

**Children’s Bureau**  
**[State] Child and Family Services Review—Round 3**  
**Local Site Coordinator Toolkit**

**Contents**

Introduction ..... 2

Things To Know ..... 2

Local Site Coordinator Role ..... 2

    At Least 6 Months Before the Onsite Review (or Upon Site Selection): ..... 3

    At Least 3 Months Before the Onsite Review: ..... 4

    At Least 2 Months Before the Onsite Review: ..... 4

    At Least 1 Month Before the Onsite Review: ..... 6

    At Least 2 Weeks Before the Onsite Review: ..... 6

    At Least 3 Days Before the Onsite Review: ..... 6

    During the Review: ..... 7

Contact Information ..... 7

Appendix A: CFSR Review Site Checklist ..... 8

Appendix B: CFSR Site Interview Schedule ..... 9

Appendix C: Case Elimination Worksheets—In-Home Services and Foster Care ..... 10

## **Introduction**

The Child and Family Services Reviews (CFSRs) are a federal-state collaborative effort designed to help ensure that quality services are provided to children and families through state child welfare systems. The reviews are designed to help states improve child welfare services and safety, permanency, and well-being outcomes for children and families who receive services. Each CFSR is a two-phase process consisting of a statewide assessment and an onsite review. The onsite review, conducted by a joint federal-state team, includes: (1) case reviews; (2) interviews with children and families engaged in services; and (3) interviews with community stakeholders, such as courts, community agencies, foster families, caseworkers, and service providers. After completing its CFSR, each state develops a Program Improvement Plan to address areas that need improvement.

The purpose of this toolkit is to assist Local Site Coordinators in understanding their roles and responsibilities in preparing their onsite review sites to participate in Round 3 of the CFSRs. Activities and time frames for completion are provided in checklist format. However, these can be adjusted based on the unique circumstances of the state. Links have been incorporated to assist in navigating to useful CFSR-related materials.

## **Things To Know**

There are two types of reviews: Traditional Reviews and State Conducted Case Reviews. For Traditional Reviews, the CFSR onsite review is conducted in three sites in the state, one of which is in the state's major metropolitan area. The site in the major metropolitan area may be split into two sites, usually referred to as sites 1a and 1b. State Conducted Case Reviews, when approved by the Children's Bureau, consist of case reviews within the context of the state's ongoing case review process during a defined 6-month period.

This checklist applies to Traditional Reviews.

## **Local Site Coordinator Role**

In Traditional Reviews, in support of the onsite review team, the state assigns a CFSR Coordinator and a group of Local Site Coordinators to manage the logistical arrangements at each of the three CFSR onsite review sites. Local Site Coordinators are state staff members whose functions are different from those of the State Local Site Leaders and review team members. The Local Site Coordinators do not conduct case record reviews or interviews. Rather, they carry out the vital tasks of planning and managing each site's logistics and serving as the review team's onsite liaison to the state child welfare agency.

The State CFSR Coordinator directs the Local Site Coordinators, who remain in continual contact with the State CFSR Coordinator as they plan for the onsite review.

Below is a checklist of steps and suggested time frames for Local Site Coordinators to follow.

