

**Children’s Bureau  
Child and Family Services Reviews  
Conference Call Planning Guidelines**

**Prepared by the Child Welfare Reviews Project  
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The Child Welfare Reviews Project (CWRP) supports the Children’s Bureau Central and Regional Office staff in planning conference calls for the Child and Family Services Reviews (CFSRs). Below are the guidelines for scheduling (Conference Call Logistics) and facilitating (Conference Call Focus) eight standard calls per State review. The eight calls include five review planning calls and three Program Improvement Plan (PIP) calls. In addition, at the discretion of the Children’s Bureau Central Office, a joint (“kick-off”) call with several States scheduled for reviews in the following year may be scheduled before Conference Call Number 1, and interim calls, as needed, may be scheduled throughout the planning process.

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## **Conference Call Logistics**

When the CFSR schedule is released for the next fiscal year in which the CFSRs are conducted, the CWRP will work with the Children's Bureau Central Office to schedule an initial conference call with the Regional Office and State child welfare agency staff responsible for the CFSRs to be conducted during that fiscal year. During that call, the CWRP will alert Regional Office staff that the project will send a draft master schedule of review planning calls to them approximately 9 months before the first scheduled review in the next fiscal year.

The CWRP then will schedule each conference call, prepare a comprehensive schedule for the next fiscal year, get final Children's Bureau Central and Regional Office approval, develop a distribution list, disseminate the schedule, and send an e-mail notification to call participants approximately 1 week before each call. The project will request from the Regional Office lead a list of the names and e-mail addresses of Children's Bureau Central and Regional Office, National Resource Center (NRC), and State agency staff, including representatives from the largest metropolitan area and Court Improvement Project, if possible, who will participate in the calls. As needed, the State also may wish to consider inviting to participate in the early planning calls other court representatives; Citizen's Review Panel representatives; the lead agency for Community Based Child Abuse Prevention (CBCAP); and the Children's Justice Act coordinator. National Review Team (NRT) members will receive notification by e-mail each Friday of all review planning conference calls scheduled for the following week.

## **Conference Call Focus**

The following guidelines are intended to provide general guidance for Children's Bureau Central and Regional Office staff with regard to the topics that should be discussed with State agency staff during the review planning process.

Regional Office staff are encouraged to develop an agenda for each review planning conference call, adapting the information provided below to meet the needs of the State being reviewed. CWRP staff distribute agendas and other information to call participants before each conference call.

State child welfare agency staff may reference this document for general timeframes regarding the review planning process, but should also reference the *CFSR Procedures Manual* and contact their Children's Bureau Regional Office representative for more comprehensive guidance for State review planning.

**Kickoff Call** (scheduled at the discretion of the Children’s Bureau Central Office)

The CWRP will work with Children’s Bureau Central and Regional Office staff to schedule this call before Conference Call Number 1 is scheduled for the first State in a given fiscal year. If this call is not scheduled, the agenda will be combined with that of Conference Call Number 1. During this call, the Children’s Bureau Central Office staff and/or NRT members for the included States will provide an overview of everyone’s roles in the review and discuss preliminary steps. Children’s Bureau Central and Regional Office staff will:

1. Provide an overview of the review process and timelines, and encourage the State staff to read the *CFSR Procedures Manual* and other review-related materials. Encourage the State to begin preparing for the reviews, particularly to establish a process for managing the Statewide Assessment and beginning the PIP process.
2. Provide an overview of the changes from the first round of reviews; for example, the automation of the review instruments, sample size, collaboration, and notification of State chief justices regarding the upcoming review. Information and guidance related to this is available in each State’s planning package distributed by the CWRP to the State child welfare director, State CFSR coordinator, and Children’s Bureau Regional Office leader. It is also available on each State’s policies and procedures page on the CFSR Information Portal.
3. Provide an overview of the roles of the Children’s Bureau Central Office, the Children’s Bureau data team, and Regional Office staff throughout the review process, including explaining who will be involved in various review planning activities and the process for reviewing CFSR-related documents and providing feedback to the State.
4. Introduce the CWRP staff, who will provide an overview of their roles in supporting the reviews, including assisting the Children’s Bureau Central Office in managing the reviews; maintaining and providing access to the CFSR Information Portal, which includes the E-Training Platform; securing review week hotel sleeping rooms for Federal staff; coordinating identification, training, and participation of consultant reviewers to supplement the Federal Review Team; training State Team members to participate in the onsite reviews; distributing Review Information Packages and other review information to the Review Team members; and providing onsite technical support for the CFSR Data Management System.
5. Provide a brief overview of the State data profiles and data composite measures, and note that a more detailed discussion will take place during Conference Call Numbers 1 and 2.
6. Inform the State staff about the type of information they will need to submit before the review (for example, the Statewide Assessment, State policies related to the reviews, and State Team composition) and tools available to assist them in this process (for example, the Statewide Assessment Instrument, the State Policy

