



# **Child Safety in Minnesota**

## **Outcome-Driven and Performance-Based System**

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**A recommendation from the  
Task Force for Financing the Future of  
Child Welfare in Minnesota**

**September 25, 2006**

## Executive Summary

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In the summer of 2006, concerned professionals came together from across the state to secure the future of child safety in Minnesota. Task Force members represented counties, tribes, Department of Human Services, judiciary, AMC, MACSSA, private human services agencies. A list of Task Force Members appears in Appendix C. Their goal was to:

**Recommend a foundation for financing that will at least sustain the current level of services that are available to support the safety, permanency, and well-being of children in Minnesota.**

It was clear to the Task Force that Minnesota should guarantee that all our children:

- Are safe from abuse and neglect (safety);
- Live in permanent and stable homes where they are nurtured (permanency); and
- Have the opportunity to reach their potential (well-being).

In a three-way collaboration, federal, state, and county or tribe share responsibility to ensure core government services for our most vulnerable children. These basic services include responding to reports of abuse and neglect in a timely way and providing services to children and families to support permanency and well-being. A diagram of the business processes involved appears in Appendix B. The Task Force found that Minnesota relies more on local funding for child safety than any other state supervised, county administered system. Data regarding past investment and performance across the state appear in Appendix A. In 2005 services to support child safety in Minnesota were funded by:

|           |        |                 |
|-----------|--------|-----------------|
| • County  | 47.7 % | \$214.9 million |
| • Federal | 35.6%  | \$175.0 million |
| • State   | 13.7%  | \$80.7 million  |

Such a high dependence on county funding leads to a variety of issues:

- Outcomes vary widely across the state
- Funding levels are not stable over time
- Financial pressures on counties affect resources available for at-risk children
- State supervision is limited in its capacity to influence county outcomes and performance

Minnesota needs a stronger outcome-driven and performance-based system to continue to improve performance and ensure child safety for the families of Minnesota. This Task Force recommends an outcomes-driven and performance-based **Child Safety Act** to include three components.

**Child Safety System.** Based on federally defined outcomes and performance indicators, the Child Safety System will provide the infrastructure to support improved outcomes and measure performance; and more effective incentives to encourage continuous improvement by:

- Providing resources to improve performance against goals.
- Measuring and reporting state-wide performance on a more regular and frequent basis by generating an annual Child Safety Scorecard.
- Improving outcomes for specific child populations that are over represented in the system currently and historically, including African American children, American Indian children, and other populations of children of color at risk of entry into the system.
- Responding to discrepancies among counties' needs and resources in order to increase consistency in outcomes and performance improvements across the state.
- Committing to family- and strength-based approaches to meet the needs and continuously improve outcomes of safety, permanency, and well-being for children and families.
- Encouraging partnerships among counties, and with community and business partners to improve outcomes, develop new services, and fill gaps in regional service delivery.
- Controlling administrative costs by introducing new, more consistent and efficient data collection and reporting processes.

**Child Safety Fund.** The Child Safety Fund will be structured and allocated to provide incentives for the outcome-driven and performance-based Child Safety System. The Fund will:

- Fulfill the state's financial responsibility by establishing balanced funding with the federal government and counties.
- Include committed funds to support core services, encourage continuous improvement of client outcomes and process efficiency, and provide incentives for developing new services.
- Include all portions of the CCSA that are currently used to fund services related to the welfare of children, in addition to funds to enhance the performance-based system of outcomes and services. The CCSA would be restructured to accommodate other services that have traditionally been included in its range of support, including children's mental health.
- Adjust allocations over time to respond to changes in need, differences among counties' historical resource levels, taxing capacities, and changing demand for and complexity of services.
- Involve simple procedures and minimal administrative costs to focus investment on outcomes for children and families.

**Tribal Participation.** Tribes will be offered the opportunity to opt into the Child Safety performance-based system. Tribal leadership will be involved in conversations to define the options and to arrange specific requirements and procedures for participation.

The Task Force members believe that such a Child Safety Act will improve outcomes of safety, permanency, and well-being for Minnesota's children; improve consistency and quality of performance; and build a stable financing structure to respond to the unknown threats to our children in the future.

The report provides additional information about the need for such a change and the recommendation for future.

