF CONTACT FOR EACH CIRCUIT'S LOCAL PLANNING TEAM
12 Desoto, Manatee, Sarasota	Brena Slater, Regional Operations Manager, DCF Circuit 12  Maureen Coble, Director of Quality Management, YMCA Family, Inc.  Andrea Mertyris, Quality Management Specialist, Sarasota Family YMCA
13 Hillsborough	Jan Gregory, Deputy Regional Director/Regional Community Development Director, DCF SunCoast Region  Brian McEwen, Associate Director, Child Abuse Council, Inc.  Jessie Rogers, Diversion Supervisor, Hillsborough Kids, Inc., In Partnership with HCSO, Child Protective Investigations Division
14 Bay, Calhoun, Gulf, Holmes, Jackson, Washington	Courtney Peel, Community Development Administrator, DCF Circuit 14
15 Palm Beach	Marsha Guthrie, Program Officer, Children's Services Council of Palm Beach County  Toby Pina, Chief Operations Officer, Child and Family Connections
16 Monroe	Esther Jacobo, Managing Director, DCF Southern Region  Amy Baldree, Program Administrator, DCF Circuit 16
17 Broward	Monica Figueroa King, Resource and Systems Manager, CSC of Broward County  Yasmin Mendoza, LMHC, Specialized Adoption Supervisor, ChildNet
18 Brevard, Seminole	Heather Howlett, OPS Management Consultant II, DCF Circuit 18
19 Indian River, Martin, Okeechobee, St. Lucie	Cheri Sheffer, Community Development Administrator, DCF Circuit 19
20 Charlotte, Collier, Glades, Hendry, Lee	Kim Kutch, Community Development Administrator, DCF Circuit 20  Karen Turcotte, Director, Staff Development, Children's Network of Southwest Florida

An array of supports was provided to the twenty (20) local planning teams to assist them with the development of their five-year prevention and permanency plans. The Office of Adoption and Child Protection provided the *Five-Year Local Planning Process Outline, VI.2* to these teams. This outline is provided in Appendix E.

### **Monthly Local Planning Team Convener Meetings via Conference Call**

Conference calls were initiated in November 2007, and were held monthly through June 2010, for the conveners, key contacts, and all interested members of the local planning teams, Office of Adoption and Child Protection staff members, Child Abuse Prevention and Permanency Advisory Council members, and Department of Children and Families staff members to address questions and discuss information that would assist with the planning process. Below are major issues covered in the conference calls during the 18-months leading up to the submission of the local five-year plans.

- January 13, 2009 – Monitoring reports that will be due four separate times throughout the 18-month period to denote progress, and the statewide goals for prevention and permanency.

- February 10, 2009 – Membership of the local planning teams to expand beyond the state agencies and include community based agencies, and planning partnerships.
- March 10, 2009 – Prevention Goal 1: Family Strengthening, the *Protective Factors*, and ways the circuits could implement them in their five-year plans for prevention and permanency.
- April 14, 2009 – The prevention summit, the monitoring reports, local planning team membership, requirements for the five-year plan per §39.001, FS, data needs for the five-year plan, desired results of the plan, and MAPP training.
- May 12, 2009 – Planning for the prevention summit- agenda, goals, timeline, and what the local planning teams hope to get out of the summit.
- June 9, 2009 – Webinar on the Positive Parenting Program, and the creation of a statewide catalog of programs and services as required by § 39.001, Florida Statutes.
- July 14, 2009 – The August prevention summit and creation of the statewide catalog to be utilized by the local planning teams in the creation of their five-year plans for prevention and permanency.
- August 11, 2009 – Planning of the August prevention summit and expansion of the protective factors training.
- September 8, 2009 – Information about the Office of Youth Development, the five-year plan for prevention and permanency, the FRIENDS’ protective factors training opportunity, and the catalog for programs and services.
- October 6, 2009 – The catalog for programs and services and the *Trying Hard is Not Good Enough* workshop to be taught by Dr. Terry Rhodes.
- November 10, 2009 – *Trying Hard is Not Good Enough* Webinar, covered the work of Mark Friedman on results based accountability.
- December 8, 2009 – Opportunities for the local planning teams to ask and answer questions related to the development of the five-year plans for prevention and permanency.
- January 12, 2010 – Submission of the draft five-year plan, when the feedback will be given to the local planning teams from the Child Abuse Prevention and Permanency Advisory Council members, and how to increase the response rate for the *MyFloridaSurvey*.
- February 9, 2010 – The data that were given to them from *MyFloridaSurvey* (catalog of programs and services).
- March 9, 2010 – The review form that the Child Abuse Prevention and Permanency Advisory Council members would use in their review of the draft local plans.
- April 13, 2010 – State workgroup proposals as well as the Child Abuse Prevention and Permanency Advisory Council member reviews and next steps for the local planning teams.
- May 11, 2010 – Review the final plan submissions for the local planning team five-year plan for prevention and permanency.
- June 8, 2010 – Overview of the state’s five-year plan for prevention and permanency, as well as the monitoring process for the local planning teams for their five-year plans.

