

Tennessee Citizen Review Panels Annual Report & Recommendations



June 2014

Prepared for the **Tennessee Department of Children's Services** by

THE UNIVERSITY of TENNESSEE **UT**

KNOXVILLE

COLLEGE OF SOCIAL WORK

Office of Research and Public Service

Tennessee Citizen Review Panels Annual Report and Recommendations

June 2014

PREPARED FOR

The Tennessee Department of Children's Services

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Project #

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Introduction

Citizen Review Panels (CRPs) were created in 1999 per federal legislation called the Child Abuse Prevention and Treatment Act (CAPTA). The Act requires states that receive funding through this legislation to comply with specific requirements related to developing and maintaining a system to respond to child maltreatment. The Act mandates that a group of volunteers assist states with meeting their goals of protecting children from abuse and neglect.

The role of CRPs is to examine child protective services' policies and procedures to ensure that states' Child Protective Services (CPS) programs are in compliance with the State Plan. Panel members review cases, evaluate data, and collaborate with child welfare serving agencies on other aspects of the CPS program they consider to be important in an effort to keep children safe.

Every year, CRPs develop a report that identifies their work products, areas of concerns pertaining to the child protective system, and recommendation(s) to the Commissioner of the Department of Children's Services (TDCS) to address their concerns. The concerns regarding protecting children from abuse and neglect is not just an issue for CRPs or TDCS, but one that requires all stakeholders, including parents, to engage in meaningful conversation that will keep our children safe and improve outcomes for children at risk of entry into foster care.

For more information on CRPs and CAPTA, visit the National Resource Center for Child Protective Services website at www.nrccps.org.

Frequently Asked Questions

1. What are the roles and responsibilities of Citizen Review Panel members?

Panel members are required to examine policies and procedures to determine whether state and local agencies are effectively discharging their child protection responsibilities and are in compliance with the state CAPTA. However, because the mandate is so broadly defined, it does not give a clear sense of direction. Ultimately, Panel members' role is to be a community partner of the local child welfare agency and to address issues concerning the child protection system in a manner that is supportive and unbiased.

2. What is the Child Abuse Prevention Treatment Act (CAPTA)?

This Act provides federal funding to states to prevent, identify, and treat child abuse and neglect. It created the National Center on Child Abuse and Neglect, developed standards for receiving and responding to reports of child maltreatment, and established a clearinghouse on the prevention and treatment of abuse and neglect. Changes in 1996 reinforced the Act's emphasis on child safety, resulting in the establishment of Citizen Review Panels.

3. Who may participate on Citizen Review Panels?

The federal legislation requires that the individual CRPs be "broadly representative of the communities in which such panel is established." Panel members should be familiar with the intricacies of CPS work. Representatives from TDCS, law enforcement, school systems, the medical community, colleges of social work, and organizations such as state chapters of Child Advocacy Centers, Prevent Child Abuse, CASA, and foster parents typically reflect Panel members.

Upon being selected, members commit to a 2-year term of service on their local CRPs and are given a brief overview regarding the role of the Panel and expectations of members.

4. How many CRPs are there in Tennessee?

Currently, there are four CRPs in the state—Memphis/Shelby County, Northwest Region, Clarksville/Montgomery County, and Hamilton County.

Each CRP has a Department of Children’s Services liaison that serves as an advisor to the Panel on various policies and procedures of the department. CRP members are selected for the Panel by the local region.

5. How often do members meet?

Panels must meet at least quarterly, but the number of meetings held per year is flexible. Members are volunteers, and the number of meetings per year is ultimately tied to their availability. Generally, four to six meetings are held per year, and a number of methods may be used for holding these meetings, including, but not limited to, face-to-face meetings, conference calls, lunch meetings, teleconferencing, etc.

6. Does the federal law allow one Panel to review agency compliance with the CAPTA plan, another Panel to review agency performance in the area of coordinating with foster care and adoption services, and a third to review only a local agency and its performance?

No. Each Panel must perform each of the enumerated functions. However, one panel, for instance, might conduct in-depth reviews of a small number of child protective service cases, another might examine a broader number of case files, and yet another might examine the information available through the statewide data system.

7. How do Panels go about deciding which policy or procedure to examine?

First, the Panel should determine how they can be helpful to the CPS system and what particular areas of the system would most benefit from an outside review. This can be done by looking at the agency’s discharge of its duties and at the interactions, strengths, and weaknesses of the CPS system as a whole, including the state’s child welfare agency service providers.

8. How do Citizen Review Panels (CRPs) differ from the Citizens Advisory Board (CAB)?

Citizen Review Panels are established by federal statute and are funded by CAPTA and explore issues related to support child protection systems, whereas the Citizens Advisory Board is a state initiative designed to support the implementation of a Multiple Response System (MRS). Also, CABs focus primarily on the issue of service delivery unique to a local community.

9. What policies or procedures can or have Panels examined?

- Identified successful community-based child protection systems and approaches for replication elsewhere.

- Developed web-based Child Abuse Reporting guide.
- Examined assessment tools and case findings.
- Conducted case reviews and made recommendations.
- Evaluated CPS specialty training, qualifications of trainers and CPS staff, job turnover, etc.
- Conducted focus groups to assess service delivery, job satisfaction, interdepartmental relationships, culturally responsive practice, etc.

10. Are Panels required to produce a report to TDCS?

Yes. UT staff prepares an annual report documenting the Panels' activities and recommendations to improve CPS at state and local levels. In addition, UT staff prepares materials for meetings, assists with facilitating meetings, and maintains records and minutes.

Tennessee's Citizen Review Panels

Locations

Tennessee has four CRPs located in Montgomery County (Clarksville), Shelby County (Memphis), Hamilton County (Chattanooga), and the Northwest Region of Tennessee (including nine rural counties). The University of Tennessee College of Social Work Office of Research and Public Service (SWORPS) contracts with the Tennessee Department of Children's Services (TDCS) to coordinate, facilitate, and provide technical assistance to the CRPs in order to meet the federal requirements.

The Montgomery County CRP is located in Clarksville (the fifth largest city in the state), which has a large military base within the city limits and borders the state of Kentucky. It supports the largest military population in the Army, with more than 30,000 military personnel. This post also provides support to the National Guard, Reserve Units, and retirees. The unique population of military personnel, both active and retired, and the ethnic diversity and transient patterns in the population represent unique challenges in child protection. The TDCS in Clarksville investigates a large number of military personnel who are living great distances from extended family and support systems. Many of the soldiers and their families are quite young and are struggling with new relationships and stresses associated with deployment. The families left behind bear the brunt of their loved ones' deployment, and considering the wars in Afghanistan and Iraq have been the longest combat operations since Vietnam, it is no surprise that CPS workers in this area are dealing with more cases where mental illness is present.