## Contents

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|   |           |
|---|-----------|
| <b>Executive Summary .....</b>                          | <b>2</b>  |
| <b>The Need for Change .....</b>                        | <b>5</b>  |
| <b>Current Situation .....</b>                          | <b>5</b>  |
| <b>Consequences of the Current Situation .....</b>      | <b>8</b>  |
| <b>Recommendation .....</b>                             | <b>10</b> |
| <b>The Charter and Aim .....</b>                        | <b>10</b> |
| <b>Child Safety System.....</b>                         | <b>11</b> |
| <b>Child Safety Fund.....</b>                           | <b>12</b> |
| <b>Tribal Participation.....</b>                        | <b>14</b> |
| <b>Conclusion.....</b>                                  | <b>15</b> |
| <br><b>Appendices</b>                                   |           |
| <b>A: Historical Funding and Performance Data .....</b> | <b>16</b> |
| <b>B: Child Safety Business Process .....</b>           | <b>20</b> |
| <b>C: Task Force Members .....</b>                      | <b>22</b> |

## The Need for Change

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This document outlines the recommendations of the Task Force on the Future of Financing for Child Welfare in Minnesota. This section outlines the need for a change in the current system to ensure the safety, permanency, and well-being of the children of Minnesota. It includes the following parts:

- The current situation
- Consequences of the current situation

### ***The Current Situation***

The current picture is mixed. In many ways, the current situation shows great potential for at-risk children and families in Minnesota. In other ways, the future is bleak for improved system performance and improved outcomes in children's safety, permanency, and well-being.

### **Background**

The 2005 – 2009 Child and Family Services Plan frames a vision:

**Children in Minnesota will be safe from abuse and neglect and nurtured in healthy and stable families.**

It was clear to the Task Force that Minnesota should guarantee that all our children:

- Are safe from abuse and neglect (safety);
- Live in permanent and stable homes where they are nurtured (permanency); and
- Have the opportunity to reach their potential (well-being).

In a three-way collaboration, federal, state, and county or tribe share responsibility to ensure core government services for our most vulnerable children. These basic services include responding to reports of abuse and neglect in a timely way, and providing child protective services, foster care, adoption, and other child and family services to children and families to support permanency and well-being.

This recommendation focuses on achieving outcomes and improving performance to ensure the safety, permanency, and well-being of Minnesota's children. Federal regulations define specific outcomes and indicators for performance related to child welfare services, but Minnesota needs a stronger outcome-driven and performance-based system to continue to improve performance and ensure the safety, permanency, and well-being for children and their families.

In 2005, including state, county, and federal participation, Minnesota spent \$454.40 per capita for services to support these outcomes compared to \$600.20 in Pennsylvania and \$131.3 in Nevada (both states with state supervised and county administered systems like Minnesota's). Over the past decade, with the support of Child Welfare Targeted Case Management (CWTCM), performance, as measured by the percentage of counties that

have met federal standards, has improved significantly across the state. See Appendix A for details related to Minnesota's historical performance.

Minnesota relies more on local funding for child safety than any other state supervised, county administered system. In 2005 services to support child safety in Minnesota were funded by:



Such a high dependence on county funding leads to a variety of issues:

- Outcomes vary widely across the state
- Funding levels are not stable over time
- Financial pressures on counties affect resources available for at-risk children
- State supervision is limited in its capacity to influence county outcomes and performance

The diagram in Appendix B describes the three major processes that support safety of children in Minnesota: Investigation of Safety and Risk, Family Assessment, and Other Children's Services. The process includes a variety of decision points at which the child and family move forward in the process or the case is closed. Currently, outcomes for children and families and measures of system performance are at risk.

- Other Children's Services, which provide prevention and early intervention for children and families, depend on committed county property tax dollars. Today many counties provide no support unless there is a finding of child protective services needed. Research makes it clear, however, that early intervention and prevention produce better outcomes over time.<sup>1</sup>
- The Family Assessment Response is applied to child maltreatment reports that do not allege substantial child endangerment. The comprehensive assessment identifies needs for individual children and families, so they can access the most appropriate services to improve outcomes. This process substitutes family involvement and asset-based approaches for the traditional adversarial investigation. The approach has proven efficient and cost-effective in an external evaluation completed in 2004. This process depends on early intervention and flexible resources that are threatened by increasing demands and decreasing resources available to counties.<sup>2</sup> Effective assessment, planning, delivery, and evaluation require qualified and committed staff and case loads of reasonable size. Recent cuts in Federal and state funding and increasing demand on county property tax funds make it difficult to sustain sufficient capacity to support this process.