## Webinars

***Positive Parenting Program.*** This Webinar for the local planning teams consisted of the background information, studies, and milestones; explanations as to what it is, and how it works; collaboration; intervention levels; and effects on child behavior. These interventions are based on five levels of increasing intensity and include an early intervention and multidisciplinary approach.

***Results Based Accountability.*** Results based accountability provides models for population accountability for the well-being of whole populations and communities and performance accountability for the impact of services on the well-being of specific client populations. Webinar attendees learned that confusion often comes when there are too many ambiguous terms and failing to

distinguish between population indicators and results due to services performance. In results based accountability, one starts with the end and works backward toward the means. It is action-oriented and provides models to hold programs, agencies and service systems accountable for performance.

**Targeted Recruitment.** Five Points Technology hosted regional webinars twice a week for six weeks in April and May 2010. These webinars provided the knowledge and skills to use the *Explore Adoption* data systems for targeted recruitment by region and were offered to all adoption staff members and providers in the State of Florida.

### **Statewide Summits for Local Planning Teams**

**Prevention Summit May 2009.** The purpose of the May 2009 Prevention Summit was to gather with all the local planning team conveners as well as other stakeholders in the child welfare system and discuss the state five-year plan for prevention and permanency. This informational summit focused on prevention and the prevention goals. The local planning teams were also given examples for what is expected in their five-year plans for prevention and permanency. Approximately 130 individuals were involved with this summit.

**Planning Meetings August 2009.** The purpose of the August 2009 Planning Meetings was to give the local planning teams the template to use in writing their five-year plan for prevention and permanency, as well as to explain why this is important, how this will help, and whom this will benefit. Discussion also surrounded each of the states' workgroup goals and results based accountability. Approximately 150 individuals participated in this summit.

**Strengthening Families Leadership Summit October 2009.** Local planning team conveners and members were represented on the twelve member statewide team from the Strengthening Families Workgroup that attended the Strengthening Families Leadership Summit in Atlanta, GA. At this national summit the team attended twenty-one workshops, including indicators for reduction of child abuse and neglect, customer satisfaction, parent partnership, working with infants, funding, grant giving, reciprocity, best practices, lessons learned, and more.

### **Web-based Support for Local Planning Efforts**

**MyFloridaSurvey Initiative.** Pursuant to Chapter 39, Florida Statutes, local five-year plans were required to include descriptions of programs and services that promote and empower communities and families, including information on the impact, cost-effectiveness, and sources of funding.

The Office of Adoption and Child Protection in partnership with SweatMonkey® and the local teams, help to collect information for the catalog. Once cataloged, this information was provided to Florida's circuits and local planning teams for use in their five-year planning process to strengthen families and communities, prevent child abuse, promote adoption, and support adoptive families. Additionally, if requested, the organization information was shared with local Information Resource and Referral efforts, local Whole Child Community projects, and/or provided to SweatMonkey®, a Web-based organization that connects students to volunteer opportunities.

## **On-site Training and Technical Assistance**

The Office of Adoption and Child Protection staff provided on-site training and technical assistance to individual planning teams and their partners to discuss the 18-month plan, its goals and opportunities for the five-year plan. In March 2009, the Office staff met with the leadership from Circuits 2 and 14 in Tallahassee and with the Orange County Children's Cabinet in Orlando. In September 2009, the Office of Adoption and Child Protection and Department of Children and Families staff met with the Brevard County Children's Cabinet, the Brevard County Community Alliance and the Seminole County Children's Cabinet.