Submission Form, and the State Team chart). Provide an overview of the Statewide Assessment process. Discuss the Statewide Assessment Team and building on the PIP.

7. Inform the State that Federal regulation requires that the State make public the Statewide Assessment, Final Summary of Findings, and PIP. Encourage the State to develop a plan to respond to requests for this information. Tell the State that the Regional Office of Public Affairs will respond to requests for information regarding the CFSRs.
8. Identify and explain to the State the period under review for the data submissions and for the onsite review, and identify the sampling period for the onsite review.
9. Explain the cross-State participant process. Inform the State that cross-State participants may take part in the onsite review of the State; the purpose of their involvement is to provide them with an opportunity to experience the onsite review process.
10. Briefly mention the involvement of the National Resource Centers and the continued need for technical assistance. Note that the support available through the NRCs will be discussed in more detail in upcoming calls, and key NRC staff will participate in some calls.
11. Remind the State staff that they can use title IV-E funding to support the review and PIP planning activities.
12. Answer the State staff's questions, or if a large conference call, offer to follow up with States individually about any questions.

## **Conference Calls Number 1–5: Review Planning**

### **Conference Call Number 1**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call approximately 9 months before the onsite review. During this call, Central and Regional Office staff will discuss data issues and the Statewide Assessment, the composition of the review team, the onsite review site and hotel selection process, the role of State policies in the CFSRs, and technical issues. Central and Regional Office staff will:

1. Depending on how much time has passed since the kickoff call, or if the State did not participate in the kickoff call, introduce the CWRP staff, who will provide an overview of their roles in supporting the reviews, including assisting the Children's Bureau Central Office in managing the reviews; maintaining and providing access to the CFSR Information Portal, which includes the E-Training Platform; securing review week hotel sleeping rooms for Federal staff; coordinating identification, training, and participation of consultant reviewers to supplement the Federal Review Team; training State Team members to

participate in the onsite reviews; distributing Review Information Packages and other review information to the Review Team members; and providing onsite technical support for the CFSR Data Management System.

CWRP staff also will ask the State to submit, for the conference call distribution list, any additional contact and role information for key State staff who will be participating in conference calls.

2. Inform the State staff that the Children's Bureau Central Office will forward to them the State data profiles, and ask the State data staff to: (1) present issues pertaining to the State Automated Child Welfare Information System (SACWIS) or other State information system(s); (2) discuss potential problems with the State Adoption and Foster Care Analysis and Reporting System (AFCARS) and National Child Abuse and Neglect Data System (NCANDS) submissions; and (3) address possible alternate sources of data (in the absence of NCANDS). Tell the State that the Children's Bureau Central Office will provide updated data when they begin planning their PIP, as necessary. Note that a more in-depth discussion of the data profiles will take place during Conference Call Number 2. Ask State staff to identify a main data contact for the review.
3. Encourage the State staff to begin thinking about the composition of the State Review Team that will participate in the Statewide Assessment, including external partners, and remind them that they will need to submit names and contact information for those individuals the following month (8 months before the onsite review date). Inform the State that it is helpful to have overlapping membership among the Statewide Assessment, onsite review, and PIP development teams to facilitate cross-review-phase experiences and information-sharing. Moreover, the Statewide Assessment Team members will be key participants in the early PIP planning that begins immediately after the Statewide Assessment is completed.
4. Identify challenges that either the Regional Office staff or the State anticipates experiencing with regard to the review.
5. Discuss which NRCs were involved with the State during previous CFSR and PIP processes, and the possible State needs for continued technical assistance during the upcoming review. Identify the types of technical assistance available from the NRCs, and ask the State staff to be prepared to discuss their technical assistance needs during the next call.
6. Discuss review site selection and criteria, including local quality assurance case review results, other relevant data, and timeframes. Schedule a date by which the sites will be selected. Discuss the number of in-home services or other case types to be included in the sample and the impact on site selection.