### **At Least 6 Months Before the Onsite Review (or Upon Site Selection):**

- Review Chapters 3 and 4 as well as Appendix D of the *CFSR Procedures Manual*, posted on the CF SR Information Portal at <https://training.cfsrportal.org/resources/3105>.
- Discuss review team planning for the CF SR with the State CF SR Coordinator. The discussion should include:
  - A review of the staff, resources, and support needed.
  - The roster of potential state CF SR team members, including IT contacts, and their roles and responsibilities.
  - The process for updating and submitting the JBS State Contact Information Form.
  - The scope of the Local Site Coordinator’s authority.
  - The plan for ongoing communication among Local Site Coordinators, the State CF SR Coordinator, and agency upper management.
- Discuss the logistical needs for the review with the State CF SR Coordinator. The issues to address include:
  - Configuration of physical space for use by review team members, including work space accommodations for reviewer pairs, QA team, state and federal site leaders, and JBS onsite TA staff; private interview rooms; and nearby eateries for meals (see Appendix A for review site checklist).
  - Opening and closing hours for the building and review teams’ access to the building outside of normal working hours (i.e., early morning and late evening).
  - Security considerations of which review team members need to be aware (e.g., building entrances that are locked at particular times; whether key cards or access badges are required for building access). Work with State CF SR Coordinator to ensure that all review participants, including federal staff and JBS International, Inc.’s Child Welfare Reviews Project (CWRP) “agile staff,” will have access to the building. Agile staff may include CF SR Reviewers, QA Specialists, and Note-Taking Specialists.
  - Availability of parking for review team members; if parking permits are required, working to provide all necessary information to obtain permits.
  - Providing your phone number to the Team Leaders and the CWRP onsite contact and obtaining phone numbers for the Team Leaders and CWRP onsite contact.
  - Equipment requirements, including Internet connectivity, mobile wireless hotspots (MiFis), printers, projectors, and other supplies.
  - Logistics for the week, including arrangements for meals, processes for case record preparation, schedules for case record reviews and interviews, and arrangements for any transportation needed for case-related interviews.

### **At Least 3 Months Before the Onsite Review:**

- Work with the State CFSR Coordinator to brief local child welfare agency staff about the review
  - Provide local staff with information about the background and purpose of the CFSRs.
  - Review the CFSR General Fact Sheet, posted on the CFSR Information Portal at <https://training.cfsrportal.org/resources/3105#Fact>.
- Reserve space for onsite review activities. Plan for sufficient space to cover all activities, including case record reviews, QA team meetings, and case-related interviews
  - Reviewers may work in pairs to review case records. Typically there are six pairs at each review site, although on occasion there may be as many as seven pairs. When possible, each reviewer pair should have their own private work space, such as an office, to preserve confidentiality. Both reviewers will conduct their case record reviews and their case-related interviews in this space. The space where case-related interviews occur must be private, although some interviews may occur off site. Review teams should not be placed in a conference room with QA team members.
  - Team Leaders should have a larger room to conduct team meetings, hold debriefings, and perform QA work. At the major metro site, Team Leaders will also need a second room to conduct their individual and group stakeholder interviews, as stakeholder interviews generally take place at the major metro site.
- Finalize Internet connectivity
  - The State CFSR Coordinator, the Children’s Bureau, and CWRP will have made plans for accessing the Internet at each review site. This may involve accessing the state’s network access points via a local wireless connection, an Ethernet connection, a MiFi provided by CWRP, or a combination of approaches. The Local Site Coordinator works to ensure that there is sufficient Internet connectivity to support the onsite review. To identify and resolve any potential challenges or barriers to network access, the Local Site Coordinator determines how the space at the review site will be used and the number of individuals requiring access to the Internet, and then works with appropriate parties to ensure connectivity. CWRP is available to participate in technical discussions with local or state IT staff regarding Internet connectivity.

### **At Least 2 Months Before the Onsite Review:**

- Obtain the list of selected cases at the local sites
  - Work with the State CFSR Coordinator to obtain a list of the cases scheduled to be reviewed at the sites. Approximately 15 to 35 cases are reviewed at each site (the onsite review team typically reviews up to 35 cases in the largest metropolitan area and no fewer than 15 cases in each of the other two sites), unless otherwise agreed upon by the Children’s Bureau and the state.
- Schedule review week activities at each review site (see Appendix A for Review Site Checklist and Appendix B for Site Interview Schedule template)
  - The first day begins with the Monday morning entrance conference (team meeting) and distribution of equipment, followed by case reviews and case-related interviews. QA

activity occurs throughout the day. Subsequent days include case reviews, interviews, and QA activity. Friday morning may include a concluding debriefing followed by the local site exit conference.