The Department of Children and Families Office of Family Safety prevention and adoption staff members met with representatives from the local planning teams and provided direct assistance to their planning efforts. Additional technical assistance meetings were conducted via conference calls.

## **Local Plan Outline**

The Office of Adoption and Child Protection with input from the Child Abuse Prevention and Permanency Advisory Council provided the *Five-Year Local Planning Process Outline V.1.2* to the conveners of the local planning teams. The outline and instructions used for local planning is provided in Appendix E. The local planners were instructed to develop their plans in five parts:

### **Part 1 Introduction to the Plan**

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

### **Part 2 Plan for the Prevention of Abuse, abandonment, and neglect of Children**

**Definitions:** Two types of prevention of abuse, abandonment, and neglect (child maltreatment) of children are to be addressed in this plan:

- Primary prevention – Accessible by the general public in order to prevent child abuse, abandonment, and neglect from occurring.
- Secondary prevention – Geared to families who are vulnerable and at risk of maltreating their children in order to prevent child abuse, abandonment, and neglect from occurring.

#### **The major sections of this prevention plan include:**

- I. Status of child maltreatment (including the documentation of the magnitude of the problems of child abuse, including sexual abuse, physical abuse, and emotional abuse, as well as child abuse, abandonment, and neglect in the geographical area) §39.001(8)(b)6.a
- II. A continuum of programs necessary for a comprehensive approach to prevention of all types of child abuse, abandonment, and neglect (including brief descriptions of such programs and services) §39.001(8)(b)6.f
- III. Description of programs currently serving abused, abandoned, and neglected children and their families (including information on the impact, cost-effectiveness, and sources of funding) §39.001(8)(b)6.b
- IV. Description of programs for the prevention of child abuse, abandonment, and neglect (including information on the impact, cost-effectiveness, and sources of funding) §39.001(8)(b)6.b
- V. A description, documentation, and priority ranking of local needs related to the prevention of child abuse, abandonment, and neglect based upon the continuum of programs (see 2-II) and services (see 2-IV). §39.001(8)(b)6.g
- VI. A plan for steps to be taken in meeting identified needs, including the coordination and integration of services to avoid unnecessary duplication and cost, and for alternative funding strategies for meeting needs through the reallocation of existing resources, utilization of

- volunteers, contracting with local universities for services, and local government or private agency funding §39.001(8)(b)6.h
- VII. Plans for monitoring progress and for determining the results of the prevention efforts
- VIII. A description of barriers to the accomplishment of a comprehensive approach to the prevention of child abuse, abandonment, and neglect §39.001(8)(b)6.i
- IX. Recommendations for changes that can be accomplished only at the state program level or by legislative action. §39.001(8)(b)6.j

### **Part 3 Plan for the Promotion of Adoption**

The major sections of this plan for the promotion of adoption include:

- I. Status of adoption (including information concerning the number of children within the child welfare system available for adoption who need child-specific adoption promotion efforts) §39.001(8)(b)6.c
- II. A continuum of programs necessary for a comprehensive approach to promotion of adoption (including brief descriptions of such programs and services) §39.001(8)(b)6.f
- III. Description of programs currently promoting adoption (including information on the impact, cost-effectiveness, and sources of funding) §39.001(8)(b)6.d
- IV. A description, documentation, and priority ranking of local needs related to the promotion of adoption based upon the continuum of programs (see 3-II) and services (see 3-III). §39.001(8)(b)6.g
- V. A plan for steps to be taken in meeting identified needs, including the coordination and integration of services to avoid unnecessary duplication and cost, and for alternative funding strategies for meeting needs through the reallocation of existing resources, utilization of volunteers, contracting with local universities for services, and local government or private agency funding §39.001(8)(b)6.h
- VI. Plans for monitoring progress and for determining the results of the adoption promotion efforts
- VII. A description of barriers to the accomplishment of a comprehensive approach to the promotion of adoption §39.001(8)(b)6.i
- VIII. Recommendations for changes that can be accomplished only at the state program level or by legislative action. §39.001(8)(b)6.j

### **Part 4 Plan for the Support of Adoptive Families**

The major sections of this plan for the support of adoptive families include:

- I. Status of support of adoptive families (to be based upon such areas as the quantity and quality of adoptive parent support groups; quantity and accessibility of adoption competent mental health professionals; educational opportunities available for adoptive parents; and quantity of post adoption services counselors who provide information and referral, temporary case management for emotional support, and educational advocacy)
- II. Description of a comprehensive approach for providing post-adoption services (including information on sufficient and accessible parent and teen support groups; case management, information, and referral services; and educational advocacy) §39.001(8)(b)6.e
- III. Description of programs currently supporting adoptive families (including information on the impact, cost-effectiveness, and sources of funding) §39.001(8)(b)6.d
- IV. A description, documentation, and priority ranking of local needs related to the support of adoptive families based upon the comprehensive approach (see 4-II) and services (see 4-III). §39.001(8)(b)6.g
- V. A plan for steps to be taken in meeting identified needs, including the coordination and integration of services to avoid unnecessary duplication and cost, and for alternative funding strategies for meeting needs through the reallocation of existing resources, utilization of volunteers, contracting with local universities for services, and local government or private agency funding §39.001(8)(b)6.h
- VI. Plans for monitoring progress and for determining the results of efforts to support adoptive families
- VII. A description of barriers to the accomplishment of a comprehensive approach to the support of adoptive families §39.001(8)(b)6.i
- VIII. Recommendations for changes that can be accomplished only at the state program level or by legislative action. §39.001(8)(b)6.j

### **Part 5 Attachments**

- I. Local planning team membership and participation roster

Along with the outline, data sets developed by the Florida Department of Children and Families and existing prevention and permanency plans were made available to the planning teams. All information was provided via email to the local planning team conveners and posted on the website for downloading ([http://flgov.com/child\\_advocacy](http://flgov.com/child_advocacy)).

## **2012 Biennial Revisions**

In accordance with §39.001(9)(b), Florida Statutes, the Office of Adoption and Child Protection, within the Executive Office of the Governor had an opportunity to revise the state and local plans based on the changing needs of Florida and its communities. The Office of Adoption and Child Protection, Executive Office of the Governor reviewed the state and local five-year plans, assessed the progress thus far, and documented mid-course changes. Every objective lead and local planning team had an opportunity to revise their action plans for the 2012 Biennial Revision.

Research conducted by the Center for the Study of Social Policy found that there are *Protective Factors* that make a difference for families. When families experience the stressors that are highly correlated with child maltreatment, some families maltreat their children and others do not. The Center found that in the homes that do not maltreat their children, although they are experiencing the same stressors, the difference in these homes is the presence of *Protective Factors*. These *Protective Factors* reduce the incidence of child abuse and neglect by providing parents with what they need in order to parent effectively, even under stress. By building relationships with families, programs can recognize signs of stress and help families build protective factors with timely and effective help.

In April 2012, the Administration for Children and Families sent out an Information Memorandum prioritizing the promotion of social and emotional well-being for all children and youth, especially children in the child welfare system. The memorandum also encouraged child welfare organizations to improve the behavioral and social-emotional outcomes for children that have experienced trauma. Due to this prioritization and inclusion of a sixth *Protective Factor*, the Office of Adoption and Child Protection has revised the five-year state prevention and permanency plan language from “*Five Protective Factors*” to “*Protective Factors*”.

To include efforts of the Florida Children and Youth Cabinet and its agencies, the Office of Adoption and Child Protection has included two additional objectives to the child abuse prevention plan: Human Trafficking and Child Protection Transformation.

### ***Human Trafficking***

*By June 30, 2015, the State of Florida will have developed a method to identify child survivors of commercial sex trafficking, appropriate services for these youth, and host an annual educational summit for the public.*

Human trafficking is a form of modern-day slavery which affects children, adults, citizens, residents and foreign nationals alike. In America, it is estimated that between 100,000 and 300,000 children are victimized through child prostitution each year. In 2009, one-third of calls to the National Trafficking Resource Center were from Florida. Department of Children and Families abuse hotline operators received reports that 136 Florida children 13 and older were suspected of being trafficked between 2009 and 2010. A complex issue, human trafficking is generally categorized as either sex trafficking or labor trafficking. The Children and Youth Cabinet Human Trafficking Workgroup is

presently focused on identifying and serving child survivors of commercial sex trafficking in Florida as well as building awareness and support for these victims.

