

Stakeholder Collaboratives' Charters

Over the past decade, the National Child Welfare Resource Center for Organizational Improvement (NRCOI) has helped jurisdictions forge better working partnerships with their child welfare stakeholders at the state or regional levels. In some of these jurisdictions, we have also helped the child welfare agency and its partners develop and implement a charter, formally establishing a stakeholder collaborative. A charter is a written instrument, executed by the participating parties, that formally specifies an entity's purpose and other elements of its work. These are some of the benefits of having a formal charter:

- It is an instrument that will help others to understand the purpose of the collaborative.
- A charter can help the collaborative's credibility—it provides a formal definition and identity.
- It can help other potential partners understand how they can participate in the work of the collaborative.
- A charter can help establish a system of accountability—it defines the purposes, functions, relationships, boundaries, and responsibilities. Defining these can help the collaborative remain functional and productive.

Charters typically include at least the following sections:

- Background/Group Name
- Vision, Mission and Guiding Principles and Values of the Collaborative
- Membership and Term
- Leadership, Roles, Functions and Standing Committees
- Boundaries, Limitations, Authority and Accountability
- Decision-Making Process
- Amending the Charter
- Signatures/Dates.

Charters have been developed to assist the following stakeholder collaboration efforts:

- State-level health, education and welfare collaboratives
- State-level child welfare advisory committees (for example, to ensure stakeholder collaboration in the State's Child and Family Services Review)
- State-level State and Tribal child welfare collaboration
- State-level child welfare practice improvement initiatives
- Child welfare systems of care
- Child welfare quality improvement stakeholder collaboratives
- Child welfare supervision improvements and supports.

The following table provides an overview of the charters NRCOI has helped jurisdictions create and implement or, alternately, charters developed by jurisdictions that NRCOI did not help create but have collected (i.e., Colorado, Tennessee, and Virginia's Child Welfare Advisory Committee). The terms charter, bylaws, and committee charge are synonymous. Clicking on the name of the stakeholder collaborative in the first row will take you to the actual charter.

Alabama

ALABAMA CHILD WELFARE SUPERVISORY LEADERSHIP COUNCIL

Child welfare supervision improvements and supports

Background:	<p>The proposal to create a standing Supervisory Leadership Council was one of recommendations contained in the Alabama Child Welfare Supervision Strategic Plan which was approved by the Department of Human Resources (DHR) in August, 2012. The Family Services Division (FSD) formed the Child Welfare Supervision Work Group to develop a strategic plan for improving supervision and supervisor support in the State. Staff and consultants from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) and the National Resource Center for Child Welfare Data and Technology (NRC-CWDT), members of the Children's Bureau's Training and Technical Assistance (TA) Network, provided TA to the Work Group in developing the Alabama Supervision Strategic Plan.</p>
Purpose/Scope:	<p>The Alabama Child Welfare Supervisory Leadership Council is a standing body created to:</p> <ul style="list-style-type: none">• Monitor implementation of the Child Welfare Supervision Strategic Plan.• Monitor child welfare supervision in the State.• Report on supervisory needs to the Leadership.• Serve as a forum the Leadership can use to focus on continuous improvement of child welfare practice and outcomes. <p>The Council also participates in the planning for any meetings / conferences of Child Welfare Supervisors.</p>
Stakeholders Involved:	<p>Alabama is a state-administered child welfare system. The Family Services Division (FSD) (child welfare) is housed in the Alabama State Department of Human Resources (SDHR).</p> <ul style="list-style-type: none">• Supervisors: There will be one supervisor appointed to the Council from each of the County Director districts. Supervisors may be nominated by County Directors or FSD Program Staff and are appointed by the Director of FSD.• County Director: One County Director with recent experience as a child welfare supervisor (within the previous five years) may be appointed to the Council. County Directors may be nominated by other Council Members and is appointed by the Director of FSD.• Program Supervisors: Up to four Program Supervisors may be appointed to the Council. Program Supervisors may be nominated by County Directors or FSD Program Staff and are appointed by the Director of FSD.• Jefferson County (most populous county in Alabama): If one of the Council members (Supervisor or Program Supervisor) is not located in Jefferson County, one or more may be nominated by County Directors or FSD Program Staff for appointment by the Director of FSD.• Practice Consultant: A Practice Consultant will be appointed to the Council by the Director of FSD.• Child and Family Services Review (CFSR) Coordinator: The CFSR Coordinator will serve on the Council.• Training Manager: The Training Manager / Designee will serve on the Council.• Quality Assurance/CQI Manager: The QA/ CQI Manager / Acting Manager will serve on the Council.• Deputy Commissioner of Children and Family Services• Director of Family Services• Additional members: Additional members may be recommended by the Council for a specified period of time or for a specific project. Appointments to the membership of the Council require the approval of the Deputy Commissioner of Children and Family Services and the Commissioner.
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Alaska