- Confirm with the State CFSR Coordinator which case participants need to be interviewed for each case in the sample. The following individuals related to each case should be interviewed unless they are unavailable or unwilling to participate:
    - The child (school age)
    - The child’s biological parent(s)
    - The child’s foster parent(s), pre-adoptive parent(s), or other caregiver(s), such as a relative caregiver or group home houseparent, if the child is in foster care
    - The family’s caseworker (If the caseworker has left the agency or is not available for an interview, it may be necessary to schedule an interview with the supervisor who was responsible for the caseworker assigned to the family.)
  - Schedule each case-related interview to take place after reviewers have had the opportunity to read the case record, ensuring that all of the interviews related to a particular case are on the same day. Each reviewer pair typically will conduct approximately two to three case record reviews during the week; ideally, a reviewer pair will review a case record in the morning and then conduct interviews related to that case that afternoon.
- Arrange for transportation to and from interviews (as needed)
- While the Federal Review Team will have a small number of cars, State Review Team members also will need access to vehicles. Ensure that the review team has transportation and directions to all of the case-related interviews.
  - Verify driving directions for onsite support staff from their hotels to the review sites, if requested.
- Assemble the case records selected for review
- Ensure that the selected case records, including the back-up cases, are available and ready for review. All case records to be reviewed should be available in their entirety at the review sites, including any separate child protective services files, any applicable information for periods preceding the period under review, and any sealed foster care or adoption files maintained separately.
  - Consider preparing the case records using tabs or dividers to help review teams navigate through case records quickly.
  - Ensure that review team members have access to electronic records.
  - Be available throughout the review week to answer reviewers’ questions about the case records and to locate additional information as needed.
  - Provide guidance to staff assigned to schedule interviews. Each person to be interviewed should be contacted, either in person or by phone, to explain the purpose of

the review and to schedule the interview. Interviews of children may be held in the parents' home. Confirm with staff responsible for scheduling interviews that they sent follow-up letters that provide information about the interview (it may be helpful for the family's caseworker to contact the interviewees and discuss the purpose of the review).

- Pay close attention to the details of each interview, ensuring that the participants know where the interview will take place and at what time they are expected to attend. See chapter 3 of the *CFSR Procedures Manual* for more details on case-related interviews.
- [For Local Site Coordinators at the major metropolitan site(s)] Work with the State CFSR Coordinator to schedule stakeholder interviews (based on the information provided by the Children's Bureau). The preparation for stakeholder interviews may include securing rooms with phone/Internet connections and that can accommodate large groups.

#### **At Least 1 Month Before the Onsite Review:**

- Work with the State CFSR Coordinator to complete the Case Elimination Worksheet (see Appendix C for templates). The Case Elimination Worksheet, in Excel format, is posted on the CFSR Information Portal at <https://training.cfsrportal.org/resources/3105>.
- Confirm case-related and stakeholder interviews
  - Confirm the interview date and time with each interviewee—at a minimum, confirm a month before the review, again the week before, and, possibly, even the day before to ensure that interview participants are planning to attend. Ask if they are ready, know where to go, or have any questions.
  - Work with the State CFSR Coordinator to review the state's protocol for handling safety concerns and emergencies. Local Site Coordinators will have contact information for state Local Site Leaders and reviewers for use in the event of an emergency.
- Confirm meal options and plan for lunch during the review week
- Confirm arrangements for transportation to and from the review site for State Review Team members

#### **At Least 2 Weeks Before the Onsite Review:**

- Provide the State CFSR Coordinator with the finalized and confirmed schedule of case-related interviews
- Identify secure storage space for the review equipment. The equipment will arrive in several large, locked shipping cases that should be stored in a secure space until the CWRP representative is ready to distribute the equipment on Monday morning of the review week
- Confirm which state staff will be responsible for receiving the shipping cases

#### **At Least 3 Days Before the Onsite Review:**

- Receive notification from CWRP that the equipment has been shipped and when you can expect it to arrive
- Confirm receipt of review equipment with CWRP
- Secure the review equipment in the designated secure space

