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Local Commissioners Memorandum

Transmittal:	04-OCFS-LCM-21
To:	Local District Commissioners
Issuing Division/Office:	Division of Development and Prevention Services
Date:	December 14, 2004
Subject:	Guidelines for Application for Funds to Support Implementation of Family Meetings
Contact Person(s):	Any programmatic questions concerning this release should be directed to the appropriate Regional Office, Division of Development and Prevention Services: BRO – Linda Brown (716) 847-3145 User ID: Linda.Brown@dfa.state.ny.us RRO – Linda Kurtz (585) 238-8201 User ID: Linda.Kurtz@dfa.state.ny.us SRO – Jack Klump (315) 423-1200 User ID: Jack.Klump@dfa.state.ny.us ARO – Glenn Humphreys (518) 486-7078 User ID: Glenn.Humphreys@dfa.state.ny.us YRO – Pat Sheehy (914) 377-2080 User ID: Patricia.Sheehy@dfa.state.ny.us NYCO -- Fred Levitan (212) 383-1788 User ID: Fred.Levitan@dfa.state.ny.us
Attachments:	Attachment A-Desired Elements of NYS Child Welfare System Attachment B- Application for Quality Enhancement Funds to Support Family Meetings Attachment C- Family Meeting Models Chart
Attachment Available On – Line:	yes

I. Purpose

The purpose of this letter is to provide information and guidelines to Local Departments of Social Services (LDSS) interested in applying for funds for the purpose of implementing or expanding Family

Meetings for families involved in the Child Welfare system. Family Meetings can be implemented at any point in the life of case. A total of \$220,000 will be used to encourage counties to explore or expand their use of family meetings as an essential application of family engagement. This approach develops family-focused plans and partnerships to promote successful resolution of child safety issues, maintain the child's well-being, promote reunification, or identify an alternative permanency solution when reunification is not viable.

With the development of the Child and Family Services Review Program Improvement Plan (CFSR PIP) approved by the federal government in April 2003, New York State is committed to supporting operational applications of child-centered, family-focused practice. Through the input of child welfare experts and advocates, the New York State Office of Children and Family Services (OCFS) developed a PIP which has committed resources to the implementation of: structured decision-making, new comprehensive family assessment tools, improved service plan reviews, models for Family Meetings to bring the family to the table and plan for their children, visiting models for parents of children in foster care, supports for early and successful location of absent fathers, concurrent planning strategies, supports for the role of foster parents, and mediation initiatives. These applications will strengthen New York's capacity to provide child-centered, family-focused child welfare practice in the day-to-day work with families and children.

II. Background

New York State has embraced child-centered, family-focused child welfare practice in order to achieve better outcomes for children and families. (See Attachment A) This framework of practice supports caseworkers and supervisors in engaging the family and their children in a helping relationship based on respect, genuineness, empathy, and trust. Early and ongoing engagement of parents, children, and extended family is widely understood as extremely important to develop plans to keep children safe, support children's well-being, and achieve expedited permanency for children when out-of-home placement has been deemed necessary.

Current child welfare practice recognizes the importance of encouraging and empowering parents and families to become active partners in planning and caring for their children's safety, permanency and well-being. Family Meetings use strengths-based, family-centered principles to bring families and their supports together to identify, discuss and solve critical problems and to offer support, guidance and resources to families. Experience has shown that when all family members are invited to the table to discuss the child's needs and assess the family's capacity to provide for these needs, families are empowered to make better plans for their children.

III. Program Implications

Currently in New York State, several Family Meeting models or approaches are being demonstrated and integrated into child welfare case practice. From these projects, as well as the expanded projects, OCFS and our partners expect to learn how to implement Family Meetings in a locally responsive, outcome-based manner. The lessons learned will help assess what model or approach works best to achieve the outcomes of safety, well-being and permanency for children; how to integrate Family Meetings into ongoing casework practice most effectively; how to measure impact on the outcomes; and how to transfer the lessons learned to colleagues across the state.