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<sup>1</sup> Loman, L & G. Siegel. (2004). *Protecting Children*. American Humane Association, Volume 20, Numbers 2 & 3, 2005.

<sup>2</sup> Ibid.

- The Investigation of Safety and Risk process is the most stringent and most costly. Here, too, outcomes for children are threatened in the current environment.
- A variety of services are needed to respond to the unique needs of individual children and their families in order to improve outcomes. As staff and other resources decrease, it becomes more difficult to maintain a continuum of services and commit sufficiently to each case to find and implement the most effective and cost-efficient resolution to improve outcomes.
- Monitoring, review, evaluation, and follow-up activities are critical to an effective performance-based system. They also require commitment of resources to ensure quality outcomes and continuous improvement.
- The Minnesota report from the Child and Family Services Review is expected before the end of 2007. Performance on that review will reflect on the outcomes and resources available to support child safety, permanency, and well-being in Minnesota.

In spite of recent and current efforts, at every point of the process, children and families are at risk of receiving inadequate or inappropriate services to meet their needs for safety, permanency, and well-being.

### **Current Performance Framework**

In recent years, DHS has worked with counties to establish outcomes and monitor performance. Two methods are available for monitoring improvement in the current system: quantitative and qualitative reviews.

Performance on federal outcome indicators can be measured through quantitative methods. Data on various outcomes and performance measures can be retrieved from the Social Service Information System (SSIS) provided by DHS and used by all counties. SSIS collects and stores data, and reports can be produced regularly or on an ad hoc basis by the state and by counties.

| <b>National Standards</b>    | <b>Percent of counties meeting national standard in 2005</b> |
|------------------------------|--|
| Recurrence of abuse/neglect  | 81%  |
| Maltreatment in foster care  | 85%  |
| Foster care re-entries       | 13%  |
| Stability of foster care     | 95%  |
| Achievement of reunification | 93%  |
| Achievement of adoption      | 71%  |

The Minnesota Child and Family Service Review (MnCF SR) is a standardized qualitative review process that is completed in counties once every 4-5 years. These reviews include

a comprehensive analysis of a small number of cases to examine performance on the safety, permanency, and well-being outcomes defined in the CFSR regulations. This process is modeled after the federal Child and Family Service Review (CFSR) that is completed in states approximately every 5-6 years. Minnesota participated in their first CFSR in 2001 and is scheduled for a second review in 2007.

To date 58 counties or clusters of counties have completed their MnCFSRs and have developed program improvement plans in order to improve performance and achieve outcomes for their children and families.

## **Forces for Change**

Since 2003 three significant changes have affected the safety, permanency, and well-being of Minnesota's most vulnerable children.

Changes in a variety of children's programs have reduced the resources available for child safety state-wide by more than \$100 million. Recent and anticipated cuts in CWTCM, LCTS, and Title IV-E have significantly reduced the capacity for counties to provide for the safety, permanency, and well-being of children. In addition, counties, who have historically held greatest fiscal responsibility for at-risk children, have experienced cuts in other human services programs that provide support to children and their families.

Demographic, social, and economic changes have increased the demand for services to meet the needs of children who experience maltreatment and substantial endangerment.

In recent years, the Department of Human Services and counties across the state have established partnerships and procedures to measure and improve performance against federal standards for the safety, permanency, and well-being of children. This relationship of trust and shared accountability sets the foundation for a performance-based system that is more rigorous and focused on improving outcomes for children.

Since 2000, DHS and counties have worked together to move toward a family-centered, performance-based approach to safety, permanency, and well-being of children. Outcomes have improved, but the next phase of performance requires a more strategic, targeted and reasonably-funded approach. Minnesota should not allow the system to backslide into adversarial practices that take decision-making out of the hands of families and place them in the purview of the courts.

These three factors—reduced resources, increasing demand, and the beginnings of a performance-based framework—shape an opportunity for an outcomes-driven and performance-based system to ensure the safety of Minnesota's children.