### **During the Review:**

- Handle any needed rescheduling of stakeholder interviews
- [For Local Site Coordinators at the major metro site] Be prepared to work with the State CFSR Coordinator to reschedule stakeholder interviews
- Handle any needed rescheduling of case-related interviews
  - Schedule changes are common during the review week. Keep the interview schedule and phone numbers handy and expect to make changes to the schedule.
  - During the review week, Team Leaders and reviewers may need to reschedule their case-related interviews. In addition, they may need to contact individuals for an interview that was not previously scheduled. Local Site Coordinators are asked to accommodate these requests to the extent possible.
- Provide overall support to the onsite review team
  - Remain flexible and available throughout the review week, in person and by phone, in case Team Leaders or reviewers need assistance. No matter how much forethought and preparation goes into planning for an onsite review, there will always be unforeseen changes and delays.
  - Provide information about food options and menus, if available, and assist with making arrangements for pick-up or delivery for the team.

### **Contact Information**

The success of an onsite review depends on collaboration at all levels. The State CFSR Coordinator may work with you to contact CWRP and Regional Office Child Welfare Specialists for assistance with any aspect of your planning process. Feel free to contact CWRP at [cw@jbsinternational.com](mailto:cw@jbsinternational.com) or (301) 565-3260 with questions, concerns, or feedback about the planning process and the review week.

**Appendix A**  
**[State] CFSR [Year]**  
**Review Site Checklist**

**Location:** \_\_\_\_\_

Local Site Coordinators are encouraged to use this checklist as a quick guide to facilitating logistics for the review week. This is a summary checklist. Please see the body of this document for details.

- Reviewer pairs are located in conference rooms or offices, have space to work together, and have access to laptops and networks. Reviewer pairs have private work space to preserve confidentiality, if possible.
- Reviewer pairs have access to and a schedule/procedure for use of interview rooms or private office space to conduct case-related scheduled interviews.
- Layout of reviewer pairs and QA teams has been given to IT staff and JBS for assuring sufficient Internet connectivity.
- Reviewer pairs have access to a telephone to conduct any case-related telephone interviews.
- Paper records (such as court documents, medical and dental records, case notes, and correspondence) are organized and available to each reviewer pair.
- A laptop or desktop computer is available for the review team to access state electronic case records. If none is available, the state team reviewers have another method to access the SACWIS.
- QA team is located in a conference room or large office that can accommodate 6 to 8 individuals.
- Lunch menus from local restaurants are available or alternatives have been researched and identified for the review week.

**Appendix B**  
**[State] CFSR**  
**Site \_\_\_\_ Interview Schedule**

The Local Site Coordinator may use this interview schedule template for scheduling and tracking interviews. This schedule template may be prepared for each day of the review week. Interviews should be allocated 1 hour per interview and scheduled on Monday between 11 a.m. and 4 p.m. and on Tuesday and Wednesday between 10 a.m. and 4 p.m. Please hold Thursday for interviews that need to be rescheduled.

**[Day], [Date]**

Review Team	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6
	Case: Type: FC/IH	Case: Type: FC/IH	Case: Type: FC/IH	Case: Type: FC/IH	Case: Type: FC/IH	Case: Type: FC/IH
Caseworker and/or Supervisor	Name: Time: Phone #					
Birth Parent(s)	Name: Time: Phone #					
Caregiver/Foster Parent(s)	Name: Time: Phone #					
Child/Youth	Name: Time: Phone #					
Other: (please specify)	Name: Time: Phone #					

Appendix C  
[State] CFSR

Case Elimination Worksheet

[Site Name] In-Home Services Cases

No.	Case ID	Case Name	Reason for Elimination	CB Comments
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				

\* Use one worksheet for each site

[State] CFSR

Case Elimination Worksheet

[Site Name] Foster Care Cases

No.	Case ID	Case Name	Reason for Elimination	CB Comments
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				

\* Use one worksheet for each site