Attachment C provides an overview of six models of Family Meetings. The chart is intended to assist an interested LDSS in deciding which Family Meeting model best fits local casework practice that supports the principles of family engagement. The following models are discussed in the chart:

1. Family Group Conferencing
2. Family Unity Model
3. Family Decision-Making
4. Family-to-Family Models: Team Decision-Making and Family Team Meeting
5. Community Partnership: Family Team Conference
6. NYC-ACS Family Team Conference Continuum: 72-Hour Child Safety Conference, 30- Day Family Permanency Conferences, Family Service Planning Conferences, Service Plan Reviews, Reunification/ Discharge Conferences, Independent Living Conferences, Pre-Adoption Conferences

OCFS will continue the commitment to expanding Family Meetings as a vital application of child-centered, family-focused practice through sharing of information and “lessons learned” across local social services districts and voluntary agencies; the provision of training and technical assistance; and by developing the capacity for measuring program success in order to produce the most effective outcomes. In order to be selected to receive these funds for developing or expanding Family Meetings, a LDSS will need to commit to documenting these aspects of implementation:

- Agency leadership that supports efforts to fully integrate, the practices of continuous family engagement and family involvement in planning and decision-making into agency practice;
- Decisions that define at what strategic points along the child welfare continuum family meetings will be implemented and which model best supports those decisions;
- Safety procedures for participants given specialized concerns; i.e. domestic violence;
- Support garnered from family court judges, law guardians, family and county attorneys, and court appointed special advocates (CASA) to support the family decision process;
- Development of policies and procedures that support family involvement and decision-making;
- Development of policies and procedures regarding flex time or overtime for agency staff to participate in Family Meetings, which typically are not held during the “traditional” agency work hours;
- Development of training program for coordinators, facilitators, frontline staff, supervisors, voluntary agency staff, and community service providers;
- Quality Assurance process to assess the effectiveness of the Family Meetings;
- Negotiation with your OCFS Regional Office, as part of the County CFSR PIP strategy, regarding the application for these funds; and
- Commitments to continue Family Meetings beyond the period of grant funding.

In order for Family Meetings to succeed, the LDSS’ child welfare casework practice must support the core elements of child-centered, family-focused work with children and families. A LDSS will need to assess itself on the following indicators in order to determine its readiness to develop, implement or enhance Family Meetings:

- LDSS child welfare staff has completed core training, which develops their capacity to engage in a helping relationship with families and children based on respect, empathy, and genuineness to achieve outcomes to meet the children’s needs.
- LDSS supervisors have attended core training, which develops their capacity to coach and mentor caseworkers in developing helping relationships with families and children.
- The LDSS has articulated expectations, or otherwise supported, the implementation of core training principles in work with children and families.
- Casework practice reflects a standard of full disclosure in planning with parents, children and foster parents regarding case information, rights, responsibilities, and expectations.
- Parents, extended family members, foster parents-of children who are in out of home placement, and (age-appropriate) children are invited and encouraged to attend service plan reviews; and, these reviews are scheduled at a time conducive to parental attendance, and transportation is provided when necessary for family participation.

Use of Available Funds

An interested LDSS can apply for up to \$40,000 for a large-size LDSS (Group 1), \$20,000 for a medium size LDSS (Group 2), and \$10,000 for a small-size LDSS(Group 3) to develop or enhance the use of Family Meetings to achieve outcomes of child safety, permanency, and well-being. The definitions of small, medium, and large counties are consistent with the three groups of comparable counties used throughout the 2002 Monitoring and Analysis Profiles (MAPS) data package, and are as listed below.

<u>Group 1 (“large”)</u>	<u>Group 2 (“medium”)</u>	
Erie	Albany	Orange
Monroe	Broome	Oswego
Nassau	Chautauqua	Rensselaer
Onondaga	Chemung	Saratoga
Suffolk	Dutchess	Schenectady
Westchester	Niagara	Steuben
New York City	Oneida	Ulster

<u>Group 3 ("small")</u>		
Allegany	Hamilton	Schoharie
Cattaraugus	Herkimer	Schuyler
Cayuga	Jefferson	Seneca
Chenango	Lewis	Sullivan
Clinton	Livingston	Tioga
Columbia	Madison	Tompkins
Cortland	Montgomery	Warren
Delaware	Ontario	Washington
Essex	Orleans	Wayne
Franklin	Otsego	Wyoming
Fulton	Putnam	Yates
Genesee	Rockland	
Greene	St. Lawrence	

Funding for Family Meetings will be allocated from the National Committee on Child Abuse and Neglect (NCCAN) funds. This funding must be expended by August 1, 2005, in order for claims to be settled by September 30, 2005.