## ***Consequences of not responding to the Current Situation***

- **Families and children are at risk.** Individual children and families are more likely to “fall through the cracks” when resources are not committed to identify them and respond to their needs. Consequences for children who fall through these cracks are life changing and sometimes life ending.
- **Minnesota’s national standing is at risk.** Many Minnesota counties are implementing program improvement plans, and performance is improving. However, improved performance is at risk and the state faces potential federal penalties for failure to develop and implement sufficient corrective action.
- **Service provision is at risk.** Counties are required to show reasonable efforts to prevent placement and to achieve reunification regardless of available resources. Increasingly, services to ensure safety for children are influenced by court determinations.
- **Corrections investments are at risk.** A high percentage of inmates in Minnesota prisons spent some time in their lives in foster care or child protective services. Evidence indicates that investment in the well-being of children decreases long-term demand in the corrections system.
- **Public safety is at risk.** As children experience lack of safety, permanency, and well-being they increase the risk of delinquency and other public safety threats.
- **Related costs and commitments are at risk.** Insufficient attention to the outcomes and performance of at-risk children leads to increases in cost of out-of-home placement, criminal justice services, correctional systems, and potential federal penalties.
- **Overall costs for investigation and services are at risk.** Evaluation data from 2001 to 2004 of a trial program for Minnesota’s Alternative Response approach (now made permanent and called the Family Assessment), found a significant decrease in overall costs compared to the traditional adversarial investigative procedure.<sup>3</sup>

The system is poised to make significant improvements in outcomes for children and their families. The initial framework has been established, the performance data is in, and the risks for not acting are tremendous.

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<sup>3</sup> Loman, L & G. Siegel. (2004). *Protecting Children*. American Humane Association, Volume 20, Numbers 2 & 3, 2005.

## Recommendation

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This section outlines the proposal of the Task Force to leverage the strengths of the current situation to improve the efficiency of system performance and to improve safety, permanency, and well-being outcomes for children and their families. It includes the following parts:

- The charter and aim
- Child Safety System
- Child Safety Fund
- Tribal Participation

### ***The Charter and Aim***

The purpose of the Task Force on the Future of Financing for Child Welfare in Minnesota was to:

Recommend a foundation for financing that will at least sustain the current level of services that are available to support the welfare of children in Minnesota.

Members of the group included representatives from counties and tribes, social service agencies, academe, judiciary, and the Department of Human Services. (Appendix C includes the names and contact information for members.) Together, the Task Force established the following requirements to shape its work:

- Meet county, state and federal regulations and mandates.
- Establish shared responsibility and balanced funding from county, state, and federal levels to support child safety.
- Plan for sustainability over time.
- Ensure solution is politically viable with sound rationale for government action.
- Maintain service level.
- Support state-wide consistency and stability, as well as county and tribal specialization and flexibility to determine how services are delivered.
- Use data to drive decisions.
- Support trained and competent staff.

The Task Force based its work on a series of assumptions, including:

- The safety, permanency, and well-being of children should be a high priority for federal, state, tribal, and county concern.
- Many improvements have been made in processes, policies, services, and outcomes for at-risk children in Minnesota in recent years. The intent is to maintain those changes and continue the trend toward focus on improved outcomes for families.
- Improvements could be made in programs and approaches to children's services, the Task Force is not currently engaged in making recommendations about those

changes. The focus of this recommendation is on sustainable financing structures.

In accord with these requirements and assumptions, the Task Force on the Future of Financing for Child Welfare proposes that Minnesota adopt a ***Child Safety Act*** to establish an outcomes-driven and performance-based system for child safety, permanency, and well-being across the state. The act would provide for:

- The *Child Safety System* to support outcomes-driven and performance-based accountability for safety, permanency, and well-being for children across Minnesota.
- A *Child Safety Fund* to establish a balanced funding structure in which the state shares more equally in financial participation with federal government and the counties in ensuring the safety of children.
- Opportunities and a mechanism for tribes to participate in the Child Safety System and the Child Safety Fund to ensure safety, permanency, and well-being of American Indian children.