Shelby County (Memphis) is the largest urban area in Tennessee, with almost 1 million residents and nearly a quarter of million children—most residing in Memphis. This area was chosen to have a CRP to reflect issues specific to urban and inner-city areas. A 2011 report by the Urban Child Institute, a nonprofit organization dedicated to the health and well-being of children in Memphis and Shelby County,

reported that poverty is spreading and increasing: one in three Memphis census tracts have poverty rates of 40% or more. Panel members know that families coping with poverty are more likely to come to the attention of TDCS. Coupled with the issue of poverty, domestic violence rates for Memphis are high, with both victims and offenders most likely to be between the ages of 18 and 34.

The CRP in Hamilton County (Chattanooga) is situated in the southeastern part of the state between the ridge and valley portion of the Appalachian Mountains and Cumberland Plateau. It also abuts the Georgia border. This city's population is growing tremendously and reflects issues specific to urban and inner-city areas. For instance, a study released in 2013 described Chattanooga as a divided city with challenges related to poverty and education. The *State of the Chattanooga Region Report: Education* highlights the education gap: Student achievement is largely based on where one lives, and school quality is associated with home values.

The Northwest Region of Tennessee was chosen to have a CRP because it serves a rural population in a relatively large geographical area. While the TDCS staff in this region is stable and turnover is minimal, there are very limited resources to offer to families or to assist TDCS in its efforts to reduce risk and provide safety to children and families. Providing CPS in this sparsely populated area poses special challenges in reaching isolated families who cannot access resources easily.

Additionally, in 2013 the Northwest Regional Child Welfare Office increased the number of counties it served from nine to 13 to include Dickson, Houston, Humphreys, and Stewart counties, formerly served by the Mid-Cumberland Department of Children's Services office.

Member Selection

Each CRP has a TDCS liaison who serves as an advisor to the Panel on various policies and procedures of the department. CRP members were selected for the Panel by the local region. Membership was based on the specific guidelines included in the *Citizen Review Panels for the Child Protective Services System Guidelines and Protocols*. CRPs continued to recruit additional members in the 2013-2014 periods: representatives from secondary schools, Head Start program, University of Tennessee at Martin, Youth Villages, and a parent have been added to the membership.

2013–2014 Child CRP/Child Welfare Collaborations

In Home Tennessee

In an effort to help reduce child abuse/neglect, the Montgomery County and Northwest Region CRP members participated in TDCS In-Home Tennessee Community Collaborative Meetings. At these meetings (August and October 2013), child welfare leadership staff engaged community partners in discussion on protecting children and youth, strengthening and supporting families, and assessing services in the community.

In addition, the meetings offered an opportunity for community partners/stakeholders to assess and discuss the current practices and services in their communities. The following **child welfare services** were assessed:

- Absent Parental Figure Involvement Services
- Crisis Stabilization Services
- Domestic Violence
- Family Visitation Services/Center
- Intensive Family Preservation
- Life Skills Training/Household Management
- Mentoring for Parents/Adults
- “One Stop Shop” for Community Services
- Outpatient Mental Health Services
- Parent Education/Parenting Classes

- Placement Prevention Flexible Funds
- Respite Case for Parent
- School-Based Resource Workers

The following **child welfare practices** were assessed:

- Child and Family Team Meetings
- Child Welfare Leadership as Practice Change Agents
- Comprehensive Family Assessment
- Family/Caregiver Engagement
- Need-Based Planning

At the August 2013 Mid-Cumberland In-Home Tennessee Meeting, child welfare leadership provided data that included specific information for the **Montgomery County/Clarksville** community. The data included the following:

- Current children in custody
- Current cluster population by sex and race
- Current adjudication comparison
- Out-of-home care
- Primary custody reasons for youth in cluster counties
- Assigned Child Protective Services referrals for the 2012 calendar year

Also, at this meeting, a concern that many of the **military families** lacked informal supports was expressed. CRP member Christina Lopez, who works with this population, stated, “While they might not have the family supports nearby, Fort Campbell Army Base (located in Clarksville) provides a variety of services and supports for families and this information is made available to them in a variety of ways.”

After the August 2013 meeting, the Panel discussed further the current child welfare practice and services at the September 18, 2013, Panel meeting. Two panel members who are foster/resource parents reported that child welfare workers do not always communicate information regarding children’s well-being. For instance, it was noted that too often, resource parents are not told if a child suffers or has suffered from a **mental illness**, such as **bipolar disorder**, and/or if he/she has attempted **suicide** multiple times. The Panel is considering asking other resource parents about this matter.

The Panel also noted **additional child welfare practices and services concerns** unique to the Montgomery County/Clarksville region. They are:

1. The need for high-quality Alcohol and Drug Program and mental health services.
2. Language barriers in working with Spanish-speaking families.
3. The reporting of **all** child fatality cases to TDCS by law enforcement.

Child Abuse Prevention Month

Everyone in the state of Tennessee is a **mandated reporter**. In recognition of Child Abuse Prevention Month, the CRPs supported the initiative of the Children's Justice Task Force to promote the child abuse computer-based training during the month of April 2014. Panel members shared the following message with their **community partner's listserv** as well as with **small businesses** (i.e., barber/beauty shop owners) and the **Tennessee Chamber of Commerce**.

April is National Child Abuse Awareness Prevention Month, and Tennesseans care about our kids.

Knowledge is power. The right information can prevent victimization, and, certainly, the right information can help identify the victims who need attention. And, the right information will help you know how to make a child abuse report when suspicions are present. In Tennessee, anyone age 18 and above are mandated reporters of child abuse, and this is information EVERYONE needs to have.

In recognition of National Child Abuse Prevention Month, please share the **child abuse reporting computer-based training** (see link below) with your listserv, community partners, coworkers, clergy, family, and friends so they can have the power to keep our kids safe and to know how to report child abuse if they suspect it. The information is not complicated, the time investment is minimal, and the potential for protecting our children is worth a few minutes of our time.

Thank you for caring about Tennessee's kids. For more information about reporting child abuse/neglect and the Children's Justice Task Force, please visit our website at <https://www.sworps.utk.edu/children>, or for information about in-state use of the computer-based training on child abuse reporting, please see Appendix E.

Reality Check

Together Everyone Achieves More (TEAM)!—When community partners come together to create positive opportunities for children/youth who come to the attention of the child welfare agency, great things happen. On Saturday, April 5, 2014, the **Department of Children's Services (Tennessee Valley Region), Hamilton County Citizen Review Panel, Hamilton County Community Advisory Board, Hamilton County Chamber of Commerce, and Chambliss Center** collaborated again to give

youth life skills experiences through a simulation activity. Approximately 65 youth participated in the event this year compared to 39 in 2013.

The 2-hour hands-on simulation that gives young people a taste of the real world, complete with a career, family scenario, and monthly expenses, and increases youth awareness of the connection between education, careers, and income was truly a success and should be experienced by all youth in care.

