

Children’s Bureau
CB-Led Child and Family Services Review—Round 4
Local Site Coordinator Toolkit
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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, Tribes, persons with lived experience, and service providers. After completing its CFSR, each state develops a Program Improvement Plan to address areas of nonconformity.

This toolkit is to help Local Site Coordinators understand their roles and responsibilities in preparing their onsite review sites to participate in Round 4 of the CFSRs. Activities and timeframes for completion are provided in checklist format. These can be adjusted based on the unique circumstances of the state. CFSR-related materials can be accessed via the CFSR Information Portal's Round 4 Resources page at <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources>

Things To Know

There are two types of reviews: CB-Led Reviews and State-Led Reviews. For CB-Led Reviews, the CFSR onsite review is conducted in three sites in the state, one of which is in the state's largest metropolitan (metro) area. The metro site may be split into two, usually referred to as sites 1A and 1B. State-Led Reviews, when approved by the Children's Bureau, consist of case reviews conducted by the state using processes and protocol meeting specific criteria during a defined period, with the CB holding stakeholder interviews to assess systemic factors.

This checklist applies to CB-Led Reviews only. JBS International's Child Welfare Reviews Project (CWRP) works with state staff to facilitate onsite review logistics in various ways. For more information, see the Logistics Support Fact Sheet and the Equipment Fact Sheet, available on the portal at <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/cfsr-round-4-process/state-planning-package>.

Local Site Coordinator Role

In CB-Led 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 timeframes for Local Site Coordinators to follow.

At Least 4 Months Before the Onsite Review (or Upon Site Selection):

- Review Chapters 3 and 4 as well as the appendices of the *CFSR Procedures Manual*, posted on the CFSR Information Portal's Round 4 Resources page at <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources>
- Discuss review team planning for the CFSR with the State CFSR Coordinator. The discussion should include:
 - A review of the staff, resources, and support needed.
 - The roster of potential state CFSR team members, including IT contacts, and their roles and responsibilities.
 - The process for updating and submitting the Online Monitoring System (OMS) User Request Form.
 - The scope of the Local Site Coordinator's authority.
 - The plan for ongoing communication among Local Site Coordinators, the State CFSR Coordinator, and agency upper management.
- Discuss the logistical needs for the review with the State CFSR Coordinator. The issues to address include:
 - Configuration of physical space for use by review team members, including workspace accommodations for reviewer pairs, the quality assurance (QA) team, state, and federal site leaders, and CWRP onsite technical assistance (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 about 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 the State CFSR Coordinator to ensure that all review participants, including federal, state, and CWRP staff, will have access to the building. CWRP staff may include onsite TA staff, CFSR Reviewers, QA Specialists, and Note-Taking Specialists.
 - Secure storage of case records and equipment at each site during the review week.
 - 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 TA staff and obtaining phone numbers for the team leaders and CWRP onsite TA staff.
 - 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://www.cfsrportal.acf.hhs.gov/document/download/Ladivp>.
- 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 will work in pairs to review case records. Typically, there are up to eight reviewer pairs at each review site. When possible, each reviewer pair should have their own private workspace, such as an office, to preserve confidentiality. 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.
 - Site leaders and QA Specialists will work together in a larger room sufficient for the federal team (site leaders, 4 QA Specialists, 1 onsite TA staff person, plus any state staff). They will use this room to conduct team meetings, hold debriefings, and perform QA work. The metro site can combine the leaders for 1A and 1B together in one room or split them into two spaces.
 - If your site is also hosting the stakeholder interviews, ensure adequate space for the federal team (4-5 staff, plus a notetaker) and interview participants. If any of the interviews will have a virtual component, the state must arrange for a stable internet connection and virtual platform.
 - 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, 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 internet access, and then works with appropriate parties to ensure connectivity. CWRP staff will be 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 at each site 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, with the goal of completing all cases by noon on Thursday. All review participants will attend a review debriefing on Thursday afternoon. The local site exit conference is held on Friday morning.
 - 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 parent(s) and/or caregiver(s);
 - The child’s foster parent(s), pre-adoptive parent(s), or other caregiver(s), such as a relative caregiver
 - 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)
 - Develop case-related interview schedule. Interviews should be scheduled 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 review two cases during the week, although some pairs could be assigned a third case. Ideally, a reviewer pair will review a case record in the morning and then conduct interviews related to that case in the late morning or afternoon of the same day. All case-related interviews should be scheduled prior to 2 pm on Wednesday. Any issues in scheduling should be discussed with the federal team as soon as they arise.
 - Provide guidance to staff scheduling case-related interviews. Each person to be interviewed should be contacted, either in person or by phone, to explain the review's purpose and schedule the interview. Confirm with staff responsible for scheduling interviews that they sent follow-up letters that provided information about the interview (it may be helpful for the family’s caseworker to contact the interviewees and discuss the review’s purpose). Document and discuss efforts to secure case-related interviews during the planning calls. Interviews can be conducted in person (in the office, the participant’s home, or another location), virtually (utilizing zoom, teams, or other virtual platform), or via telephone. A face-to-face interview is strongly preferred, although it does not have to be in-person.
 - Pay close attention to each interview's details, ensuring that the participants know where it will take place and when they are expected to attend. See chapter 5 of the *CFSR Procedures Manual* for more details on case-related interviews.
- Arrange for transportation to and from interviews (as needed).
 - While the Federal Review Team will have a small number of rental cars, State Review Team members also may need access to vehicles. Ensure that the review team has transportation and driving directions to all of the case-related interviews if they must occur off site.