### ***Child Protection Transformation***

*By June 30, 2014, the State of Florida will have completed the Child Protection Transformation Project to improve the outcomes for Florida's children, families, and communities.*

*Note: This project transforms the business processes and technology supports for the Florida Abuse Hotline, Child Protective Investigations, and Community Based Care Ongoing Services.*

In February 2011, the tragic death of Nubia Barahona and the abuse suffered by her and her brother Victor have become the catalyst driving a comprehensive review of the state of Florida's child protective response system. In March of 2011, an independent review panel critically examined the Barahona case and released its findings and recommendations identifying a number of systemic errors and omissions that occurred at various levels of the child protection system. Specifically, the report outlined the following key findings:

- Insufficient investigative practices and inadequate case management;
- Lack of integration of information sharing among child welfare professionals;
- Rapid turnover, inexperience, excess caseloads for child protection investigators;
- Unclear case integration;
- Unclear role of supervisors for case investigation and management;
- Insufficient attention to health care, mental health care, education support; and,
- Overall substandard quality of documentation by both case managers and investigators.

Immediately upon receiving the report, the Department of Children and Families incorporated the recommendations into short term and long term action plans. The short term plan has resulted in numerous action steps taken by the Department of Children and Families, including, but not limited to, analyzing and updating all local law enforcement agreements, placing a local Community Based Care agency on a corrective action plan, entering into an agreement with the Agency for Health Care Administration to receive Medicaid claims data, deploying new requirements for Hotline management and operations, training over 1,100 Child Protection Investigators, and requiring Community Based Care Lead Agencies to enhance accountability and expectations over case ownership.

Despite these important short term steps, significant and sustainable improvement in child safety and well-being cannot be achieved without long term transformation of the entire child welfare system. Thus, the Department of Children and Families has embarked upon an integrated Child Protection Transformation Project that will analyze and improve the many shortcomings in our investigative and service delivery business functions related to the flow and use of information across all the parties that impact the safety and well-being of a child. This will be a multi-year transformation project to advance the Florida Abuse Hotline, protective investigators, and case management processes to world-class levels. The goal will be to improve the outcomes for child safety and child welfare.

### ***Child Protection Transformation Project Vision***

The vision put forth is to transform the role of hotline, investigation and case management, so that each component of the system works as an integrated unit, equipped to gather better information, relay information faster, conduct more quality investigations, gather a more complete picture of the child and family, and offer a more effective engagement strategy to ensure the child and families safety and independence. Moreover, the Child Protection Investigators, supervisors and leadership will be highly qualified and empowered with the range of expertise needed and will build strong partnerships with a broad array of community partners. Investigations will be conducted using the

right core business practices that allow for professional discernment and flexibility to deal with the unique challenges associated with each child and family, and the technology will be aligned to properly support the work. Community Based Care Lead Agencies and case managers will be held accountable for the child's safety and well-being and the information they receive will be accurate, timely and present a more complete picture of the child, family and needs. The end result will be to enhance child safety, well-being and permanency.

Florida's child protection professionals are dedicated workers putting in long hours to work passionately for the state's unsafe children. However, Florida's children continue to be maltreated – sometimes even after the Department of Children and Families and community partners have intervened to provide services. The Child Protection Transformation Project retools the practice to better enable families the supports necessary to provide children with a safe and nurturing environment. It will transform our culture from: Case Processing to Child Safety, Process to Outcome Management, and Entitlement to Independence.

### ***Florida Safety Decision Making Methodology***

To improve the safety decision making process, the Department is adopting a "Safety Decision-Making Methodology." The core practice, developed in collaboration with the American Bar Association (ABA), National Resource Center on Legal and Judicial Issues (NRC-LJI) and the National Resource Center for Child Protective Services (NRC-CPS), has already been adopted by the Florida Office of the State Courts Administrator and incorporated into the Florida Dependency Judges Benchbook, 2011. This framework provides clear direction regarding the information that must be gathered to effectively and consistently assess a child's safety. The methodology also integrates a standardized Risk Assessment to enhance the ability to target prevention efforts to the High and Very High risk population.