Tennessee Valley TDCS Regional Administrator Sandy Holder summed up the success of the event best in the TDCS Open Line Communication, dated April 11, 2014: *“This was our second annual event. It also helped DCS staff recognize how difficult this was for some of our youth, so that we know to give them some extra help with independent living. Several youth decided that children were too expensive and said they were not going to have kids. If they got an expensive car and ran out of money, they could go back and trade it in for a cheaper one but know the car was considered a used car so they would not get the full value back—a good life.”*

If other organizations or child welfare regions are interested in offering Reality Check to youth in their area/region, please contact Lori Hammond at lori.hammond@tn.gov (Department of Children’s Services), Jack Parks at jpacks@partnershipfca.com (Hamilton County Citizen Review Panel Chair), or Toni Lawal at tlawal@utk.edu (statewide CRP Coordinator).

A Special Thanks to the Event Sponsors: Antonio Petty, BCBST, Cache Hair EFX, Chambliss Center for Children, Citizen Review Panels, Department of Children’s Services, Dunkin Donuts, Hart Gallery, Fresh Market, Learning Rx, Order of the Eastern Star—Lookout Chapter 114, McDonald’s, Partnership for Families and Children, State Department of Education, Sam’s/Walmart, Santa for All Seasons, Subway, Target, T.S. Hill Publisher, Tennessee Alliance for Children and Families, Tennessee Commission on Children and Youth, University of Tennessee Knoxville, College of Social Work, and University of Tennessee Library Services.

2013–2014 Case/CPS Policies Reviews

One focus of the **Montgomery County CRP** over the past 3 years has been case reviews (i.e., **child fatality and repeat maltreatment**). At the July 17, 2013, meeting, the Panel met with the local child welfare staff to follow up on a case reviewed in 2012 involving a child fatality in which a 15-year-old male shot his brother. The child welfare supervisor provided the following updates:

- The charges were dropped against the 15-year-old, and the case was ruled an accidental death.
- The female sibling residing in the home of the accidental death is still in custody.
- The alleged perpetrator returned to Arkansas to live with his mother, who is also the mother of the female sibling.
- The family received grief counseling.

At another meeting (September 18, 2013), the **Montgomery County CRP** met with local Department of Health Executive Director Joey Smith to discuss child fatalities case reviews (the Health Department is one of the team that serves on the local Child Fatality Review Board). Smith talked about how often the team meets, manner of death case reviews, and what the Health Department was doing to prevent and reduce child abuse/neglect. Smith stated that much of their focus is on addressing **unsafe sleep** and noted a grant the agency received for **“pack and play” mattresses**. Smith stated that the pack and play mattress is a good option for parents who cannot afford a crib (less expensive and portable) in reducing SIDS.

After much discussion about the Child Fatality Review Board’s (CFRB) role and responsibilities and co-sleeping, Smith invited members to attend CFRB monthly meetings and agreed to share information that might be helpful to the Panel in their review of child fatality cases.

At the **Montgomery County CRP** December 4, 2013, meeting, the Panel reviewed a case involving an 8-month-old baby for lack of supervision. The 8-month-old was left in the bathtub unsupervised and died shortly after arriving at Monroe Carrell Children's Hospital from suffering a complete hernia to the brain.

Overwhelmingly, the Panel agreed that the child welfare worker investigation and case documentation was **excellent** and **the best casework** they had reviewed in the region.

The following **strengths** were noted:

1. Well-documented, easy to follow, and worker completed all required tasks.
2. Excellent social history documentation and assessment.
3. Immediate services were provided to the family (psychiatric evaluation, grief counseling, and referral to Centerstone for family counseling).
4. Family strengths were noted. For instance, support from paternal parents and grandparents with the other young children in the home, and the father works full-time.
5. Interview of collateral witnesses (e.g., children's daycare provider, family members, etc.).

The following **concern** was noted:

1. A missed opportunity by TDCS to address **mother's mental illness**. In a previous report (January 2012), it was noted that the mother suffered from **depression** and **lacked appropriate parenting skills**.

Shelby County CRP's focus also included case reviews. This Panel also followed up on a case reviewed the previous fiscal year. At the August 20, 2013, meeting, the child welfare supervisor and worker updated the Panel on a case involving alleged non-severe physical abuse.

The updates included the following:

1. The challenging behaviors and daily routines per the referral made to LeBonheur and the University of Memphis for autism involving one of the children is being addressed.
2. The children's father plans to attend the next autism workshop session.
3. The department is still waiting on psycho-social results and recommendations.
4. The father disposed of the pellet gun after the department expressed concern about it not being age-appropriate.
5. The children's parents continue to appear before the court over parenting issues (almost on a quarterly basis).

Recognizing that it had been almost 12 weeks since a request was made for a psycho-social evaluation, Panel member Patricia Toarmina told the TDCS worker and supervisor that Shelby County Schools would perform the psycho-social assessment free of charge and noted that the school system meets the state criteria for **autism assessment**.

After the general updates, Toni Lawal asked for an update on the following **recommendations** made by the Panel at the previous meeting:

1. Interview the father and stepmother concerning the children's weekend visits at their home (i.e., what's going well and not so well during these visits).
2. Interview the father about how he secures his revolver (father is a police officer).

In response to the recommendations, the child welfare worker stated that the father reported that he properly secures his gun. Regarding the first recommendation, the worker stated that "visits were normal." The supervisor also noted that the case had been transferred to the Family Support Unit for ongoing services.

In addition, both Shelby and Montgomery County CRP members participated in a review of **CPS Policies 14.5 (Good-Faith Attempts) and 14.6 (Child Protective Investigative Team)** and provided feedback and suggestions for improvement to the Office of Child Safety.

Local Child Welfare Concerns Addressed by CRPs

Problem 1: Central Intake Letter does not generate pertinent information that certain agencies need to have. For instance, when the child welfare agency sends a letter of notification to an agency (i.e., juvenile court), the letter does not provide information to the court to help them determine which child case is being referenced.

TDCS Director of Assessment Marjahna Hart followed up on the problem and discovered that the letter had been updated; however, some Central Intake case managers were still generating reports using the old letter.

KUDOS! Approximately 2 months after the above discussion, the state CRP Coordinator received several communications from agencies, such as Juvenile Court and the Attorney General's Office, that they were very pleased with the information TDCS is generating to their agency and the timeliness of these reports.

Problem 2: A matter involving a few public and charter schools in Shelby County refusing TDCS workers access to interview children was brought to the attention of the Shelby County CRP.

KUDOS! Shelby County school administrators/leaders contacted the schools that were not in compliance with state and federal laws. Training was provided to school administrators and support staff on the laws applicable to mandatory reporting, as well as the MOU between TDCS and Shelby County Schools.