ALASKA SUPERVISORS' LEADERSHIP COUNCIL

Child welfare supervision improvements and supports

Background:	<p>The Charter was first adopted in late 2010 and revised in October, 2011. It was created as a result of a recommendation of the Child Welfare Supervision Work Group formed by the Office of Children's Services (OCS) to develop a strategic plan for improving supervision and supervisor support in the State.</p> <p>Consultants from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) and the National Resource Center for Child Welfare Data and Technology (NRC-CWDT), members of the Children's Bureau's Training and Technical Assistance (TTA) Network, provided TA to the original Work Group in developing the Alaska Supervision Strategic Plan. The Work Group was replaced by the Supervisors' Leadership Council.</p>
Purpose/Scope:	<p>The primary purpose of the Supervisors' Leadership Council is to monitor the implementation and effects of the Alaska child welfare supervision strategic plan. A secondary purpose is to advise the Leadership of the Office of Children's Services (OCS) on continuous improvement of supervision, including strategies and activities addressing expectations of supervisors inherent in new plans/initiatives.</p>
Stakeholders Involved:	<p>Alaska is a state-administered child welfare system. The Office of Children's Services (OCS) (child welfare) is housed in the Alaska Department of Health and Social Services (DHSS).</p> <p>Council membership includes:</p> <ul style="list-style-type: none">• Regional representatives: Each of the five administrative regions will have the opportunity to be represented on the Council. Each Children Services Manager will appoint one supervisor to serve on the Council.• Licensing representatives: Licensing will have a representative on the Council. The process used for selection will mirror that used for regional representatives.• Representatives of Specialists: Specialists (e.g., reviewers, permanency planning, and Indian Child Welfare Act [ICWA]) will have a representative on the Council. The process used for selection will be similar to that used for regional representatives.• Representative of Intake: Intake will have a representative on the Council. The process used for selection will be similar to that used for regional representatives.• Senior Leadership: A representative of Senior Leadership will participate on the Council.• State Office/University Partners: Participation on the Council – for pre-determined or indeterminate length of time – by representatives of State Office or university partners may be requested by the Council. The request for participation of such representatives will be made to OCS leadership except for the following representatives for which the request may go directly to the Unit manager: Child and Family Services Review (CFSR) Coordinator ; Child Welfare Academy (CWA); Quality Assurance (QA) staff; Online Resources for Children of Alaska (ORCA).

- **Additional members:** Additional members may be added to the Council by recommendation by the Council to the leadership of OCS or by the leadership itself. Appointing authorities may recommend appointment of additional members to the Council. In considering recommendations for additional members, the Council will take into account representation of service areas and program areas.