7. Discuss and confirm the date of the State Team Training. Discuss locations for the State Team Training, the major metropolitan and local sites, and the statewide debriefing and exit conference site.

Provide time for CWRP staff to discuss the hotel selection process and planning for both the onsite review and the State Team Training, which will be finalized no earlier than 90 days before the review and/or training. This includes locating hotels, making logistical arrangements, and contracting for a block of sleeping rooms and meeting space at preferred hotel accommodations in the major metropolitan area and local sites that accept the Federal Government room rate set by the General Services Administration (GSA), and/or the State rate, as needed. Ask State staff to identify a main contact person for hotel-related issues. Also, ask the State staff and Regional Office to discuss the following issues regarding the review:

- a. Known conferences or major events taking place during the training or review week
  - b. Special language needs
  - c. Transportation issues
  - d. State demographics that may necessitate a specific diversity among consultants chosen to supplement the Federal Review Team
  - e. Estimated number of review team pairs per site
8. Provide time for CWRP staff to discuss the CFSR Data Management System onsite set-up. Also, ask State staff to begin to identify a statewide IT contact.
  9. Discuss State policies that may affect the review process, such as alternative response. Discuss any barriers that may exist in accessing adoption cases for review. Remind the State to complete the State Policy Submission Form. For applicable States, discuss how Systems of Care (SOC) grants were implemented, the interface with the State child welfare system, the SOC's impact on local and State child welfare practice, and whether this practice might affect the upcoming review.
  10. Discuss the State's use of contracted case management. What are the responsibilities of the State and what are the responsibilities of the contract agency? Specifically discuss requirements for face-to-face contact between the child/family and the agency caseworker.
  11. Remind the State to be prepared to respond to requests for information on the CFSRs (for example, from the public and the media) and to develop a plan for responding to these requests.

12. Answer the State staff's questions.
13. Discuss actions that should be taken before the next conference call.

Between conference calls 1 and 2, the following will take place:

1. The State should submit to the Regional Office and the CWRP any contact and role information for the State data contact, hotel contact, IT contact, and any other key staff participating in review planning who should be included on the conference call distribution list. As relevant, the CWRP will seek approval to provide additional State staff with usernames and passwords for the CFSR Information Portal.
2. Children's Bureau Central and Regional Office staff, and representatives of the NRC for Child Welfare Data and Technology, as appropriate, will consult with the State regarding specific data issues and identify any need for data resubmission or for alternate sources of data.
3. The State will transmit an alternate source of data to the Children's Bureau Central Office for use in preparing the State data profile, if necessary, and will identify the State members of the review team who will participate in the Statewide Assessment (8 months before the onsite review).
3. Children's Bureau Central and Regional Office staff should consider scheduling interim calls with all or selected participants in preparation for the transmission of the data files. These calls usually are managed by the Regional Office and are in addition to the calls facilitated by the CWRP.
4. The Children's Bureau Central Office will send the data profiles to the Regional Office staff who provide training/orientation on the Statewide Assessment to the State Review Team (7 months before the onsite review).
5. Regional Office staff will transmit the data profiles and Statewide Assessment Instrument to the State, determine whether it would be appropriate to include a Children's Bureau data person and a representative of the NRC for Child Welfare Data and Technology in the second conference call, and inform the CWRP regarding any additional participants for the call.
6. Regional Office staff will follow up with the State if particular technical assistance needs were identified, make a referral to the appropriate NRC, and determine whether a representative of the NRC should participate in the next conference call. Regional Office staff will send electronically to the State the chart outlining the review-related technical assistance available during the review and the PIP process.
7. State staff will develop a plan for responding to requests for the release of the Statewide Assessment, Final Report, and PIP.