2013–2014 CRP/TDCS Meetings

Office of Child Safety and Program Meeting

In August 2013, CRP Chair Sandra Allen and state CRP Coordinator Toni Lawal met with TDCS leadership staff, including Dr. Scott Modell (Deputy Commissioner of Child Safety), Bonnie Hommrich (Deputy Commissioner of Child Programs), Carla Aaron (Executive Director of Child Safety), and Karen Jointer (Director of Community Partnerships) to discuss CRP work. At this meeting, Allen and Lawal provided a brief history about CRPs, including the Panels' work focus and accomplishments. Allen also asserted the importance of creating a working partnership and asked leadership staff the following questions:

1. What would the department like to see as the focus of CRPs across the state?
2. How could CRPs be used to better support the department?
3. Should CRPs be combined with another committee or workgroup (e.g., Child Fatality Review Board)?

Also, Dr. Scott Modell noted that the department had reviewed the 2013 CRP concerns and recommendations (see below) and talked briefly about the steps TDCS had taken to address the concerns.

1. Ongoing training for school personnel on the mandated responsibility for reporting suspected child abuse/neglect.
2. Implementing protocols between Juvenile Court and TDCS for communicating progress or concerns when both agencies have an open case on a child and family.
3. The underlying systemic problem of child abuse death and what can be done to protect children at high risk of death due to abuse/neglect.

At the close of the meeting, the leadership staff agreed to provide clarity and consideration to the Citizen Review Panels' concerns and questions after they had an opportunity to discuss the matters further with regional leadership and other Office of Child Safety staff.

Approximately 2 months following the August 2013 meeting with the TDCS Office of Child Safety and program leadership staff, Karen Jointer contacted the state CRP Coordinator to provide an update. Jointer reported two areas where the department believes the CRPs would be most helpful:

1. CPS—Investigations Policy Reviews
2. CPS—Investigations Training, specifically TDCS collaborating with Panel members to provide relevant “specialty” training.

In addition, Jointer shared the response from TDCS Commissioner Jim Henry acknowledging actions taken by the department to address the CRPs' concerns and recommendations. For instance, Commissioner Henry noted the ongoing meetings and training as well as upcoming training opportunities for educators by Office of Child Safety leadership and Child Abuse Hotline staff as well as the Children's Justice Task Force. Commissioner Henry also noted that meetings were occurring between regional leadership in Shelby County, Central Office legal staff, and Juvenile Court regarding open cases of maltreatment. Regarding concerns related to child fatality, Commissioner Henry shared information about the newly created child death policy and review process.

Tennessee Valley Area Senior TDCS Management Team Meeting

On September 26, 2013, Jack Parks, Hamilton County CRP Chair, and Toni Lawal, state CRP Coordinator, attended the Tennessee Valley Area TDCS Senior Management Team Meeting to discuss the role of CRPs and the Panel's work focus. Parks and Lawal presented the following information to an audience of approximately 40 people:

- Child Abuse Prevention and Treatment Act (CAPTA) mandate for CRPs.
- Make up of membership, meeting times, and annual report.
- CRP accomplishments (e.g., the development of the child abuse reporting computer-based training, recommendation to TDCS to implement a hotline number for school personnel, etc.).
- Hamilton County CRP work focus (e.g., case consultation and reviews, supporting custodial and noncustodial youth who come to the attention of the child welfare agency).

Administration on Children and Families (ACF) Joint Planning Meeting (May 2014)

The state CRP Coordinator was responsible for submitting CRP Collaborative Accomplishments over the last 5 years (2010-2014 Summary) to ACF.

Life Skills for Custodial and Non-Custodial Youth

A key focus of the work of CRPs is to support those youth who come to the attention of the child welfare agency. To that end, in 2010, the CRPs partnered with child welfare leaders (Independent Living and Foster Care) to develop a handbook to empower Tennessee youth in their transition from foster care. The handbook covers “must-know” issues identified by youth who have been through the system and by individuals who work closely with this population. Currently, the CRPs and child welfare leaders are discussing updating the handbook to reflect revised child welfare policies and procedures and to make other changes as deemed necessary.

Another life skills activity was “**Reality Check**,” a simulation that gives young people a taste of the real world, complete with a career, family scenario, and monthly expenses designed to increase youth awareness of the connection between education, careers, and income. The **Hamilton County CRP partnered with TDCS State Office and Tennessee Valley Area child welfare leaders, Hamilton County Community Advisory Board, Hamilton County Chamber of Commerce, and Chambliss Shelter Center** to provide youth (custodial/non-custodial, juvenile justice, FCIP, etc.) with experiences in paying household bills and making financial decisions. In April 2014, 65 youth participated in “Reality Check,” an increase from the 39 who participated in 2013.

Parental Support

Another key focus for CRPs is supporting the “**Strengthening Families**” initiative. In 2011 and 2012, the Montgomery County CRP collaborated with **child welfare leaders, Prevent Child Abuse of Tennessee, and Signal Center** to host a community café on job searches for parents of children enrolled in Head Start. Many of the parents had a good prior work history; however, the 2008 economic downturn caused many of them to experience layoffs from their jobs. Inadequate public transportation was a barrier to finding and getting to work.

More than 20 parents participated in the community café and aside from the aforementioned barrier shared concerns about being able to meet their basic needs (i.e., food and housing). This CRP continued to brainstorm ways to support parents in this particular community via the In-Home Tennessee Service Array Assessment meetings held in 2013.

Reducing Telephone Wait Time for Schools When Reporting Child Abuse/Neglect

In 2010, both CRP and CJTF members began to hear from many school districts about having to wait 30 minutes or longer when trying to report suspected cases of child abuse/neglect to the Child Abuse Hotline. Because school personnel are the most common reporter, the CRP recommended to the TDCS Commissioner that the department implement a hotline number specifically for school personnel. In August 2012, the state child welfare agency fulfilled the CRP recommendation and designated a hotline number for school personnel only. Since then, the **Citizen Review Panel, Children’s Justice Task Force, Department of Education, State Board of Education, and Department of Children’s Services** have worked vigorously to promote the hotline to school personnel. For instance, in 2013 the **State Board of Education** posted the number on their website under “Resources for Educators,” and the **TDCS Office of Child Safety** leaders hosted meetings and trainings with **Department of Education staff** at the state and local levels (allowing multiple opportunities to share the hotline number).