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Colorado

PROJECT OPERATIONS AND IMPLEMENTATION TEAM (POIT)

State-level child welfare practice improvement initiative

Background:	<p>Finalized in June 2010.</p> <p>“This charter provides a clear and mutually agreeable definition of the group’s scope of work, as well as how the work will be developed and applied. The charter may be revised as better ways of functioning emerge. These terms will be reviewed quarterly or when major changes to the group’s structure or function occur to assure their relevance and appropriateness to the work” (Colorado Practice Model Website, August, 2012).</p>
Purpose/Scope:	<p>The Project Operations and Implementation Team (POIT) is responsible for overall project monitoring, guiding, delegating and coordinating of project activities and work teams. The POIT provides leadership, direction and decision-making for the Colorado Practice Initiative. The POIT reviews recommendations regarding implementation from project work teams and makes final decisions regarding these recommendations, within the scope of their authority.</p>
Stakeholders Involved:	<p>Colorado is a county-administered and state-supervised child welfare system. The Division of Child Welfare (DCW) is housed in the Colorado Department of Human Services (DHS).</p> <p>Team membership is comprised of administrator/ management staff (with decision making authority) representing:</p> <ul style="list-style-type: none">• Colorado Department of Human Services:<ul style="list-style-type: none">○ Division of Child Welfare: director, associate directors, employee forum representative○ Administrative Review Division: director○ Field Administration Division: field administrator○ Training Division: director○ IT/Trails Division: administrator• County Department of Human Services – one large/mid and one small county director or administrator• Federal Region 8 state officer• Mountains and Plains Child Welfare Implementation Center (MPCWIC) Project staff: administrator, implementation specialist, evaluator
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Iowa

[CHILD AND FAMILY SERVICES STAKEHOLDER PANEL](#)

State-level child welfare advisory committee

Background:	Leadership staff from Iowa Children’s Justice, Iowa Department of Human Services, and consultants from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) met to develop the draft charter for the Iowa Children and Family Services Stakeholder Panel. The charter was created in December of 2006 and approved by the stakeholder panel in January of 2007. The Stakeholder panel met quarterly from 2006 to 2010.
Purpose/Scope:	<p>The Department of Human Services Division of Child and Family Services and the Iowa Judicial Branch have created the Iowa Child and Family Services Stakeholder Panel in order to more actively elicit input from a diverse group of Iowa citizens who have a stake in the child welfare system. The Division and the Court retain decision-making authority in those areas in which they have responsibility under federal and state statutes and regulation.</p> <p>The purpose of the Child and Family Services Stakeholder Panel is to provide consultation and actively involve stakeholders in the Division and the Court’s child welfare initiatives and programs, including:</p> <ul style="list-style-type: none">• Child and Family Service Plan (CFSP), so that this plan reflects initiatives and activities going on through communities, private providers and other stakeholders that help the state meet federal expectations;• Child and Family Service Review (CFSR) Statewide Assessment;• CFSR onsite review;• CFSR Program Improvement Plan (PIP);• Achievement of federal outcome measures;• Review of local practice and our role in assisting children and families to achieve permanency; and• Identification of emerging issues and/or needs and discussion of possible impact on child safety and permanency.
Stakeholders Involved:	<p>Iowa is a state-administered child welfare system.</p> <p>The Iowa Judicial Branch and the Iowa Department of Human Services leadership partnered to create and co-chair the Iowa Child and Family Services Stakeholder Panel. Iowa Children’s Justice is part of the Iowa State and Court Administration and the Division of Child and Family Services (DCFS) (child welfare) is housed in the Iowa Department of Human Services (DHS).</p> <p>Recommended Panel Membership:</p> <ul style="list-style-type: none">• Consumers: Youth; Birthparents; Foster Parents; Kinship Care Providers; Adoptive Parents.• Court: District Associate Judge; Associate Juvenile Judge; Chief Juvenile Court Offices; Juvenile Court Officer.• Legal Representatives: County Attorney; Parent’s Attorney; Assistant Attorney General; Guardian ad litem; Middleton Legal Clinic; Division Administrator; Iowa Child Advocacy Board.• DHS: Transition Planning Specialist; Service Area Manager or Social Work Administrator; Social Work Supervisor; Social Worker II and III; Toledo Juvenile Home.