### ***Child Safety System***

An outcomes-driven and performance-base system depends on a variety of factors, including well-defined outcomes, reliable data collection and reporting, and workable plans for continuous improvement. This section of the recommendation outlines the proposal to establish a stronger framework in Minnesota to support improved safety, permanency, and well-being outcomes for children.

The proposed system will not depend on measures of performance on selected or pre-specified activities. Rather, each county will be accountable to define and continuously improve their own processes and procedures toward achieving pre-defined outcomes. The Child Safety System will focus on outcomes for children and their families. It will also provide support to counties as they pursue improvements in those outcomes for children and families.

### **Outcomes-Driven**

An outcomes-driven system in Minnesota will continuously improve the capacity of counties to achieve three major goals: safety, permanency, and well-being of children. Outcomes for the system will be determined by the federal Child and Family Service Review (CFSR), which defines outcomes and indicators for each of the three major goals of the system. County performance will be measured against these outcomes, while individual counties will have the flexibility to define policies, procedures, and processes that fit their own local constraints and opportunities.

### **Performance-Based**

An effective performance-based system will tie resources to outcome performance. An initial framework for a performance-based system to ensure child safety already exists in Minnesota, but the current proposal will improve accountability, innovation, and state-wide consistency.

The proposed outcomes-driven and performance-based system will strengthen counties' efforts and ensure improved performance because it will improve accountability :

- Providing resources to improve performance against goals.
- Measuring and reporting state-wide performance on a more regular and frequent basis by generating an annual Child Safety Scorecard.
- Improving outcomes for specific child populations that are over represented in the system currently and historically, including African American children, American Indian children, and other populations of children of color at risk of entry into the system.
- Responding to discrepancies among counties' needs and resources in order to increase consistency in outcomes and outcome improvements across the state.
- Committing to family and strength-based approaches to meet the needs and continuously improve outcomes of safety, permanency, and well-being for children and families.
- Encouraging partnerships among counties, and with community and business partners to improve outcomes, develop new services, and fill gaps in regional service delivery.
- Controlling administrative costs by introducing new, more consistent and efficient data collection and reporting processes.

The current version of SSIS collects and reports data that is relevant to the performance-based system. Additional functionality will be added to the system in early 2007. The performance-based system for children's safety may require additional functionality. Business requirements will depend on the details of the processes to be determined later.

The Task Force believes that such an outcomes-driven, performance-based system will improve the safety of Minnesota's children and families while it reduces future economic, social, and political risks for the state and the counties.

### ***Child Safety Fund***

The Child Safety Fund will be structured and allocated to provide incentives for the outcome-driven and performance-based Child Safety System. The Fund will:

- Fulfill the state's financial responsibility by establishing balanced funding with the federal government and counties.
- Include committed funds to support core services, encourage continuous improvement of client outcomes and process efficiency, and provide incentives for developing new services.
- Include all portions of the CCSA that are currently used to fund services related to the welfare of children, in addition to funds to enhance the performance-based system of outcomes and services. The CCSA would be restructured to accommodate other services that have traditionally been included in its range of support, including children's mental health.

- Adjust allocations over time to respond to changes in need, differences among counties' historical resource levels, taxing capacities, and changing demand for and complexity of services.
- Involve simple procedures and minimal administrative costs to focus investment on outcomes for children and families.

The suggested allocation formula has been defined to meet the following rules:

1. Provide incentives for improvements in outcomes for children and their families.
2. Provide continuity during transition from historical to performance-based funding for counties and tribes.
3. Respond to different levels of need for children in counties and for counties' capacity.
4. Promote state-wide consistency, continuous improvement, and service development across counties.
5. Minimize administrative expenses.
6. Adjust funding over time to respond to changing needs.

The allocation formula will be designed to provide a smooth transition from current funding structures into the need- and performance-based system that aligns with each county's changing situation over time and with the Child Safety System.

