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Agency Plan 2009

Cuyahoga County Department of Children and Family Services (DCFS)
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Cleveland, OH 44115

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TABLE OF CONTENTS

- Mission Statement
- Imperatives
- Key Performance Measures
- Vision Statements and Mission Statements
 - Priorities
 - Effective Teaming
 - Racial Equity
 - Siblings
 - Teens
- Committee Members

Mission Statement

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

- **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

Goal 1: Reduce the number of children placed outside Cuyahoga County by 3% - 5% of year end total.	Target: 270
Goal 2: Improve the agency's performance: Children who were adopted within 30 months of removal. (Based on C2-1-13B - CPOE measure within 24 months – 1/2007 – benchmark 36.6% or above - used prior to 2006)	Target: 32%
Number of children who were reunified within 15 months of removal (Based on C1-1-13A - CPOE measure within 12 months -1/2007 – benchmark 75.20% or above - used prior to 2006)	Target: 75.2%

Key Performance Measures Continued

<p>Goal 3: Reduce the number of older children 12-18 in permanent custody without a permanent family by 8% of the year total</p> <p>* adoptions – represents % of placements</p>	<p>Target: 8% *</p>
<p>Goal 4: Decrease foster care re-entries (Based on C1-4, 7B - CPOE -1/2007 – benchmark 9.99% or lower)</p>	<p>Target: 8.4%</p>
<p>Goal 5: Decrease the recurrence of maltreatment (Based on 2D – CPOE – 1/2007 – benchmark 94.6% or higher)* *</p>	<p>Target: 94.6%</p>

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).

•Adoptions – represent % of placements

**Measure revised to indicate % of no recurrence and not abused

Vision Statements and Mission Statements

Priorities

1. Effective Teaming
2. Racial Equity
3. Siblings
4. Teens

1. Effective Teaming

■ Vision Statement

- **DCFS is an agency where intra and interdepartmental collaboration thrives through shared goals, values and appreciation of one another's work, resulting in the seamless flow of services to families and children.**

■ Mission Statement

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

2. Racial Equity

■ Vision Statement

- **A fully reformed child welfare serving system composed of culturally competent staff, service providers and neighborhood partners. Disparity in treatment, racial biases, and prejudice have been eliminated in the delivery of all services and resources.**

■ Mission Statement

- **To address the disproportionate number of African-American children within the Cuyahoga County child welfare system. We will achieve better outcomes for all children by analyzing data, reviewing policies and procedures and promoting best practice in programs and initiatives.**

3. Siblings

■ Vision Statement

- A seamless procedure is in place to communicate with siblings and caregivers regarding the need for placement of another sibling. The following decision points will be positively impacted through this effective procedure: initial placement of siblings together, maintaining sibling placements, sibling visitation and reunifying siblings.

■ Mission Statement

- To build the capacity of the agency to track all siblings, regardless of age or custody status, by updating the Sibling form.

4. Teens

■ **Mission Statement**

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.

Descriptions and Outcomes

Focused on permanency
and
preparation for adulthood

EFFECTIVE TEAMING

Vision and Mission Statement Description	Expected Outcome
Build stronger sense of team within the agency as a whole.	Pilot Job Shadowing Program.
Disseminate information to all staff in a consistent manner	Maintain use of stop signs as means of sharing and clarifying information.
Utilization of technology for better communication and teaming.	Maintain use of updated directory, institute electronic mail suggestion, and create interdepartmental learning tools,
Shift the agency culture to one of positive reinforcement and increase morale levels.	Share successes and demonstrate efforts to work together. Complete employee opinion poll and follow-up with focus groups.

RACIAL EQUITY

Vision Statement and Mission Statement Description	Expected Outcome
Heighten Awareness	Increase in the understanding by staff of the role race and culture play in affecting the delivery of client services, in the work culture and environment and establish and increase professional trust through training.
Utilizing intensive visitation and case planning during the 90 day period to the first semi-annual review after initial custody.	Children will be reunified more quickly with their families.

SIBLINGS

Vision Statement and Mission Statement Description	Expected Outcome
Identify barriers to effective sibling visitation and heighten awareness of staff, caregivers and community partners	Maintain or increase rate of sibling visitation of 87.6%.

TEENS

Vision Statement and Mission Statement Description	Expected Outcome
Teens that age out of the foster care system will have an established connection to an adult in the community.	Teens will expand their circle of support and knowledge of community resources available to them.
Teens will have an employment history and savings account prior to leaving agency custody	Job shadowing and workshops focusing on employment readiness will be conducted throughout the year.
Staff sponsored care package program to provide support to students throughout the year.	Rate of graduation by College Bound Teens will increase.

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 Cunningham, 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, Ian Lucash, and Earvin Thomas, Workgroup Leaders

Membership: Altovise Beard, Shelley Brown, Zelma Brown, Juanita Cheney, Patrina Clark, Deborah Crawford, Tanya Cross, Alicia Duncan, James Fitzmaurice, Dawnia Flonnoy, Lynn Fox, Jonevette Frost, Robert Gallagher, Sharon Holmes, Sharita Jackson, Jocelyn Jones, Gwen Joyner-Bonner, Loretha Knight, Cynthia Malcolm, Theresa McCord, Greg Milas, Lara Parks, Linda Pavlich, Neptina Paythress, Ricardo Sanders, Jane Schofield, Alan Shubert, Lisa Stevens-Cutner, Yolonda Stitt, Cassandra Washington, Sheila Wright and Gina Zazzara

Siblings

Tracey Brichacek and Deirdre Konopka, Workgroup Leaders

Membership: Laura Amicone, Andrea Blackman, Yvette Bolden-King, Chris Cabot, Olga Christou, Jennifer Crossman, James Fitzmaurice, Andrea Ginter, Sabrina Green, Martinique Hall, Jeanne Harvan, Patrina Hollowell-Martin, Cynthia Hurry, Jeff Jones, Lisa Marks, Jimmy Mazola, Jackie McCray, Tonya Minch, Pam Pruitt, Cheryl Pruitt, Levin Ross, Kenyana Smith, Denise Synder, Daniela Taylor, Lisa Wade-Rush, Donna Warner-Rodgers, 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 Sarris, Joel Peebles, Mike Prandich, Craig Riedel, Desiree Rodriquez, Maria Santana, Chris Snyder, Sherrell Stout, and Joyce Wadlington.

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