- **Providers:** Large multi-service child welfare agency; Psychiatric Medical Institutions for Children; Small in-home family support agency; Youth development organization.; Community Mental Health/Substance Abuse provider; Community Care; Family centered agency; Shelter care agency.
- **Public Interest Groups:** Child and Family Policy Center; National Association of Social Workers (NASW) Director; Youth Policy Institute.
- **Domestic Violence:** Iowa Coalition Against Domestic Violence.
- **Community Partners:** Tribal Representatives; Community Partnership for the Protection of Children; Decategorization Coordinator; Faith Community; Child Protection Center.
- **State-level Partners:** Coalition for Family and Children's Services; University of Iowa – School of Social Work; Children and Family Services, Department of Education; Executive Director, Iowa Foster & Adoptive Parents Association; Director, Prevent Child Abuse Iowa; Division Administrator, Substance Abuse, Department of Public Health; Iowa Plan; Division of Criminal and Juvenile Justice Planning; Department of Human Rights – Division of Latino Affairs; Department of Human Rights – Commission on the Status of African Americans; Mental Health and Disabilities Commission.

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Missouri

MISSOURI CHILD WELFARE SUPERVISION ADVISORY COMMITTEE

Child welfare supervision improvements and supports

Background:	<p>This Charter was created as a result of a recommendation from the Child Welfare Supervision Work Group, convened to study how to better support supervisors and improve supervision. The Work Group prepared and helped implement the Children’s Division’s Child Welfare Supervision Strategic Plan. Staff and consultants from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) and the National Resource Center for Child Welfare Data and Technology (NRC-CWDT), members of the Children’s Bureau’s Training and Technical Assistance (TA) Network, provided TA to the Work Group in developing the Child Welfare Supervision Strategic Plan. The first draft of the Charter was submitted to leadership in January 2008. The revised Charter was approved in April 2009. The Committee continues to operate in service to the Children’s Division.</p>
Purpose/Scope:	<p>The purpose of the Child Welfare Supervision Advisory Committee is to advise the leadership of the Children’s Division on continuous improvement of supervision and to monitor the implementation and effects of strategies adopted to achieve such improvement. Committee functions include:</p> <ul style="list-style-type: none">• Monitoring developments in child welfare supervision across the country to identify emerging best practices;• Recommending to Division leadership strategies and activities for incorporation into a strategic plan for supporting and improvement child welfare supervision, including strategies and activities addressing new expectations of supervisors inherent in new policy.• Monitoring the implementation and effects of the Division’s strategic plan and reporting the results to Division leadership.• Serving as a planning committee, with other participants, for any conferences of Missouri Child Welfare Supervisors.
Stakeholders Involved:	<p>Missouri is a state-administered child welfare system. The Children’s Division (CD) (child welfare) is housed in the Missouri Department of Social Services (DSS.)</p> <p>The Committee consists of approximately 18 members:</p> <ul style="list-style-type: none">• Two representatives from each of the seven sub-regions, nominated by the Regional Director and appointed by the Division Director.• Three Central Office staff (the Child and Family Services Review [CFSR] Coordinator, a leader from the Training Unit, a leader from the Quality Assurance [QA] staff).• A faculty member from a Missouri university with a professional focus on child welfare supervision. <p>Additional members may be added to the Committee by recommendation to the leadership of the Children’s Division or by the leadership itself.</p>
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North Carolina

