



**COMMISSIONERS**

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# Strategic Plan 2008

Cuyahoga County Department of Children and Family Services  
3955 Euclid Avenue  
Cleveland, OH 44115

James McCafferty, MSSA  
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# Strategic Planning Cycle



# Mission Statement

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**To assure that children at risk of abuse or neglect are protected and nurtured within a family and with the support of the community.**

# Imperatives

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- **Children who cannot be protected within their own home must be removed.**
- **We must reduce the number of children who come into custody unnecessarily.**
- **Children must be placed in the most family-like setting which meets their needs.**
- **All children must have a time-limited permanency plan.**

**These imperatives will inform our decisions, drive our work, and guide our steps.**

# Key Performance Measures

<p><b>Goal 1: Reduce the number of children placed outside Cuyahoga County by 3% - 5% of year end total.</b></p>	<p><b>Target: 280</b></p>
<p><b>Goal 2: Improve the agency's performance:</b></p> <p><b>Children who were adopted within 24 months of removal. (13B-CPOE measure - 32.0% or above - used prior to 2006)</b></p> <p><b>Number of children who were reunified within 12 months of removal. (13A CPOE measure- 76.20% or above - used prior to 2006)</b></p>	<p><b>Target: 32%</b></p> <p><b>Target: 60%</b></p>
<p><b>Goal 3: Reduce the number of older children in permanent custody without a permanent family by 8% of 854.</b></p> <p><small>* adoptions – represents % of placements</small></p>	<p><b>Target: 8% *</b></p>

# Key Performance Measures Continued

<b>Goal 4: Decrease foster care re-entries. (7B- CPOE -1/2007 – benchmark 8.6% or below )</b>	<b>Target: 6.0%</b>
<b>Goal 5: Decrease the recurrence of maltreatment. (2D- CPOE – 1/2007 – benchmark 6.1% or below)</b>	<b>Target: 6.1%</b>

CPOE – Child Protection Oversight and Evaluation

A systematic process for monitoring and oversight of public children services agencies compliance with the Ohio Revised Code and Ohio Administrative Code rules the Ohio Department of Job and Family Services (ODJFS).

# Priority Issues

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- 1. Effective Teaming**
- 2. Racial Equity**
- 3. Safety and Permanency**
- 4. Teens**



# Priority Issue

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## 1. Effective Teaming

**Strengthening and support communication and collaboration by educating and promoting understanding of how each DCFS department is mission-critical and interconnected.**

# Priority Issue

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## 2. Racial Equity

**Identify and address the disproportional representation of certain ethnic, racial, age, socio-economic status or gender groups within the Department of Children and Family Services while engaging other county systems and our neighborhood partners.**

# Priority Issue

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## 3. Safety and Permanency

**Ensure that all children have a safe, stable and permanent family through services and programs that reflect best practices, are consistent with agency policies, and are timely and well coordinated.**

# Priority Issue

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## 4. Teens

**To promote communication and education throughout the agency and the community (private providers, community partners and foster parents) in order to provide our youth with all they need to become responsible adults.**

# EFFECTIVE TEAMING

**Priority Issue: Strengthening and support communication and collaboration by  
Educating and promoting understanding of how each DCFS department is mission-critical  
and interconnected.**

Priority Issue Description	Expected Outcome
<b>Build stronger sense of team within the agency as a whole.</b>	<b>Pilot Mentoring Program.</b>
<b>Shift the agency culture to one of positive reinforcement.</b>	<b>Have the Director at Tuesday talks share success stories from 3 departments where outstanding successes occurred.</b>
<b>Build stronger sense of team within the agency as a whole.</b>	<b>Will show successes &amp; show how one department helps other departments.</b>
<b>Utilization of technology for better communication and teaming.</b>	<b>Share our ideas with other departments once they have been approved.</b>

# RACIAL EQUITY

**Priority Issue: Identify and address the disproportional representation of certain ethnic, racial, age, socio-economic status or gender groups within DCFS while engaging other county systems and our neighborhood partners.**

Priority Issue Description	Expected Outcome
<b>Heighten Awareness</b>	<b>To heighten the awareness of disproportionality toward the goal of Racial Equity.</b>
<b>Individualized Training Needs &amp; Assessment (I.T.N.A.)</b>	<b>All staff members will have a current (I.T.N.A.) to identify areas of training required to maintain racial equity in decision making.</b>
<b>GEO Project Team</b>	<b>Committed to ensuring all families have equal access to a wide variety of quality and affordable service providers located within their communities to assure racial equity in all geographical areas throughout Cuyahoga County.</b>
<b>Decision Points</b>	<b>All identified policies and procedures to reflect racially equitable language.</b>
<b>Review Teams</b>	<b>Ensure that identified policies and procedures are up to date and reflect racially equitable language that fits the work that we do.</b>

# SAFETY and PERMANENCY

**Priority Issue: Ensure that all children have a safe, stable and permanent family through services and programs that reflect best practices, are consistent with agency policies, and are timely and well coordinated.**

Priority Issue Description	Expected Outcome
At the time of the permanent custody (PC) filing, children without an identified permanent placement will be referred to a Child Centered Recruitment (CCR) worker.	The Statement of Interest form (SOI) will be obtained from the current caregiver by an assigned Caregiver worker at the time of the PC filing.
Identify dedicated PC staff to attend Permanency Planning staffing to discuss permanency options.	Dedicated staff will be identified who will attend Permanency staffing.