## Conference Call Number 2

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call at least 6 months before the onsite review and shortly after transmission of the data profiles to the State by the Children's Bureau Central Office. During this call, Central and Regional Office staff will discuss data issues and the Statewide Assessment in greater depth. Central and Regional Office staff will:

1. Summarize the key discussion points from any interim calls that have taken place since the last full conference call.
2. Discuss the data profiles in depth.
3. Revisit the process for conducting the Statewide Assessment presented by Federal staff during the first call, address data quality issues and missing data elements, and discuss the need to resubmit the data used for the review.
4. Ask the State to discuss their plans for conducting the Statewide Assessment, including:
  - a. the stakeholders they plan to engage in supporting or contributing to that process;
  - b. the involvement of external representatives, including how the State will collaborate with the courts, Tribes, and youth;
  - c. any State-specific issues that need to be addressed with respect to the Statewide Assessment; for example, child fatalities within the State (including within the foster care system) and whether there was an increase or decrease, the reasons for any significant change, and related findings of investigative committees; and
  - d. a date for the State to submit a draft of the Statewide Assessment for review and comment by the team leaders.
5. Discuss SACWIS-related issues; for example: (1) whether there are one or multiple applications governing the SACWIS system and, if the latter, the impact of multiple data sources and reports, reporting conformity by providers, and related issues; (2) whether the State is converting data (or has converted data from the legacy system within the past year) and the projected impact of the conversion on data integrity and continuity during the upcoming review; (3) any court-related issues, such as efforts to enhance the interface between SACWIS and the court data system.



6. Note that the CWRP will provide the status of and follow up on outstanding hotel and IT contact information, and offer to provide the template for the State Policy Submission Form to the State, as needed.
7. Discuss actions that should be taken before the next conference call.

Between conference calls 2 and 3, the following will take place:

1. The Regional Office will provide support to State staff as they develop their Statewide Assessment (3 to 6 months before the onsite review) and will help them identify needs for technical assistance during this process.
2. State staff will submit a summary of the State policies relevant to the reviews, including how the State handles cases referred for an alternative response, to Regional Office staff and the CWRP.
3. Children's Bureau Central and Regional Office staff on the Federal Review Team will be identified.
4. The CWRP will continue to work with the State and Regional Office to collect information about main State hotel, IT, and other contacts.
5. Regional Office staff may schedule interim calls to discuss data issues and ongoing review planning.

### **Conference Call Number 3**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call at least 4 months before the onsite review. During this call, Central and Regional Office staff will discuss the overall review planning process and automation issues. Central and Regional Office staff will:

1. Summarize the key discussion points from any interim calls that have taken place since the last full conference call.
2. Discuss the overall review planning process, including the ongoing Statewide Assessment, data issues, the involvement of external representatives, and emerging issues.
3. Discuss how the State will build on the PIP for the Statewide Assessment.
4. Remind the State to begin finalizing the list of State Review Team members, and discuss the various roles State Team members will play, including the State coordinator, local site leaders, reviewers, local site coordinators, and alternates. The CWRP will discuss the completion of the State Team Chart and provide an overview of the State Team Training.

5. Discuss site selection and when the final selection will take place; schedule an interim call, as needed, to finalize site selection.
6. Note that after sites are selected, the CWRP will arrange for consultant travel and hotel accommodations, and will pay for hotel rooms for the consultants and reimburse other allowed expenses after trainings and reviews.
7. The CWRP will request hotel recommendations in writing from the State and Children's Bureau Regional Office for the State Team Training and each review site. The CWRP will reserve hotel sleeping rooms for Federal employees; Federal staff will be asked to provide the hotel with a credit card upon check-in. The CWRP will request an estimated number of rooms needed from the State Team Leader for State reviewers. The State will have the option of arranging a separate contract for hotel rooms or having their rooms included in the CWRP hotel contract if the requested rate is not below the Federal rate. The State will pay for hotel rooms for the State staff.

The project will then contact each recommended hotel and share findings with the State and Children's Bureau Regional Office for their final selection. Once hotel space has been identified, the CWRP will e-mail information about the hotel to the Federal staff participating in the review and the State Team Leader.

8. Discuss the automation process briefly and how the instruments will be completed using tablet PCs. Discuss with the State any logistical arrangements that may be needed to accommodate the automation process (e.g., a room with electrical outlets and any other technical requirements; the necessity for an Internet connection; what firewalls exist on site). If they have not done so, the State will need to provide the name of its information technology (IT) manager for the review and a list of IT contacts for each site.
9. Answer the State staff's questions.
10. Discuss actions that should be taken before the next conference call.