NORTH CAROLINA CHILD WELFARE SUPERVISION ADVISORY COMMITTEE

Child welfare supervision improvements and supports

Background:	As part of the State's 2008 Program Improvement Plan, a Supervision Work Group was created to develop a strategic plan to support and improve child welfare supervision in North Carolina. The group received T/TA from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) and the National Resource Center for Child Welfare Data and Technology (NRC-CWDT) from 2007-2009. Upon completion of their work, State leadership asked the group to continue as a standing, on-going committee to monitor and continuously advise Division's leadership on supervision. A charter was written in 2012 to formalize the creation of the Child Welfare Supervision Advisory Committee.
Purpose/Scope:	<p>Through partnership with the North Carolina Division of Social Services (NCDSS), the purpose of the Child Welfare Supervision Advisory Committee (CWSAC) is to advise the leadership of the NCDSS on continuous improvement of supervision and monitor the implementation and effects of strategies adopted to achieve such improvement.</p> <p>Committee functions include:</p> <ul style="list-style-type: none"> • Monitoring the implementation and effects of the NCDSS strategic plan for supporting and improving child welfare supervision and reporting the results to NCDSS leadership. • Monitoring developments in child welfare supervision across the country to identify emerging best practices. • Providing supervisory support and advocacy by the development of a peer-to-peer network. • Providing recommendations to the NCDSS on areas needing improvement and consistency in supervisory practice, to include: <ul style="list-style-type: none"> • Providing influence/advice on policy matters as requested by NCDSS and approved by committee leadership. • Providing influence/advice to the Staff Development team on professional development opportunities for supervisors.
Partners Involved:	<p>North Carolina is a county-administered, state supervised child welfare system.</p> <p>Typically, the Committee's membership consists of approximately 35 members:</p> <ul style="list-style-type: none"> • Line supervisors from the county departments of social services, including equal representation from each county "level" and region of the state. Any current member may recommend his/her replacement from their region for nomination. New members can also be obtained from the Regional Meetings held by the Children's Program Representatives. Should a supervisor assume another position while serving on the committee, he/she may complete his/her current term of appointment. • Representatives from the North Carolina Division of Social Services (for example, the Child and Family Services Review [CFSR] coordinator, the training director, policy, local support to counties, and the Special Assistance Improvement Teams). • At least one faculty member with a professional focus on child welfare supervision from a university within North Carolina.
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North Carolina

THE NORTH CAROLINA COLLABORATIVE FOR CHILDREN, YOUTH AND FAMILIES

State-level health, education, and welfare collaborative

Background:	<p>This Collaborative has been in existence since 2000, but in 2007, it requested technical assistance from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) to formalize it through the development of a charter and to assist it in developing a strategic plan for the next years' priorities and activities.</p> <p>The Collaborative continues to function today. It meets twice a month, on the second and fourth Fridays (http://www.nccollaborative.org/).</p>
Purpose/Scope:	<p>This Collaborative has a long history (begun in 2000). It is unique in the nation for its level of activity and partnership. Among other activities, it serves as the collaborative body for multiple state agencies in North Carolina that are mandated to collaborate with stakeholders. In addition, it participates as a partner with multiple agencies on specific projects. It is a forum for collaboration, advocacy and action among families, public and private child, youth, and family serving agencies and partners to improve outcomes for all children, youth, and families in the State. It shares responsibility and accountability for ensuring that children, youth, and families are healthy, safe and successful at home, in schools, and in their communities. From its inception, the Collaborative has operated with system of care principles.</p>
Stakeholders Involved:	<p>State agencies:</p> <ul style="list-style-type: none"> • Administrative Office of the Courts • Department of Juvenile Justice and Delinquency Prevention • Department of Health and Human Services and these Divisions: Mental Health, Developmental Disabilities, and Substance Abuse Services; Public Health; Social Services; Medical Assistance; Office of Education Services • Department of Administration (Youth Advocacy and Involvement Office) • Department of Public Instruction (Exceptional Children; Healthy Schools; Safe Schools) <p>County agencies:</p> <ul style="list-style-type: none"> • County Departments of Social Services • Local Management Entities <p>Community Organizations:</p> <ul style="list-style-type: none"> • Action for Children • Carolina Legal Assistance • Eastern Area Health Education Center • Mental Health America of North Carolina • National Alliance for Mental Illness, North Carolina • North Carolina Council of Community Programs • North Carolina School Psychologists Association • MeckCARES

Colleges/universities:

- Duke University
- Guilford Community College
- North Carolina State University
- University of North Carolina-Chapel Hill
- University of North Carolina-Greensboro

Additional groups:

- Family members, particularly those with children with mental health issues.