## ***Child Safety Fund Allocation Formula***

|          | Factor   | Indicator             | Years  |    |    |    |    |    |
|----------|--|-----------------------|--|----|----|----|----|----|
|          |  |                       | 1  | 2  | 3  | 4  | 5  |    |
| <b>A</b> | CCSA 50% of total CCSA allocation for each county committed to Child Safety Fund   |                       |  |    |    |    |    |    |
| <b>B</b> | <b>95%</b>   | Historical continuity | Lost revenues from CWTCM<br>(Average of previous three years)                          | 90 | 70 | 50 | 25 | 0  |
|          |  | Need-based            | 50% Children in poverty<br>50% Children in county<br>(Average of previous three years) | 10 | 25 | 35 | 55 | 70 |
|          |  | Performance-based     | Change in performance<br>(SSIS data for CFSR and CCSA)                                 | 0  | 5  | 15 | 20 | 30 |
|          | <b>5%</b>  | Innovation            | Project and grant-based to meet specific needs   |    |    |    |    |    |
| <b>C</b> | Tribal participation and transition to be determined by a working group including Tribal, county, and DHS representatives. |                       |  |    |    |    |    |    |

### ***Tribal Participation***

Tribes will be offered the opportunity to opt into the Child Safety performance-based system. In recent years, the Tribes have also lost federal funds and begun to establish outcomes-driven and performance-based systems. A working group, including Tribal leadership, will be structured to investigate options and arrange specific requirements and procedures for Tribal participation in the Child Safety System and the Child Safety Fund.

## Conclusion

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The safety, permanency, and well-being of Minnesota's children is a high priority for elected and appointed officials and service providers at the federal, state, and county levels. The state as a whole has a vested interest in the safety of our most vulnerable children.

Over the past decade, the Department of Human Services and counties have established an initial framework for outcomes-driven and performance-based improvements to support the safety, permanency, and well-being of children and their families. It is time, now, to make increase the rigor and accountability of that framework with the Child Safety Act.

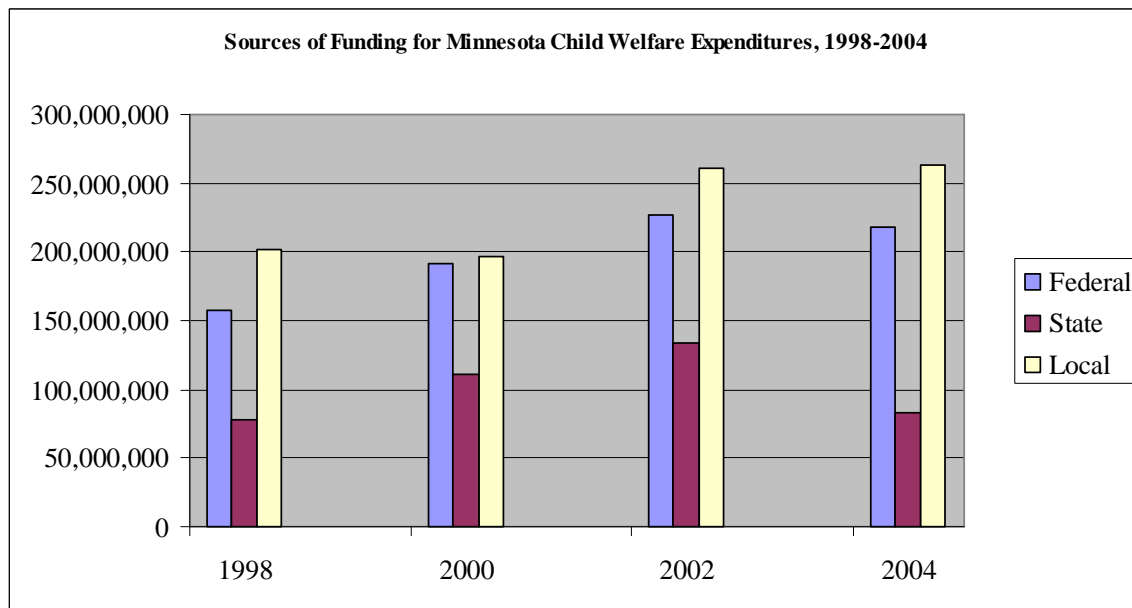
The Task Force proposes implementation of a Child Safety System for outcomes-driven decision making and the Child Safety Fund to allocate resources to support outcomes and performance improvement to ensure the security of Minnesota's children. Together, representatives of counties and tribes, DHS, social service agencies, judiciary, and academe endorse this proposal and commit to support its implementation.