Child Abuse/Neglect Training for Educators

In late 2009, one CRP began to hear concerns from school teachers and counselors in the largest urban area (Shelby County) of the state about how to respond and help children and youth who express a fear of going home due to abuse/neglect. The CRP met with local and state child welfare leaders, representatives from both school districts, and law enforcement to address this concern. After multiple meetings and discovering the concern was also a problem in other school districts across the state, the following actions were taken:

- Beginning in 2010 to the present, the local child welfare agency began partnering with school counselors to provide annual child abuse reporting training to all school personnel.
- Also in 2010, the local TDCS liaison to the Shelby County CRP provided team leaders and coordinators phone numbers (office and cell) to point persons at both school districts and to CRP members.
- In 2011, CRP members distributed copies of the computer-based child abuse reporting training CD to schools and sent correspondence via email about the training.
- Between July 1, 2010, and June 4, 2013, 65,020 people used the training. The top 10 cities with personnel using the training were Memphis, Nashville, Collierville, Knoxville, Cordova, Franklin, Germantown, Murfreesboro, Chattanooga, and Crossville.
- In 2012, the Shelby County CRP developed a MOU to establish a framework of collaboration and participant responsibilities between the local/state child welfare agency and Memphis City/Shelby County Schools.
- In 2013, the MOU was finalized by both the state child welfare agency and the school district.
- In February 2014, the state child welfare agency trained school counselors and administrators on the mandatory reporting of child abuse/neglect during their annual conference in Chattanooga.
- In April 2014, the CRPs partnered with the Children's Justice Task Force, Department of Education, State Board of Education, and Department of Children's Services to promote and market the child abuse/neglect computer-based training in honor of National Child Abuse Prevention Month.

2015–2019 Tennessee Citizen Review Panel Child Family Service Plan (CFSP) Goals and Action Steps

Goal 1: Partner with the TDCS Independent Living Unit to continue to increase youth educational and employment attainment.

Plan of Action:

1. Meet with Independent Living Director and staff to assess the need.
2. Research best practices/community champions for this effort.
3. Meet with Hamilton Chamber of Commerce, Hamilton County local government, secondary and post-secondary schools, and other stakeholders to discuss ways to collaborate and utilize existing services to connect youth to career exploration, job shadowing, and summer employment.

4. Update foster youth handbook, a comprehensive handbook to empower youth in their transition from foster care.

Goal 2: Address the language barrier (engagement and assessment) experienced by caseworkers working with Spanish-speaking families.

Plan of Action:

1. Meet with child welfare leadership and caseworkers to assess the problem further.
2. Research best practices for this effort.
3. Invite Pastor Tommy Vallejos and other Spanish-speaking advocacy individuals to the meeting to discuss ways to improve engagement and increase cultural competence.

Goal 3: Provide caseworkers with training relevant to engagement, assessment, and case planning.

Plan of Action:

1. Identify training needs.
2. Utilize the expertise of Panel members (i.e., school counselors/mental health psychologist, domestic violence director, hospital social workers, etc.), facilitate/train caseworkers on relevant topics (i.e., IEPs, DV safety planning, in-kind mental health services, etc.).

Goal 4: Provide case consultation to caseworkers regarding case planning and progress.

Plan of Action:

1. Continue to review case records and provide case consultation.
2. Provide case planning feedback (i.e., strengths, concerns, resources to explore, ways to get the intended results, etc.).
3. Meet with caseworker, caseworker supervisor, service provider, etc., as needed to clarify concerns.
4. Follow up on reviews to ensure that caseworker is completing/meeting all tasks required and following protocol/procedures.

2014 Statewide Citizen Review Panel Meeting

Panel members met on May 5, 2014, in Jackson, Tennessee, at the University of Tennessee Research and Education Center to discuss current work focus (accomplishments and concerns), new work focus, and plan development. Several attorneys/guardian ad-Litem (GAL) were also invited to the meeting.

Attorneys/guardian ad-Litem, Bob Hooper, Lanis Karnes, and Nancy Nelson covered many topics including sharing examples of child welfare cases they have been involved with and their concerns. Besides just noting problems, the attorneys also offered ways to improve the child welfare system. Below are some of the problems identified and, in some cases, suggested solutions to resolve problems:

1. **Permanency for children:** Noted that delays can occur for children up to 2 months old due to the length of time it takes to complete an assessment of parents. The attorneys recommended TDCS consider assigning an assessor to every region to reduce the wait time for completing assessments.
2. **Alcohol and Drug Assessment:** Noted that in order to get insurance to pay for an alcohol and drug assessment, it has to be requested via a mental health component.
3. **Drug-exposed maltreatment:** Noted that there were a limited number of medical professionals in the Northwest/Southwest Region who can give a severe abuse definition with the exception of Dr. Lisa Piercey. (Note: Dr. Piercey is a member of the Children's Justice Task Force and an expert on child abuse/neglect.)
4. **Child Family Team Meetings (CFTMs):** Noted that children need to have an advocate/GAL present at these meetings and would encourage TDCS to request that this occur at **all** CFTMs.

5. **More Culturally Responsive:** Described a case in which a Muslim child was placed in a Pentecostal family home as well as other cases in which siblings were separated, living several counties away from their families. Also, stated that TDCS needs to do a better job of keeping siblings together.
6. **GALs Training:** Require that **all** guardian ad-Litem complete child welfare training offered by Administrative Office of Courts and encouraged joint training opportunities between GALs and CASA workers in an effort to improve outcomes for children.
7. **TDCS Extended Care Workers:** More training is needed for these workers and should include **joint training** with **Education Specialists**; GALs described two cases in which there was a “disconnect” involving youth aging out of care. Both were planning to attend college in the fall. One youth was returned to the birth family that she had been removed from and, as a result, ended up prostituting and becoming pregnant. In the other case, the youth didn’t have proper funds to support herself “in the meantime” and was forced to sit out. In both examples, neither youth had saved money from their stipends or allotments to carry them over while waiting to attend college.

Also, at the statewide CRP meeting, representatives from the TDCS Office of Child Safety and Assessment provided CPS updates. Karen Jointer, director of Community Partnerships in the Office of Child Safety provided the following updates:

- The CPS Training Academy, a partnership with TBI, recently graduated its first class.
- The roll-out of CPS Investigators is complete and noted that these workers receive leadership oversight from TDCS Central Office, unlike the CPS Assessment workers who receive oversight from their Regional Administrator.
- The statewide CPIT Advisory Board convened their first meeting last February and noted that part of this board’s focus is to address uniformity in CPIT.
- The Structured Decision Making (SDM) tool is being updated.
- The department is working on developing a post-academy training, which will be offered in the three grand regions to CPS workers.
- The department is piloting technology in a few regions.

Marjahna Hart, director of Assessment, talked about the following topics:

- Trauma Focused Toolkit
- Assessment Training Academy
- Motivational Interviewing/Vanderbilt
- Policy Review and Practice

2014–2015 Fiscal Year Work Goals

Shelby County CRP Goals:

1. Utilize the expertise of the Panel members (public and charter school psychologist, counselor, and director) to provide the following specialty training to Shelby County TDCS frontline workers:
 - a. Individualized Educational Plans
 - b. 504 and mental health services offered to children and families
 - c. Roles of school personnel (mental health, social worker, guidance counselor, etc.)
 - d. Types of schools (public, charter, and alternative)
2. Address concern from the schools regarding educational and medical neglect.