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Rhode Island

RHODE ISLAND POLICY AND PRACTICE STANDARDS WORK GROUP (Department of Children, Youth, and Families)

System of Care

Background:	<p>Rhode Island is an umbrella children's agency which covers child welfare, children's behavioral health and juvenile justice. The original Practice Guidance Work Group was developed as part of Phase II of the conversion of the State's service delivery system into a system of care. Made up of managers, supervisors, frontline workers, and some central office staff, the Practice Guidance Work Group was charged with developing the practice guidance for the Family Services Unit, Probation, and the Rhode Island Training School. DCYF leadership was so pleased with the Work Group's results that they asked the group to continue their work following completion of the Practice Guidance. A charter was created in June 2010 with the goal of creating a forum for ongoing dialogue between the DCYF leadership and the field on how to improve practice to achieve better outcomes. The Group's name was changed to the Policy and Practice Standards Work Group.</p>
Purpose/Scope:	<p>The Rhode Island Department of Children, Youth, and Families (DCYF) Policy and Practice Standards Work Group has three main functions:</p> <ul style="list-style-type: none">• With the DCYF leadership and System of Care (SOC) Design/Implementation Team, the Work Group contributes to and reviews all products needed for Phase II SOC roll-out to ensure consistency with and fidelity to the Practice Guidance.• The Work Group serves as a "swat team" representing the field which helps the DCYF leadership and the SOC Design/Implementation Team address problems and issues that emerge as Phase II is rolled out. In this function, Work Group members bring forward issues that need addressing that have been identified by their colleagues in the field, and also serve as DCYF "ambassadors," going back to the field to explain needed adjustments and changes to their colleagues and bringing back subsequent feedback. <p>The Work Group serves as a forum for regular, ongoing dialogue between the DCYF leadership and the field on how to improve practice to achieve better outcomes. Data is used in this forum to monitor changes in outcomes that may result from changes in practice.</p>
Stakeholders Involved:	<p>Rhode Island is a state-administered child welfare system. It is currently in the process of changing all of its operations (family services, youth services, probation, training school) into a unified System of Care. Phase I was operationalized three years ago and is targeted at deflecting children, youth, and families from coming into the system. Phase II is being implemented now and targets all other DCYF services.</p> <p>Typically, the Work Group's membership consists of approximately 20 members:</p> <ul style="list-style-type: none">• One supervisor and one worker from each of the four Family Services Unit (FSU) regions (eight members). When any of these positions becomes vacant, a replacement member is selected by the regional director.• Two clinical social workers and two managers from the Youth Development Center and the Youth Assessment Center (four members). When any of these positions become vacant, a replacement member is selected by the Acting Superintendent.• Two supervisors and two workers from Probation (four members). Vacancies are filled by the Assistant Administrator of Probation and Parole.• The director of Data and Evaluation (one member).• One representative from the DCYF Policy Office (one member).

- Central office staff who serve as SOC Network managers.

Additional members may be added to the Work Group by recommendation of the Work Group to the DCYF leadership or by the leadership itself.

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Tennessee

SMOKY MOUNTAIN ASSESSMENT AND RESOURCE TEAM, (SMART) CHARTER

Child welfare quality improvement

Background:	The Tennessee Department of Children's Services' Field Focus Team and the Continuous Quality Improvement (CQI) unit began investigating the effectiveness of chartering CQI teams in January 2010 after a restructuring of the CQI system. The SMART team was the first Quality Team to adopt the charter approach. The SMART team charter was developed then adopted on July 2, 2010. The charter is renewed annually in July. The SMART team meets on a monthly basis. The SMART team charter has been adopted by numerous other CQI Quality Circles and Quality Practice Teams within DCS.
Purpose/Scope:	<p>The mission of the Smoky Mountain Assessment and Resource Team is to utilize data, both qualitative and quantitative, to identify and close gaps in quality practices and offer professional development opportunities that are beneficial to the continued growth of the staff in Smoky Mountain. Responsibilities include the following:</p> <ul style="list-style-type: none"> • Circle members are expected to assess the need for, identify and recruit new members. • The team will promote courageous conversations among the members. <p>Responsible for planning processes for the Smoky Mountain region to include reviewing regional protocols, approving pilot programs, and assisting with coordinating regional events.</p>
Stakeholders Involved:	<p>Tennessee is a state-administered child welfare system. In this system, the State is divided into regions. This is a charter of one of Tennessee's regions, the Smoky Mountain Region.</p> <p>The Smoky Mountain Assessment and Resource Team is comprised of the Regional Administrator, Deputy Regional Administrator, Team Coordinators, Team Leaders and front line staff from a variety of program areas. This team will also consist of stakeholders including consortium employees, resource parents, private provider agency staff, Community Advisory Board members, consultants and possibly birth parents and custodial and post-custodial youth.</p>
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Virginia