Between conference calls 3 and 4, the following will take place:

1. As needed, the Region may work with the State and the CWRP to schedule interim calls.
2. The State will provide Regional Office staff with a draft of the Statewide Assessment (3 months before the onsite review).
3. Regional Office staff will circulate the draft Statewide Assessment to the Team Leaders for review and comment, and provide the State with feedback.
4. State staff will return the completed Statewide Assessment to the Regional Office for approval (2 months before the onsite review); the Regional Office will remind

the State that the final Statewide Assessment will serve as the foundation for PIP planning, as needed.

5. The CWRP will provide the Regional Office with a preliminary selection of consultant reviewers and Consultant Co-Local Site Leaders, and will provide the list to the State to check for conflicts of interest.
6. The Regional Office and State will provide feedback about conflicts of interest after reviewing the list provided by the CWRP.
7. Children's Bureau Central and Regional Office staff will work with State staff to select the local sites to be reviewed, if not already finalized. When finalized, the Regional Office should inform the CWRP, which will begin the hotel selection process for sites 2 and 3. The CWRP will ask the State and Regional Office to discuss and confirm specifically which sites will be 1a, 1b, 2, and 3.
8. Children's Bureau Central and Regional Office staff will work with State staff to determine the composition of the case sample.
9. Children's Bureau Central Office staff will select a sample of 150 foster care cases from the State's AFCARS data for the period under review (or from another source approved by the Regional Office) and 150 in-home services cases from the list provided by the State.
10. When review sites have been selected, the State will provide to the Regional Office staff a list of the in-home services cases, which then will be forwarded to the Children's Bureau Central Office for review for sample selection, along with information on the sites from which the sample was selected.
11. CWRP staff will remind the Children's Bureau Central and Regional Office staff and State about the cross-State participants who may participate in the State's onsite review.

#### **Conference Call Number 4**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call approximately 2 months before the onsite review. During this call, Central and Regional Office staff will discuss the onsite review schedules and process, stakeholder interviews, and technical assistance needs with regard to PIP planning. Local site coordinators for each site should be included on this call, if possible. Central and Regional Office staff will:

1. Summarize the key discussion points from any interim calls that have taken place since the last full conference call.
2. Discuss the onsite review schedules and process, including local team management and operation, and the debriefing process.

3. Discuss the stakeholder interviews to be scheduled, particularly with regard to decisions about which State agency personnel will be interviewed.
4. Ask the State to submit the finalized State Team Chart to the CWRP that includes information about State staff's onsite roles and to indicate whether they require hotel rooms for the State Team Training and onsite review.
5. Answer the State staff's questions.
6. Determine what the State's technical assistance needs are with regard to PIP planning.
7. Note that the CWRP will provide the status of, and will follow up on, outstanding hotel information for the State Team Training, the major metropolitan site, sites 2 and 3, and the statewide debriefing and exit conference.
8. Allow time for the CWRP to address and discuss the following logistical items, or determine to schedule an interim call to discuss these items:
  - Recommended airports for each of the local sites
  - Distance and directions from the airports to the hotels
  - Security and team access at the local site, including building hours
  - Local site office configuration, ideally to include separate space for interviews and QA when the State is able to make this accommodation
  - Distance and directions between the hotel and the local site
  - Monday morning team meeting times
  - AV needs for the major metropolitan site exit conference
  - Recommended travel from the local sites to the location of the statewide exit conference
  - AV needs for the statewide exit conference
  - Other local site logistics specific to each site
9. Allow for a discussion about food that includes the following message:

Many local offices have few food options nearby, and specifically, we ask that local sites consider two things:

Review teams are encouraged to stay hydrated and maintain their health throughout the long week. Therefore, access to water is appreciated, or notification to Children's Bureau Central and Regional Office staff or CWRP staff before the week begins if water will not be readily accessible.

The State is under no obligation to coordinate or provide meals for review team members. If State staff would like to coordinate carryout or delivery for the team (at the review team members' expense, not the State's), it is always appreciated but not required. Information about lunch options and menus is sufficient and

appreciated. If lunch options will be few to none in the surrounding area, we ask that the State notify Children's Bureau Central and Regional Office staff or CWRP staff before the review so that other options can be identified.