The adoption and implementation of the Florida Decision Making Methodology will align with the following objectives:

- Establish enterprise information collection standards for consistent child safety assessment and safety planning
- Design new integrated decision support tools for the hotline intake, child protective investigations, case management, and Children's Legal Services
- Implement best practice engagement practices to achieve family and team accountability for child safety and well-being
- Redesign role of child welfare supervisor to allow more coaching and mentoring
- Establish qualitative and quantitative metrics for safety assessment and planning

### **Local Planning Team Conference Calls**

Below are major topics covered in the conference calls after the launch of *Florida's Child Abuse Prevention and Permanency Plan: July 2010 – June 2015*.

- July 13, 2010 – State's five-year plan, statewide workgroup opportunities, and local plan monitoring.
- August 10, 2010 – State plan information (12 strategies, 40 objectives and 19 anticipated workgroups).
- September 14, 2010 – Monitoring and evaluation of the local five-year plans.
- October 12, 2010 – Child maltreatment data (DCF Web-based spinner reports vs. dashboard information), Florida Prosperity Partnership resources, public awareness, Strengthening

Families Best Practices Web site, Faith-Based and Community-Based Initiative website, and the Prevention Learning Community/Cross Agency Team.

- November 9, 2010 – Data and monitoring, local five-year plan quarterly reporting and National Adoption Month.
- December 14, 2010 – Progress at the state level for prevention, adoption promotion and support of adoptive families, National Adoption Month, and monitoring and evaluation.
- February 8, 2011 – Discussion about child maltreatment data sets.
- March 8, 2011 – Review of child maltreatment data and discussion about the Prevention Learning Community.
- April 12, 2011 – National Child Abuse Prevention Month and monitoring reports.
- May 10, 2011 – Monitoring reports, *Explore Adoption* campaign, National Day of Prayer, and Florida Heart Galleries exhibit opening.
- June 14, 2011 – Local planning team monitoring reports, discussion of “Principles for Successfully Implementing Evidence-Based Practices and Programs”, and direction of the Department of Children and Families.
- July 12, 2011 – Annual monitoring report, office website, and *Florida Heart Galleries* Exhibit.
- August 9, 2011 – Local planning team monitoring reports, *Explore Adoption* calendar, Child Abuse Prevention and Permanency Advisory Council, updates about the Florida Children and Youth Cabinet, and National Adoption Month.
- September 13, 2011 – Administrative Flexibility reports, and updates about the Florida Children and Youth Cabinet.
- October 11, 2011 – Update on the Office of Adoption and Child Protection, Florida Children and Youth Cabinet, Florida’s Faith-Based and Community-Based Advisory Council, and the Office of Child Welfare at the Department of Children and Families.
- November 8, 2011 – Progress of National Adoption Month, updates from the Florida Children and Youth Cabinet, and the next monitoring report.
- December 13, 2011 – Forum for Youth Investment Policy Roundtable, Faith-Based and Community-Based Advisory Council, National Adoption Month, the next monitoring report, and updates about the Florida Children and Youth Cabinet.
- Jan 10, 2012 – Parent Leadership Seminar, Strengthening Families 2012 Resource Guides, Forum for Youth Investment Policy Roundtable, Children’s Week, updates from the Florida Children and Youth Cabinet, Child Abuse and Permanency Plan Biennial Revisions.
- February 14, 2012 – Black History Month, Faith-Based and Community-Based Advisory Council, Local Child Abuse Prevention Month and Foster Care Awareness Month activities, Florida Children and Youth Cabinet update, and monitoring reports.
- March 13, 2012 – Black History Month, Child Abuse Prevention Month, Local Child Abuse Prevention Month and Foster Care Awareness Month activities, Faith-Based and Community-Based Advisory Council Meeting, and updates from the Florida Children and Youth Cabinet.
- April 10, 2012 – Child Abuse Prevention Month, Local Child Abuse Prevention Month and Foster Care Awareness Month activities, Faith-Based and Community-Based Advisory Council Meeting, Child Abuse and Permanency Plan Biennial Revisions.
- May 8, 2012 – Local Foster Care Awareness Month activities, updates from the Florida Children and Youth Cabinet, Ready by 21 Leadership Summit, and Child Abuse and Permanency Plan Biennial Revisions.
- June 2012 – Child Abuse and Permanency Plan Biennial Revisions, Faith-Based and Community-Based Advisory Council meeting, local best practices, and direction for the next three years of plan implementation.