Respectfully submitted,  
Task Force on the Future of Financing for Child Welfare in Minnesota  
September 15, 2006

## Appendix A: Historical Funding and Performance Data

In 2005, counties paid for 47.7 percent of all child welfare expenditures spending a total of \$214.9 million in county resources for child welfare services. Federal funds contributed about \$175 million to Minnesota's child welfare system during 2005, amounting to 35.6 percent of all child welfare expenditures. The state contributed \$80.7 million to child welfare services, paying for 16.4 percent of all child welfare expenditures.

The following chart shows the trends between 1998 and 2004 of federal, state and county contributions to financing Minnesota's child welfare system. Local (county) and federal funding has increased over time with a recent leveling off. State funding has decreased significantly since 2002, which includes a decrease of \$50 million in CCSA funding since 2002.



What this chart does not depict is the expected loss of federal Medicaid funding for Child-Welfare Targeted Case Management services. The expected loss to Minnesota counties, based on historical funding, is close to \$50 million.

The following charts outline Minnesota's overall performance on National Standards over the past six years as well as the percentage of counties that met national standards in each of those years. These charts demonstrate the level of improvement that has been achieved in meeting the national standards and are evidence of the successful efforts employed by counties and the state.

The chart below includes overall state performance on the National Standards. Shaded cells indicate performance that meets or exceeds the national standards. Arrows indicate if the performance measure should be higher or lower to achieve the standard.

| Child Safety and Permanency Measures                              | National Standard | Minnesota Performance in 2000 | Minnesota Performance in 2001 | Minnesota Performance in 2002 | Minnesota Performance in 2003 | Minnesota Performance in 2004 | Minnesota Performance in 2005 |
|---|-------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Reduced recurrence of child abuse/neglect- 6 months               | 6.1% ↓            | 5.2%                          | 6.3%                          | 5.9%                          | 5.0%                          | 5.1%                          | 5.3%                          |
| Reduced incidence of child abuse/neglect in out-of-home placement | .57% ↓            | .20%                          | .41%                          | .28%                          | .37%                          | .4%                           | .57%                          |
| Reduced return to out-of-home placement                           | 8.6% ↓            | 31.1%                         | 30.4%                         | 27.3%                         | 24.3%                         | 22.7%                         | 19.3%                         |
| Timeliness of permanency-Reunification                            | 76.2% ↑           | 90.5%                         | 91.2%                         | 91.2%                         | 90.3%                         | 91.9%                         | 91.4%                         |
| Timeliness of permanency-Adoption                                 | 32% ↑             | 30.0%                         | 36.0%                         | 38.7%                         | 45.9%                         | 40.4%                         | 47.0%                         |
| Placement stability   | 86.7% ↑           | 85.6%                         | 86.1%                         | 87.9%                         | 86.0%                         | 91.6%                         | 89.8%                         |

This next chart includes the percentage of counties that met each national standard for each of the six previous years.

| Child Safety and Permanency Measures                              | National Standard | Percent of counties meeting standard in 2000 | Percent of counties meeting standard in 2001 | Percent of counties meeting standard in 2002 | Percent of counties meeting standard in 2003 | Percent of counties meeting standard in 2004 | Percent of counties meeting standard in 2005 |
|---|-------------------|--|--|--|--|--|--|
| Reduced recurrence of child abuse/neglect- 6 months               | 6.1% ↓            | 73%  | 69%  | 75%  | 77%  | 76%  | 81%  |
| Reduced incidence of child abuse/neglect in out-of-home placement | .57% ↓            | 99%  | 94%  | 84%  | 89%  | 93%  | 85%  |
| Reduced return to out-of-home placement                           | 8.6% ↓            | 4.8%   | 1.2%   | 1.2%   | 2.4%   | 8%   | 13%  |
| Timeliness of permanency-Reunification                            | 76.2% ↑           | 90%  | 94%  | 94%  | 90%  | 92%  | 95%  |
| Timeliness of permanency-Adoption                                 | 32% ↑             | 42%  | 49%  | 50%  | 56%  | 64%  | 71%  |
| Placement stability   | 86.7% ↑           | 76%  | 83%  | 77%  | 65%  | 90%  | 93%  |

## **Appendix B: Child Safety Business Process**

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The diagram on the following page presents the process flow for children in need of services to support their safety, permanency, and well-being.



## Appendix C: Task Force Members

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