10. Discuss actions that should be taken before the next conference call.

Between conference calls 4 and 5, the following will take place:

1. The State will submit to the CWRP the final State Team chart, including alternates, and finalize the State Review Team's composition in adequate time to finalize hotel and other arrangements for the State Team Training. When the State Team is finalized, the CWRP will distribute CFSR Information Portal usernames and passwords to all remaining State staff who have not received this information.
2. Regional Office staff will prepare and submit to the Children's Bureau Central Office and the CWRP the Preliminary Assessment and the full Statewide Assessment. Children's Bureau Central Office staff will complete the State Court Summary (1 month before the onsite review).
3. Children's Bureau data staff will transmit the case sample list to Regional Office staff, who then will forward it to the State.
4. The State will identify a sample of 65 cases (comprised of 40 foster care cases and 25 in-home services cases) from the total sample list of 150 foster care cases and 150 in-home services cases and begin to schedule the case-specific and stakeholder interviews.
5. The State will set up the State and local stakeholder interviews.
6. Regional Office staff will submit to the CWRP the final review schedules (including interviews) and the contact information for each local site.
7. The CWRP will prepare the Review Information Packages (the packages will contain the Statewide Assessment, summary of relevant State policies, list of Federal and State Review Team members, the court summary, and review schedules if available) for distribution to the Federal and State Review Team members electronically via the CFSR Information Portal, and in hard copy via Federal Express. The Review Information Package cannot be distributed to State staff until the State Team is finalized.
8. CWRP staff will schedule and conduct a pre-training call with the Regional Office and State Leaders for the review, and will discuss issues that may arise during the State Team Training.

## Conference Call Number 5

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call approximately 1 month before the onsite review. The CWRP will invite Consultant Co-Local Site Leaders to participate in this call. Local site coordinators for each site should be included on this call, if possible. During this call, Central and Regional Office staff will facilitate a discussion of the Statewide Assessment and the State's plans for using the information gathered to prepare for the onsite review and the PIP, procedures for the exit conferences and debriefings, equipment security and logistics, and other pre-review issues. Central and Regional Office staff will:

1. Summarize the key discussion points from any interim calls that have taken place since the last full conference call.
2. Facilitate a discussion of the approved Statewide Assessment and the State's plans for using the information gathered to prepare for the onsite review and the PIP, using the following items:
  - a. What are the key strengths and areas needing improvement identified by the Statewide Assessment, and what will the State need to explore during the onsite review (or through other means) to be able to develop strategies for building on or addressing those?
  - b. What will/might happen between the Statewide Assessment and the onsite review to affect those areas (for example, changes in elected leadership or new initiatives)?
  - c. Discuss current promising practices listed for the State on the Children's Bureau's Web site (<http://www.acf.hhs.gov/programs/cb/cwmonitoring/promise/index.htm>) and their continuing relevance. Note that the Children's Bureau Regional Office and/or the CWRP will alert the review team to any potential promising approaches identified in their State through the Statewide Assessment, for closer examination during the onsite review.
  - d. Which individuals and organizations need to be involved in the PIP development, implementation, and monitoring processes?
  - e. Set a preliminary schedule for reviewing PIP interim drafts.
3. Discuss the final review schedule and make adjustments as necessary. Ensure that at least 30 minutes is provided for a brief explanatory Monday morning team meeting to take place at each local site before the case record review begins; schedule the initial case record reviews to be conducted before the interviews.
4. Ensure that the State has prepared review schedules and that they are ready for submission to the Regional Office before the onsite review.