Montgomery County CRP Goals:

1. Work to increase data sharing and transparency between all relevant agencies/groups and Panels.
2. Collaborate with TDCS to identify and better understand high turnover (child welfare workers) in the Clarksville/Montgomery County region.
3. Meet with Independent Living staff to better understand their role and responsibilities in an effort to improve and increase services to teens in foster care.
4. Continue to conduct case reviews and monitor quality of casework and documentation.
5. Investigate to determine if referral history impacts case assessment assignment.
6. Investigate A & D/Mental Health and Parenting Assessment Protocol and frequency (average wait to get it done) in the Clarksville/Montgomery County area to potentially look at ways to decrease length of stay.

Northwest Region CRP Goals:

1. Participate in updating “Aging Out of Foster Care Handbook.”
2. Promote Child Abuse Prevention via the following media campaigns:
 - a. Public service announcements
 - b. Magnets and other low-cost mementos
 - c. Newspaper articles and/or pamphlets

Hamilton County CRP Goals:

1. Increase membership (contact Judge Philyad for juvenile court referral, identify persons from the Tennessee Alliance for Children and Families, school mental health/social worker, etc.).
2. Continue to provide case consultation to TDCS Investigative and Assessment workers.
3. Continue to work with Independent Living youth population.

Chairs and Coordinator Attend 2014 National CRP Conference in Atlanta, Georgia

Panel members Dana Cobb, Nancy Kelley, and Mayme Siders along with State CRP Coordinator Toni Lawal attended the 12th Annual National CRP Conference held May 19-22, 2014, in Atlanta, Georgia.

Workshop topics included, but were not limited to, the following:

- Secondary Traumatic Stress: What Is It, and What Can We Do About It?
- From Recommendations to Legislation: Tips for Advocacy
- Opportunities for Collaboration: CFSP, APSR, CAPTA Plan, PIP: Building Relationships with Child Welfare Programs
- Autism Spectrum Disorder
- Transparency at Work

In addition, Panel members had an opportunity to exchange ideas with other conference attendees on how Panels can be more effective and ways to communicate the role and responsibilities of CAPTA/CRP to the general public.

2014 Citizen Review Panel Recommendations

1. All of the youth who participated in “Reality Check” stated it was beneficial and should be offered to all youth who come to the attention of TDCS. While CRP applauds TDCS for increasing the age of youth who are eligible for foster care benefits, more can be done to leverage resources and ensure successful outcomes for youth. One way is to strengthen collaboration and coordination with other groups (i.e., businesses, foundations, etc.) besides the typical partners/stakeholders. Hamilton County Chamber of Commerce, the agency who provided the Reality Check kit (in-kind), reported that the kit cost their agency \$700 when purchased 10 years ago. The Chamber also recommended a program offered by UT Extension called “On My Own.” It, too, is a simulation activity very similar to “Reality Check” and is available in most of the 95 counties in the state. For further information about both programs, please contact Dave Loos (Reality Check kit owner) at 931-206-4459 or dploos@aol.com and Janice Hayslett of UT at 615-862-5995, Extension 25106, or jhayslett@utk.edu.

CRP members concur with the youth and recommend that the department connect or provide all youth, particularly in the 14-16 age group, with real-world experiences that will increase youth awareness of the connection between education, careers, and income. In addition, TDCS Extended Care Workers and Educational Specialists should participate in joint meetings and trainings to ensure that youth seamlessly move from foster care to independent living.

2. TDCS workers should engage in cross-training whenever possible to promote more effective communication about the responsibilities of workers in all three program areas (CPS, Foster Care, and Juvenile Justice).

Appendix A

Citizen Review Panel Members

Citizen Review Panels Montgomery County: Member Directory

Name	Agency	Address	Email Address	Phone and Fax Numbers
Siders, Mayme Co-Chair	Gateway Medical Center	651 Dunlop Lane Clarksville, TN 37040	Mayme_Siders@ghsystem.com	(931) 338-3794
Lopez, Christina Co-Chair	Cumberland Hall Hospital	270 Walton Way Hopkinsville, KY 42240	evalafeeva@hotmail.com	(270) 889-2124
Biggs, Marion	Tennessee Department of Children's Services	350 Pageant Lane Clarksville, TN 37040	Marion.Biggs@tn.gov	(931) 503-3200 x3253 (931) 648-5586 (fax)
Hawk, Ed	Resource Parent	468 Rivermont Drive Clarksville, TN 37043	Edwardhawk123@live.com	(540) 665-2623
Kost, Amy	Blanchfield Army Community Hospital/Resource Parent	468 Rivermont Drive Clarksville, TN 37043	Amy.Kost.ctr.@mail.mil	(270) 798-7918 (270)798-1896 (fax)
Smith-Williams, Sandra	Montgomery County Juvenile Court	Millennium Plaza, Suite 203 Clarksville, TN 37040	Ssmithwilliams@montgomerycountyttn.org	(931) 648-5766 (931) 648-5793 (fax)
Spiceland, Janet	Clarksville Montgomery County Schools	621 Gracey Avenue Clarksville, TN 37040	Janet.Spiceland@cmcss.net	(931) 920-7831 (931) 920-9831 (fax)
Thomas, Barbara (Beswick)	Austin Peay State University	P.O. Box 4656 Clarksville, TN 37044	beswickb@apsu.edu	(931) 221-7106 (931) 221-6440 (fax)
Wilkins, Sarah	Montgomery County Health Department	330 Pageant Lane Clarksville, TN 37040	sarah.wilkins@tn.gov	(931) 648-5747 (931) 645-9019 (fax)

Citizen Review Panels Shelby County: Member Directory

Name	Agency	Address	Email Address	Phone and Fax Numbers
Allen, Sandra Co-Chair	Lebonheur Center for Children and Parents	50 Peabody Place, Suite 400 Memphis, TN 38103	Sandra.allen@lebonheur.org	(901) 287-4700 (901) 287-4701 (fax)
Kelley, Nancy Co-Chair	Shelby County Schools	2800 Grays Creek Road Arlington, TN 38002	KelleyN@scsk12.org	(901) 473-2622 (901) 473-2660 (fax)
Guinn, Shandrian	Lebonheur Children's Hospital	848 Adams Avenue Memphis, TN 38103	Shandrian.guinn@lebonheur.org	(901) 287-5437
Hargrave, Angela	Shelby County Schools	2800 Grays Creek Road Arlington, TN 38002	HargraveA@scsk12.org	(901) 473-2560 (901) 473-2660 (fax)
Johnson, Angela	Tennessee Department of Children's Services	1991 Corporate Memphis, TN 38132	Angela.L.Johnson@tn.gov	(901) 947-8824 (901) 774-7527 (fax)
Murry-Drobot, Olliette	Family Safety Center of Memphis and Shelby County	P.O. Box 40091 Memphis, TN 38104	olliette@familysafetycenter.org	(901) 222-4405 (901) 222-4441 (fax)
Roberts, Vanessa	Memphis Child Advocacy Center	1085 Poplar Memphis, TN 38105	Vroberts@MemphisCAC.org	(901) 525-2377 (901) 526-6088 (fax)
Schnell, Randy	Gestalt Community Schools	3175 Lenox Park Blvd. # 410 Memphis, TN 38115	Rschenll@gestaltcs.org	(901) 208-9157
Toarmina, Patricia	Shelby County Schools	2930 Airways Memphis, TN 38116	Toarminap@scsk12.org	(901) 416-5600 (901) 416-75697 (fax)