# TEENS

**Priority Issue: To promote communication and education throughout the agency and the community (Private providers, community partners and foster parents) in order to provide our youth with all they need to become responsible adults.**

Priority Issue Description	Expected Outcome
Employing Teens	Having teens employed within CCDFS and possibly with Community partners.
Transitional Housing/Living	Agency will provide teens with transitional housing.
Early Preparation	To have a youth assessed in a strength based manner before age 15.
Information Sharing	Ensure that information regarding teens/youth is known throughout the agency and community.



# Committee Members

## EFFECTIVE TEAMING

**Kathleen Sullivan and Gina Callender, Workgroup Leaders**

**Membership: Tracey Barnes, Audrey Beasley, Shaunda Bradley, Kelly Cool-Dedic, Kirstin Dibbern, Kisha Dickson, Jocelyn Dillard, Colleen Dowling, Selina Dublin, Paul Fowler, Brenda Frazier, Robert Gallagher, Richard Guinta, Kurtisene Hopkins, Jewel Jones, Daphne Kelker, John Kish, Laura Koski, Sarah Krek, Ryan Lacey, Amada Matei-Rosenberger, Nisha McCornell, Nikisha Russ, Patrick Saulters, Maggie Shea, Shirley Shelby, Paul Sturman, Jen Swanson, Ed Szabo, Dale West and Tekisha Wimbush.**

## RACIAL EQUITY

**Latasha Brown and Lara Parks, Workgroup Leaders**

**Membership: Paula Atwood, Shaunda Bradley, Shelly Brown, Zelma Brown, Geraldine Burns, Keith Chilton, Juanita Cheney, Patrina Clark, Steven Collins, Deborah Crawford, Tanya Cross, Malinda Davis, Jillian Driscoll, Renee Duckworth, Alicia Duncan, Ruby Ellis, Ricardo Feliciano, Yonna Fields, James Fitzmaurice, Dawnia Flonnoy, Lynn Fox, Jonevette Frost, Robert Gallagher, Mickey Grooms, Darrell Harris, Sharon Holmes, Arcelia Howard, Sharita Jackson, Tammy Jackson, Rayna Johnson, Jocelyn Jones, Sherri Jones, Gwen Joyner-Bonner, Loretha Knight, Ian Little, Lynette Lowery, Theresa McCord, Jackie McCray, Mark McMillian, Greg Milas, Faye Nicholson, Gary O'Rourke, Jackie Patterson, Lisa Pavaich, Neptina Paythress, Elsa Popchak, Alan Shubert, Kenya Smith, Lisa Stevens-Cutner, Joan Taylor, Earvin Thomas, Tunisia Torres, Tori Valentine, Chris Walters, Cassandra Washington, Cindy Weiskittle, Sarah Werner, Sheila Wright and Gina Zazzara**

## SAFETY AND PERMANENCY

**Veronica Holloway and Deirdre Konopka, Workgroup Leaders**

**Membership: Yvette Bolden-King, Tracey Brichacek, Christopher Cabot, Jennifer Croessmann, Nancy Fong Farmer, James Fitzmaurice, Sabrina Green, Suzanne Greenberg, Barbara Grey, Michealine Grooms, Jeanie Harvan, Anise Houston, Geraldine Hurns, Cynthia Hurry, Jeff Jones, Shahnaz Khan, David Larsen, Amada Matei-Rosenberger, Jimmy Mazzola, Tonya Minich, Rich Opre, Cheryl Pruitt, Pamela Pruitt, Levine Ross, Judith Seman, Kenya Smith, Daniela Taylor, Angela Thompkins, Donna Warner-Rogers and Illinois Wilson**

# Committee Members

## Teens

**Elizabeth Nekoloff, Vikki Csornok and Lisa Peterka, Workgroup Leaders**  
**Marilyn Barkdoll, Dana Benson-Jones, Wendy Boerger, Tracey Brichacek, Seanine Cook, Mary Daniels, Wanda Dower, Jillian Driscoll, Maureen Draye, Martine Edwards-Biggers, Jonevette Frost, Regina Gatewood, Matt Goodwin, Brenda Hale, Sharon Hayes, Mia Heil, John Kandah, Al Klubert, Sandra Lazar, Lisa Marks, Sonya McLoyd, Kori McMillion, Kimberly Mitchell, Arlyce Nichols, Renee Paraskevopoulos, Joel Peebles, Mike Prandich, Craig Riedel, Desiree Rodriguez, Maria Santana, Chris Snyder, Sherrell Stout, Lawrence Tafe, and Joyce Wadlington.**

## **Family-to-Family**

**Martine Edwards-Biggers and Tanisha Knighton, Workgroup Leaders**  
**Theresa Almusaad, Tonia Bardlabon, Yvette Bolden-King, Shaunda Bradley, Zelma Brown, Jacqueline Campbell, Seanine Cook, Kelly Cool, Megan Crandall, Erica Denson, Paul Fowler, Teras Herring, Patrina Hollowell-Martin, Arcelia Howard, , Geneke Jackson, Rayna Johnson, Jocelyn Jones, John Klek, Laura Koski, Sonya Mcloyd, Kori Mcmillion, Meghan McNamara, Lisa Marks, Tonya Minich, Jaida Patterson, Pamela Pruitt, Denise Snyder, Juanakee Stallings, Jennifer Swanson, Sheila Wright**



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