5. Ask the State to discuss the list of stakeholder interviews to be included in the review.
6. Explain that the Children's Bureau will permit a State representative who does not supervise any cases being reviewed at the site to observe the local site evening debriefings. Emphasize that this representative may not participate in the debriefings, and will be asked to leave if he or she attempts to interfere with the review team ratings or debriefings of the cases.
7. Explain the following revised procedures for the debriefings and exit conferences:
  - a. After the local site debriefings and exit conferences on Thursday, the consultant reviewers will be dismissed.
  - b. The Local Site Leaders, including the State Local Site Leaders, will represent the local site team at the Friday statewide debriefing and exit conference.
  - c. Attendance of State reviewers at the Friday debriefing and exit conference is no longer required but is at the option of the State.
  - d. The State may invite key program and administrative staff to observe the Thursday and Friday debriefings and exit conferences.
8. Confirm the location (either the hotel or local site office) to which the CWRP should forward the review materials and equipment. Note that the tablet PCs and all other site review materials will be sent locked to the State Local Site Coordinator who will be asked to ensure the security of the equipment during the review week. The CWRP staff on site will pack the equipment cases for return shipment at the end of the review.
9. Note that on Thursday afternoon, after the local exit conference, and after the tablet PCs and all other equipment have been accounted for, the State Local Site Coordinator is responsible for arranging for shipment that evening and ensuring that the shipping cases are secure until the carrier picks them up.
10. Note that on Friday afternoon, after the statewide exit conference, after the tablet PCs and all other equipment have been accounted for, the CWRP project coordinator will work with the State or hotel to arrange for shipment that evening and pack the equipment cases for return shipment at the end of the review. If the statewide exit conference has taken place at a State facility, the State will be asked to ensure that the shipping cases will be kept in a secure location until the carrier picks them up. If the exit conference has taken place at a hotel, ensuring security will be the CWRP's responsibility.

11. Provide time for the CWRP to discuss the final logistical review planning process, including any transportation issues.
12. Include a discussion of any remaining local site building or safety issues; for example, how late reviewers can stay on site and safety issues when leaving after hours. Discuss local site opening times, routers, power, access badges, and CWRP staff presence on site to provide technical assistance.
13. Answer the State staff's questions.
14. Discuss actions that should be taken before the onsite review.

Between conference call 5 and the onsite review, the following will take place:

1. CWRP staff will train the State Review Team members on the review procedures, instruments, and automation process. State Team members will be provided access to the CFSR Information Portal for review preparation and practice.
2. CWRP staff will submit to the Children's Bureau Central Office a summary of issues that arose at the training.
3. Regional Office staff will work with State staff to finalize team pairings based on State Team Training feedback, and will provide the CWRP staff with final site assignments for the Federal Review Team and the cross-State participants.
4. The National Review Team, the State Team Leader, and Site Leaders may choose to schedule an interim call on final logistics or outstanding issues with review team members at their sites.
5. State staff will appoint the members of the PIP Development Team, if the team has not already been established.
6. State staff will analyze the results of the Statewide Assessment to determine those areas about which they have sufficient information to begin planning for the PIP and those areas about which they would like to gather additional information during the onsite review.
7. The members of the Statewide Assessment Team who also will serve on the PIP Development Team will meet with the other PIP Team members to begin planning the PIP.
8. The CWRP will contact Regional Office staff 1 week before the review to ensure that all arrangements have been completed.
9. The CWRP will ensure that tablet PCs arrive at all review sites and at the exit conference. The project will provide State-specific passwords to Site Leaders before the onsite review.



## **Conference Calls Number 6, 7, and 8: PIP Development Planning**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule the three PIP calls after the completion of the onsite review.

### **Conference Call 6: PIP**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call within 2 weeks after the onsite review. During the call, Central and Regional Office staff will review the key findings of the onsite review and discuss the expected timeline for the Final Report and the roles, process, technical assistance needs, and strategies pertaining to PIP development. Central and Regional Office staff will:

1. Review the key findings of the onsite review, and discuss the timeline for transmitting the Final Report to the State.
2. Provide an overview of the roles of Children's Bureau Central and Regional Office in providing support to, and oversight of, the State's PIP process.
3. Provide an overview of successful PIP development/implementation strategies.
4. Describe the key elements of the PIP document and the key characteristics of a "model" PIP.
5. Discuss effective PIP strategies implemented by other States to address the items and systemic factors that the State is likely to be required to include in the PIP.
6. Ask the State to discuss their perspective on the review process and plans for developing/finalizing the PIP.
7. Check whether there are data issues, related to the revised data profile, that the State would like to discuss or needs assistance in addressing.
8. Discuss the State's technical assistance needs and the process for accessing Children's Bureau-funded technical assistance.
9. Discuss expectations for quarterly reporting, provide guidance on effective methods for evaluating and reporting on PIP progress, and answer State questions about the PIP development, reporting, and monitoring process.
10. Discuss the process for scheduling the next PIP conference call (within 2 weeks to 1 month of the release of the courtesy copy of the Final Report) and discuss the upcoming PIP training (the NRC for Organizational Improvement will participate in this call).