VIRGINIA STATE CHILD WELFARE ADVISORY COMMITTEE

State-level child welfare advisory committee

Background:	<p>Document created October 17, 2008.</p> <p>The Advisory Committee typically meets monthly, but if there is no immediate agenda, it may not meet for two or three months. It is the primary vehicle for stakeholder consultation and feedback for the Division on Family Services and is used regularly by the various central office child welfare program managers.</p>
Purpose/Scope:	<p>The Advisory Committee is the primary organization to advise the Director of the Division of Family Services on child welfare issues. The Advisory Committee ensures that all child welfare activities are child-centered, family-focused, and community-based. Child welfare programs include Adoption, Child Protective Services, Family Preservation, Foster Care, and Interstate Compact on the Placement of Children (ICPC).</p> <p>The objectives of the Advisory Committee include:</p> <ul style="list-style-type: none">• Advise on child welfare program, policy, training and practice issues.• Advise on the development of the five year Child and Family Services Plan and annual progress reports as well as other state plans under the responsibility of Family Services. <p>Guide development and implementation of Virginia's Program Improvement Plan for any element that Virginia does not meet requirements of the Child and Family Services Review.</p>
Stakeholders Involved:	<p>The Virginia Department of Social Services (VDSS) houses a county-administered, state supervised child welfare system, the Division of Family Services.</p> <p>The Advisory Committee is composed of appropriate members that provide representation from various stakeholder groups. Members may include at least one representative from each of the following areas:</p> <ul style="list-style-type: none">• Child and family services private providers.• Private child placement agencies.• Juvenile court judges.• Local departments of social services, including representatives of the child and family services committee of the Virginia League of Social Services; and representatives of the Virginia Alliance of Social Work Practitioners.• Local community services boards.• Foster and adoptive parent associations.• Virginia Institute for Social Services Training Activities.• State board of social services.• State local advisory team.• Prevent Child Abuse Virginia.

- Family and Children's Trust Fund.
- Court Appointed Special Advocates.
- State Departments of Education; Health; Medical Assistance Services; and Mental Health, Mental Retardation and Substance Abuse Services; Office of the Executive Secretary and the Supreme Court; Department of Juvenile Justice; and Office of Comprehensive Services for Youth and Families.
- Representative from the Bar to include: Guardians ad litem (GAL) and DSS attorney.
- Virginia Council of Indians.
- Appropriate program managers at VDSS (Child Protective Services [CPS], Permanency, and Online Automated Services Information System [OASIS] and representatives).
- Director and Assistant Director of the Division of Family Services.

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Virginia

[THE NORTHERN SHENANDOAH VALLEY ALLIANCE FOR CHILDREN, YOUTH, AND FAMILIES \(NSVA\)](#)