Citizen Review Panels Northwest Region: Member Directory

Name	Agency	Address	Email Address	Phone and Fax Numbers
Cobb, Dana Co-Chair	Tennessee Committee on Children and Youth	P.O. Box 586 Huntingdon, TN 38344	Dana.Cobb@tn.gov	(731) 986-4243 (731) 986-3200 (fax)
Goodman, Marilyn Co-Chair	Milan Special School District	1165 South Main Street Milan, TN 38358	Goodmanm@milanssd.org	(731) 686-0844 (731) 686-8781 (fax)
Gaugh, Glen	Youth Villages Specialized Crisis Services	24 Weatherford Square Jackson, TN 38305	glen.gaugh@youthvillages.org	(731) 660-6730 (731) 984-6209
Herrera, Catherine	Exchange Club-Carl Perkins Center, Carroll County CAC	341 Redden Street Huntingdon, TN 38344	cherrera@carlperkinscenter.org	(731) 986-5920 (731) 986-5930 (fax)
Nelson, Deb	Parent	473 Stillwater Drive Paris, TN 38242	Pebbles547@hotmail.com	(503) 881-8105
Smith, Wendy	Dyer/Lake Counties CASA	1400 Hornbrook Drive Dyersburg, TN 38024	dwlesmith@cableone.net	(731) 287-1526
Waterfield, Sharon	University of Tennessee Martin	204 Hannings Lane Martin, TN 38238	swaterf2@utm.edu	(731) 881-7915 (731) 881-7937 (fax)
Webb, Phyllis	Tennessee Department of Children's Services	1979 St. John Avenue Suite F Dyersburg, TN 38024	Phyllis.Webb@tn.gov	(731) 286-8304 (731) 286-8369 (fax)

Citizen Review Panels Hamilton County: Member Directory

Name	Agency	Address	Email Address	Phone and Fax Numbers
Parks, Jack Chair	Partnership for Children, Families and Adults, Inc.	1800 McCallie Avenue Chattanooga, TN 37404	jparks@partnershipfca.com	(423) 757-2385 (423) 697-3812 (fax)
Burks, Linda	LCSW (Retired)	730 Germantown Circle Chattanooga, TN 37412	Lindab711@aol.com	(423) 622-3306
Demenchuk, Anton	Cresco Group	P.O. Box 1569 Collegedale, TN 37315	ademenchuk@crescogrp.com	(423) 200-4422
Elligan, Linda	Children's Advocacy Center of Hamilton County	909 Vine Street Chattanooga, TN 37403	LHElligan@cachc.org	(423) 266-6918 (423) 265-0620 (fax)
Hammond, Lori	Tennessee Department of Children's Services	5600 Brainerd, Suite 600 Chattanooga, TN 37411	Lori.Hammond@tn.gov	(423) 697-6300
Jensen, Johanna	Chambliss Center for Children	315 Gillespie Road Chattanooga, TN 37411	jbjenson@chambliscenter.org	(423) 326-8137 (423) 648-2637 (fax)
Lane, Johnetta	Tennessee Community Services Agency	5600 Brainerd Road Suite A14 Chattanooga, TN 37411	jlane@tnadvoacte.org	(423) 443-0550
Perez, Jose	MaxiMYze	615 McCallie Avenue #2803 Chattanooga, TN 37403	Jose.maximyz@gmail.com	(423) 903-5761
Reed, Nancy	Hamilton County Department of Education	3074 Hickory Valley Road Chattanooga, TN 37421	Reed_n@HCDE.org	(423) 209-8593

Tennessee Citizen Review Panel Coordinators

Toni Lawal, MS, University of Tennessee Social Work Office of Research and Public Service, 193-F Polk Avenue, Nashville, TN 37210

Rory D. Alley, MS, University of Tennessee Social Work Office of Research and Public Service, 193-F Polk Avenue, Nashville, TN 37210

Appendix B

Statewide CRP Conference Materials

Tennessee Citizen Review Panels Annual Statewide Meeting

University of Tennessee, West Tennessee AgResearch and Education Center

605 Airways Blvd., Jackson, TN 38301

Agenda: Monday, May 5, 2014

- 9:30 a.m. Registration
- 10:00 a.m. Welcome and Introductions, Toni Lawal
- 10:10 a.m. Ice Breaker, Sandra Allen
- 10:30 a.m. TDCS Updates, Karen Jointer and Marjahna Hart
- 10:50 a.m. Guardian ad-Litem Presentation, Attorneys Bob Hooper, Lanis Karnes and Nancy Nelson
- 11:50 a.m. Lunch
- 12:20 p.m. CRP Chairs Report Out on 2013/2014 FY Work Focus
- 12:40 p.m. Local CRP New Work Plan and Recommendations Development
- 2:20 p.m. CRPs Report Out
- 2:45 p.m. Closing Remarks

“Never doubt that a small group of thoughtful committed individuals can change the world, indeed it’s the only thing that ever has.” Margaret Mead

PERSONS ATTENDING THE STATEWIDE ANNUAL CRP MEETING

Sandra Allen, LeBonheur Center for Children and Parents

Shandrian Guinn, LeBonheur Children's Hospital

Nancy Kelley, Shelby County Schools

Angela Hargrave, Shelby County Schools

Dana Cobb, NW Area Manager, TCCY

Marilyn Goodman, Milan Special School District

Glen Gaugh, Youth Villages

Deb Nelson, NW Region Parent

Wendy Smith, Lake County CASA

Mayme Stephenson Siders, Gateway Medical Hospital

Amy Kost, Resource Parent

Jack Parks, Partnership for Children, Families and Adults

Bob Hooper, Attorney/Guardian ad-Litem

Lanis Karnes, Attorney/Guardian ad-Litem

Nancy Nelson, Attorney/Guardian ad-Litem

Karen Jointer, TDCS

Marjahna Hart, TDCS

Lori Hammond, TDCS

Angela Johnson, TDCS

Rory Alley, UT SWORPS

Toni Lawal, UT SWORPS

Appendix C

2013–2014 CRP Meeting Dates

Shelby County met a total of five times:

2013: August 20 and December 17

2014: February 18, February 27, and May 5

Northwest Region met a total of five times:

2013: July 10 and October 2

2014: January 7, February 26, and May 5

Montgomery County met a total of five times:

2013: July 17, August 22, September 18, and December 4

2014: May 5

Hamilton County met a total of 12 times:

2013: July 11, September 19, and September 26

2014: January 9, February 20 and 27; March 6, 20, and 27; April 4 and 5; and May 5

Appendix D

Common Acronyms Used by TDCS

A & D or A/D	Alcohol and Drugs
ACF	Administration for Children & Families
ADHD Hyperactivity	Attention Deficit Disorder with
AG	Attorney General
ASFA	Adoption & Safe Families Act
CA/N	Child Abuse/Neglect
CAC	Child Advocacy Center
CANS	Child/Adolescent in Need of Services
CAPTA	Child Abuse Prevention Treatment Act
CASA	Court Appointed Special Advocate
CFSR	Child & Family Service Review
CFTM	Child & Family Team Meeting
CIP	Court Improvement Plan
CJA	Children's Justice Act
CM	Case Manager
COA	Council on Accreditation
CPIT	Child Protective Investigative Team
CPS	Child Protective Services
CQI	Continuous Quality Improvement
CRP	Citizen Review Panel
D & N	Dependent & Neglected
DA	District Attorney
DCS	Department of Children's Services
DEC	Drug-Exposed Child/Children
EPSDT	Early Periodic Screening Diagnostic Testing
FAST	Family Advocacy and Support Tool
FC	Foster Care
FCIP	Family Crisis Intervention Program
FCRB	Foster Care Review Board
FFA	Family Functional Assessment

FSS	Family Service/Support Worker
GAL	Guardian Ad Litem
GC	General Counsel
ICWA	Indian Child Welfare Act
IDEA	Individuals with Disabilities Education Act
IEP	Individual Education Plan
JJ	Juvenile Justice
LRE	Least Restrictive Environment
MRS	Multiple Response System
PATH	Parents as Tender Healers
PC	Purpose of Contact
PIP	Program Improvement Plan
PSD	Placement Services Division
QA	Quality Assurance
RA	Regional Administrator
RGC	Regional General Counsel
SACWIS System	State Automated Child Welfare Information
SDM	Structured Decision Making
SIR	Serious Incident Report
SIU	Special Investigations Unit
TANF	Temporary Assistance to Needy Families
TC	Team Coordinator
TCCW	Tennessee Center on Child Welfare
TCCY Youth	Tennessee Commission on Children and
TDCS	Tennessee Department of Children's Service
TFACTS System	Tennessee Family and Child Tracking
THP	Trial Home Placement
THV	Trial Home Visit
TL	Team Leader

TPR	Termination of Parental Rights
YDC	Youth Development Centers
YSO	Youth Services Officer

Appendix E

Computer-Based Training on Child Abuse Reporting in State Use Data, 2011–2014

The website shared by Tennessee Citizen Review Panels and the Children’s Justice Task Force hosts a computer-based training (CBT) on child abuse reporting which is also located on the main TDCS website. The following data shows total visits but also displays the top 10 Tennessee cities using CBT in order of use from 2011-2014.

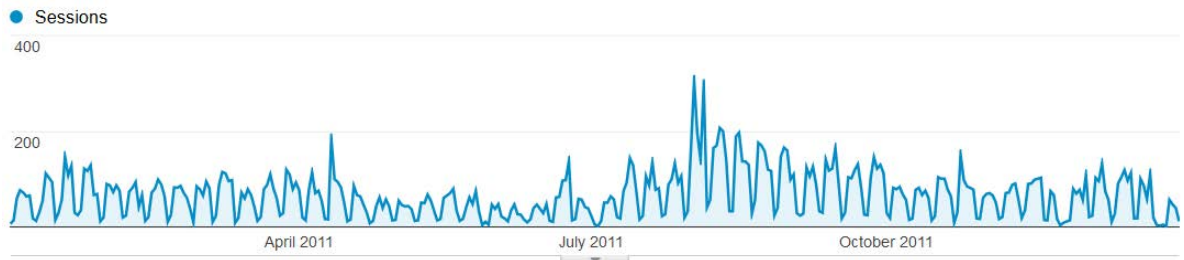
2011: 27,857 sessions by 20,063 unique users

24,311 of the total users are from Tennessee.

The highest use date during the year was August 2, 2011, with 306 users.

Top 10 Cities in Tennessee, Ordered by Number of Visits

1. Nashville—5,871
2. Memphis—5,023
3. Shelby County—2,615
4. Knoxville—1,332
5. Crossville—779
6. Franklin—680
7. Murfreesboro—620
8. Germantown—594
9. Chattanooga—580
10. Johnson City—437



2012: 24,983 sessions by 17,950 unique users

20,989 of the total users are from Tennessee.

The highest use date during the year was August 3, 2012, with 228 users.

Top 10 Cities in Tennessee, Ordered by Number of Visits

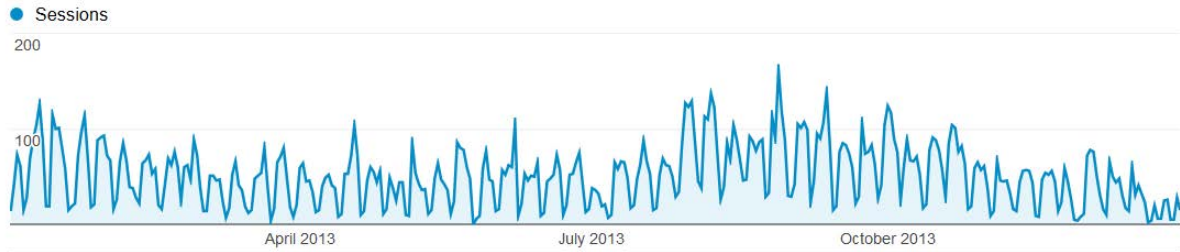
1. Memphis—5,801
2. Nashville—5,185
3. Knoxville—1,115
4. Franklin—895
5. Murfreesboro—539
6. Chattanooga—508
7. Germantown—431
8. Cookeville—382
9. Mount Juliet—369
10. Johnson City—296



2013: 18,707 sessions by 12,662 unique users
16,367 of the total users are from Tennessee.
The highest use date during the year was August 28, 2013, with 162 users.

Top 10 Cities in Tennessee, Ordered by Number of Visits

1. Nashville—4,765
2. Memphis—1,722
3. Franklin—797
4. Knoxville—711
5. Ashland City—688
6. Mount Juliet—684
7. Murfreesboro—611
8. Lebanon—533
9. Chattanooga—350
10. Germantown—347



2014: Thus far: 6,050 sessions by 4,148 unique users
5,396 of the total users are from Tennessee.

The highest use date during the year was February 24, 2014, with 124 users.

Top 10 Cities in Tennessee, Ordered by Number of Visits

1. Nashville—1,837
2. Memphis—651
3. Chattanooga—319
4. Franklin—261
5. Knoxville—237
6. Murfreesboro—223
7. Brentwood—90
8. Blountville—86
9. Johnson City—86
10. Cookeville—73