Between conference calls 6 and 7, the following will take place:

1. Regional Office staff will complete and transmit to the State the Final Report, with a copy to the CWRP.
2. The State will begin developing the PIP, continually assessing the types of technical assistance needed, if any.

### **Conference Call Number 7: PIP**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call within 2 weeks to 1 month of the release of the courtesy copy of the Final Report. During this conference call, Central and Regional Office staff will discuss the review findings as presented in the Final Report and facilitate a detailed discussion of the PIP development process. Central and Regional Office staff will:

1. Discuss the review findings as presented in the Final Report.
2. Facilitate a discussion of the PIP development process, using the following questions, and providing clarification and guidance regarding the issues discussed, as appropriate.
  - a. What is the State's strategy for reviewing the Final Report and developing/finalizing the PIP?
  - b. How will that strategy create lasting and systemic statewide change while also addressing immediate needs?
  - c. How will the State link the PIP development process to the State's collaborative planning process for developing the 5-year Child and Family Services Plan? Does the State need further guidance in determining how to incorporate the PIP most effectively into ongoing planning and reform efforts at the State and local levels?
  - d. What is the State's plan for engaging its external partners in developing, implementing, and evaluating the PIP?
  - e. How will the State ensure that the program improvements are made statewide (even if they are tested initially in one jurisdiction)?
  - f. How will the State address issues in its largest metropolitan site?
  - g. How will the State use the PIP process to develop or enhance its quality assurance system?
  - h. What types of challenges does the State anticipate experiencing during the PIP

development, implementation, and evaluation process, and how might those be addressed through technical assistance?

- i. What other types of technical assistance does the State anticipate needing during the PIP process?
- j. Are there continuing data issues that the State would like to discuss or needs assistance in addressing (for example, a revised data profile)?
- k. Is the State on schedule for submitting interim and final PIP drafts and, if not, what type of assistance will they need to be able to meet the PIP timelines?
- l. How will the State share information with others (for example, elected officials or the media) about the Final Report and the PIP process?

Between conference calls 7 and 8, the following will take place:

1. The State will finish and submit the draft PIP to the Regional Office.
2. Regional Office staff will review the draft PIP, consult with Children's Bureau Central Office staff, and provide the State with feedback on the draft PIP.
3. The State will continue to identify technical assistance needs and contact Regional Office staff, as appropriate.
4. Regional Office staff will provide ongoing support to the State during PIP development and will alert the Children's Bureau Central Office if the State is facing significant challenges in finalizing the PIP.
5. Children's Bureau Central and Regional Office staff will determine whether the State could benefit from onsite assistance during the PIP development/finalization process and then coordinate with the CWRP to provide consultant support, as needed.

### **Conference Call Number 8: PIP**

The CWRP will work with Children's Bureau Central and Regional Office staff to schedule this call on the basis of the need to provide further guidance to the State about their PIP, typically after receipt of the draft PIP. During this call, Central and Regional Office staff will provide feedback on the PIP and discuss areas of concern and next steps. Central and Regional Office staff will:

1. Provide feedback on the most recent draft of the PIP (close to final).
2. Discuss areas of concern that should be addressed by the State before submitting the final PIP, and provide guidance on how the State might do so.
3. Discuss next steps in the State's PIP implementation process and quarterly reporting process.

4. Provide an overview of the Children's Bureau Central Office's and Regional Office's roles in monitoring PIP progress.
5. Schedule a call between the Regional Office and the State approximately 2 months after the PIP has been approved, during which the Regional Office can facilitate a discussion about PIP implementation issues and technical assistance needs, using the following questions:
  - a. What is working well about the PIP implementation process and why?
  - b. What are the challenges associated with implementing the PIP, and how is the State addressing those?
  - c. How might those be addressed through technical assistance?
  - d. How are the agency's plans to review, analyze, and report on the quarterly PIP findings working?
  - e. What, if any, are the preliminary changes resulting from the PIP?