- Prepare 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 and physical files.
 - Be available throughout the review week to answer reviewers' questions about the case records and to locate additional information as needed.
 - For Local Site Coordinators at the metro site (if stakeholder interviews are being held there): Work with the State CFSR Coordinator to secure a room with a sufficient internet connection (if interviews will have a virtual component) that can accommodate a large group.

At Least 1 Month Before the Onsite Review:

- Work with the State CFSR Coordinator to complete the Case Elimination Worksheet. The worksheet, in Excel format, is posted on the portal at <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/onsite-review-instrument-and-guidance/guidance-case-elimination>.
- Confirm case-related 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.
 - Arrange for interpreters, as needed, or any other accommodations that are needed for interview participants.
- Confirm meal options and plan for lunch during the review week. If there are no lunch options within walking distance of the site, arrange for ordering and pick up lunch Monday –Thursday.
- 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 one or two large, locked shipping cases that should be stored in a secure space until the CWRP onsite TA staff person 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 4 Business Days Before the Onsite Review:

- Receive notification from CWRP that the equipment has been shipped and when it can be expected to arrive.
- Confirm receipt of review equipment with CWRP.
- Secure the review equipment in the designated secure space.
- Prepare a printed packet for each participant including the Team Pairings Chart, case-related interview schedule, and any other documents needed by the teams (e.g., office maps, lunch menus, policy documents). Providing name tags for participants is encouraged.

During the Review:

- 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 are often unforeseen changes and delays.
 - Provide information about food options and menus for lunch and arrange for pickup or delivery for the team as needed. The federal team participants will pay for their own lunch.

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 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 facilitate logistics for the review week. This is a summary checklist. Please see the body of this document for details.

- Reviewer pairs are in conference rooms or offices, have space to work together, and access to laptops and networks. Reviewer pairs have private workspace 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 scheduled case-related interviews.
- The layout of reviewer pairs and QA teams has been given to IT staff 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. There is a secure location to store them when not in use.
- A laptop or desktop computer is available for the review team to access state electronic case records.
- The site leaders, QA Specialists, and CWRP onsite TA staff are in a conference room or large office that can accommodate 8 to 10 individuals with their laptops. For the metro site, two such teams will need to be accommodated in a large space or in two separate spaces.
- Lunch menus from local restaurants are available or alternatives have been researched and identified for the review week.
- The team pairings chart, case-related interview schedule, and any other reference materials needed are printed for each participant.

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 (after 11 a.m.) and Tuesday (all day). Please hold Wednesday morning open for interviews that need to be rescheduled or for teams with 3 cases.

[Day], [Date]

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

Interviewee Role	Review Team 1 Case: Type: FC/IH	Review Team 2 Case: Type: FC/IH	Review Team 3 Case: Type: FC/IH	Review Team 4 Case: Type: FC/IH	Review Team 5 Case: Type: FC/IH	
	Phone #	Phone #	Phone #	Phone #	Phone #	Phone #
Other (please specify)	Name: Time: Phone #	Name: Time: Phone #	Name: Time: Phone #	Name: Time: Phone #	Name: Time: Phone #	Name: Time: Phone #