System of Care collaborative

Background:	<p>The Virginia region comprised of Frederick and Clarke counties and the city of Winchester has been working on the implementation of the Family Engagement/ Systems of Care since 2007. In 2011 they requested technical assistance from the National Child Welfare Resource Center for Organizational Improvement (NRCOI) for two purposes:</p> <ul style="list-style-type: none"> • Assistance in developing bylaws for the organization to guide its work. • Development and implementation of a three year strategic plan to move them forward in their System of Care. <p>NRCOI assisted the organization, now called the NSVA, in 2011 and 2012. In 2012, the bylaws were approved, officers elected, and the strategic plan was developed and approved and is now being implemented.</p>
Purpose/Scope:	<p>The purpose of the Northern Shenandoah Valley Alliance (NSVA) is to engage children, youth, their families, and the community in the development of policies and procedures that promote best practices and fidelity to the System of Care model of child welfare service delivery in Frederick and Clarke counties and the city of Winchester, conduct community education, and strengthen working relationships between member agencies.</p>
Stakeholders Involved:	<p>Virginia is a county-administered, state supervised child welfare system. It has promoted counties and combined jurisdictions to develop and operate a system of care for the delivery of child welfare and other child, youth, and family services.</p> <p>Membership in NSVA is voluntary and is derived from the following:</p> <ul style="list-style-type: none"> • Children, Youth, and Families. • 26th Juvenile and Domestic Relations District Court. • 26th District Court Services Unit. • Clarke, Frederick, and Winchester Departments of Social Services. • Northwestern Community Services Board. • Clarke, Frederick, and Winchester Public Schools. • Comprehensive Services Act (CSA) Representatives. • For- profit and Nonprofit Service Providers. • 26th Judicial District Guardian ad Litem and Attorneys. • Health Department. • Law Enforcement. • Faith Communities. • Elected Officials. • Advocacy Groups. • Community Members.
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Wyoming

[WYOMING SUPERVISORY LEADERSHIP COUNCIL](#)

Child welfare supervision improvements and supports

Background:	<p>The Wyoming Supervisory Leadership Council was created as a result of the State's 2008 Program Improvement Plan, which charged the State with providing supervision for improved outcomes in a culture of Family Centered Practice. Department of Family Services (DFS) Leaders worked with two of the Children's Bureau's National Resource Centers (National Child Welfare Resource Center for Organizational Improvement [NRCOI] and the National Resource Center for Child Welfare Data and Technology [NRC-CWDT]) to form a work group to develop a strategic plan for supervision. Their work was presented to leadership on November 17, 2011.</p>
Purpose/Scope:	<p>The primary purpose of the Supervisory Leadership Council is to monitor the implementation and effects of the supervision strategic plan. A secondary purpose is to advise the leadership of the Department of Family Services (DFS) on continuous improvement of supervision, including strategies and activities addressing expectations of supervisors inherent in new plans/initiatives. Council functions include:</p> <ul style="list-style-type: none">• Monitoring developments in child welfare (which includes juvenile justice) supervision across the country to identify emerging best practice.• Recommending to leadership strategies and activities for incorporation into the supervision strategic plan for supporting and improving child welfare supervision, including strategies and activities addressing new expectations of supervisors inherent in new policy.• Monitoring the implementation and effects of the Division's strategic plan for supporting and improving child welfare supervision and reporting the results to Divisions' leadership. <p>Serving as the planning committee, with other participants, for any meetings / conferences of Protective Services and Juvenile Services Supervisors.</p>
Stakeholders Involved:	<p>Wyoming is a state administered child welfare system. Juvenile Services and Protective Services are provided through the Department of Family Services (DFS).</p> <p>Membership of the Council includes the following:</p> <ul style="list-style-type: none">• Supervisors: One supervisor from Juvenile Services and one supervisor for each Protective Services Region will be appointed to the Council. These representatives are appointed by the respective Regional / District Managers.• Analysts: One analyst from Juvenile Services and one analyst from Protective Services will be appointed to the Council. These representatives are appointed by the respective Division leaders.• Training Unit: One representative from the Training Unit will be appointed. This representative is appointed by the head of the Training Unit.• Human Resources Management Division (HRMD): One representative from the HRMD will be appointed. This representative is appointed by the head of the HRMD.• Additional Members: Additional members from DFS may be added to the Council by recommendation by the Council to leadership of DFS or by DFS leadership.
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