OCFS has selected the Welfare Research, Inc.(WRI) to administer these funds. Once a LDSS identifies the technical assistance, training, services and/or supplies it wants to purchase with these funds to support Family Meetings, WRI will develop a contract with the provider(s) identified by the LDSS and approved by OCFS. Where appropriate, OCFS will assist in identifying providers with whom to contract.

The application for funds (see attachment B) to support Family Meetings must be supported by your Regional Office and integrated into the LDSS CFSR PIP. Applications are to be submitted to your Regional Office by January 31, 2005. Selection of LDSS for the funding will be on a first come, first served basis. Hence, applicants are encouraged to apply for funds as soon as possible rather than wait for the deadline. Additional selection consideration will be given to increase the probability that at least one LDSS in each region will be chosen to receive a grant.

Larry G. Brown s/s

Issued By:

Name: Larry G. Brown

Title: Deputy Commissioner

Division/Office: Development and Prevention Services

ATTACHMENT A:
Desired Elements of New York State's Child Welfare System

It will be a system where:

- *Children are safe.*
- *Families are preserved.*
- *Children are adopted when their birth family cannot care for them.*
- *Children leaving care all have significant nurturing adult relationships and are better equipped to live independently.*
- *Children and youth have the opportunity for healthy development.*

It will be a system that:

- *Is Child- Centered and Family- Focused.*
- *Is designed to respond to the needs of families.*
- *Responds to families within their homes and communities.*
- *Emphasizes strengths of birth families and builds effective partnerships with families.*
- *Constantly demonstrates children's safety as the core outcome of government's presence in the children's life.*
- *Consistently demonstrates a sense of urgency, which is influenced by the way children perceive and experience the passage of time.*
- *Respects and engages birth families in every interaction and allows NO passage of time where the interaction between parent and children is not prioritized.*
- *Relies significantly upon a helping relationship between a caseworker and a family. Defines the helping role as an agent of influence and change. This relationship must be based on respect, empathy and genuineness, and requires openness and honesty.*
- *Clearly and consistently demonstrates a preference for mutuality in developing goals and planning for services so it is a rare occurrence where a plan is imposed.*
- *Explores and protects important relationships and connections in children's past and develops and supports additional permanent, meaningful adult relationships.*

- *With the participation of the birth family, develops concurrent plans that are consistent with the sense of urgency that is ever present. These plans will work toward reunification, and at the same time, work with the family to identify and work with an alternative permanent resource for the children in the event reunification cannot occur.*
- *Invites foster and resource families to work with birth families in helping to achieve reunification or, if that is not possible, encourages the foster family to become the children's permanent resource.*

Child- Centered, Family- Focused Practice Demonstrates:

- *Early and on-going engagement of parents, children, family members, significant family friends, resource families and others who can play a role in meeting the children's needs.*
- *Early and thorough assessments of children's needs for safety, well-being, permanency, and family connections that understand underlying conditions and contributing factors.*
- *Identification and mobilization of resources that can directly address the needs and conditions of the children and family.*
- *Early diligent search for absent parents and other relatives and important connections.*
- *Full participation that consistently gives both children and families a voice, asking them what they want and need, and then listens and responds.*
- *Full disclosure of information, rights, responsibilities, and expectations to all parties involved, in relation to meeting the children's needs, and the parent's capacity to meet those needs.*
- *Utilizes Family Decision-making meetings to plan and to meet the children's needs for safety, permanency, well-being, and family connections.*
- *Frequent and meaningful visitation of families and siblings with children in placement, with a clear purpose related to the service plan and including both preparation and debriefing.*
- *Behaviorally specific, clearly documented individualized plans with parent, children, and significant other adult resources intimately involved in the development and implementation of the plan.*
- *Documented concurrent plans that work toward reunification and, at the same time, work with an alternative permanent resource for the children identified by the birth family and/or the children in the event reunification cannot occur.*

**ATTACHMENT B:
APPLICATION FOR FUNDS
TO SUPPORT FAMILY MEETINGS**

Name of LDSS:

Name and Title of Applicant:

I. Intended use of funds:

(\$40,000 large LDSS; \$20,000 medium LDSS, \$10,000 small LDSS)

Describe how you intend to use the funds to develop, implement, or enhance Family Meetings to achieve outcomes of child safety, permanency, or well-being. Attach a budget and short narrative that reflect the expenditures of the funds. Suggested (but not required) uses for this funding might be:

- *Enhanced training on family engagement for caseworkers, community partners and stakeholders*
- *Skill training for facilitators to encourage high functioning family meetings*
- *Hire a facilitator or family meeting coordinator*
- *Room rental-neutral meeting room*
- *Meeting supplies: flip chart, newsprint, markers, lap top computer and printer for plan development*
- *Transportation for bringing parents, children, and extended family to meetings*
- *Childcare*
- *Food or refreshments during meetings*
- *Community awareness activities*
- *Family Court awareness activities*
- *Debriefing and feedback to staff involved in facilitating or participating in meetings*
- *Evaluation*

II. Demonstration of Readiness:

Describe your readiness to develop, implement or enhance Family Meetings on each of the following indicators. In addition, describe any other indicators of readiness your agency has undertaken.

- *LDSS child welfare staff have completed core training, which develops their capacity to engage in a helping relationship with families and children based on respect, empathy, and genuineness to achieve outcomes to meet the children’s needs.*
- *LDSS supervisors have attended core training, which develops their capacity to coach and mentor caseworkers in developing helping relationships with families and children.*
- *The LDSS has articulated expectations, or otherwise supported, the implementation of core training principles in work with children and families.*

- *Casework practice reflects a standard of full disclosure in planning with parents, children and foster parents regarding case information, rights, responsibilities, and expectations.*
- *Parents, extended family members, foster parents and (age appropriate) children are invited and encouraged to attend Service Plan Reviews, which are scheduled at a time conducive to parental attendance, and transportation is provided when necessary for family participation.*

III. Commitments:

Describe your commitment to each of the following actions in order to be considered for Quality Enhancement Funds.

- *Agency leadership supports efforts to fully integrate the practices of continuous family engagement and family involvement in planning and decision-making into agency practice.*
- *Decisions that define at what strategic points along the child welfare continuum family meetings will be implemented and which model best supports those decisions.*
- *Safety procedures for participants given specialized concerns, such as domestic violence.*
- *Garner support from Family Court Judges, law guardians and family attorneys to support the family decision process.*
- *Development of policies and procedures that support family involvement and decision-making.*
- *Development of policies and procedures regarding flex time or overtime for agency staff to participate in Family Meetings, which typically are not held during the “traditional” agency work hours.*
- *Development of training program for coordinators, facilitators, frontline staff, supervisors, voluntary agency staff, and community service providers.*
- *Quality assurance process to assess the effectiveness of the Family Meetings.*
- *Negotiate development, implementation or enhancement of Family Meetings with your OCFS Regional Office as part of your PIP strategy.*
- *Commitment to continue Family Meetings beyond the grant funding.*

IV. Describe how you plan to integrate Family Meetings into an overall commitment to strengths-based, child-centered, family-focused child welfare practice. (See Attachment A.)

ATTACHMENT C: Family Meetings Models Chart

Model	Distinctive Characteristics	Referral Process	Preparation	Facilitation	Meeting Process	Follow-Up
1. Family Group Conference	<ul style="list-style-type: none"> *Independent coordinator prepares & facilitates meeting *Extensive preparation time *Participation of all family members *Meetings can begin in a culturally significant manner *Private family time *Family makes a plan that protects & nurtures child *Plan acceptance rests with DSS 	Caseworker or non-agency personnel can refer	<ul style="list-style-type: none"> *Coordinator extensively prepares family and providers, including strengths identification * About 25 Hrs over 3-4 wks *Arranges logistics for the meeting 	<ul style="list-style-type: none"> *Never the primary caseworker *Arranges for meetings *Facilitates the meeting * Neutral person *Extensive training 	<ul style="list-style-type: none"> *Introductions *Information-Sharing Stage *Private Family Time *Plan/Decision is presented by family to caseworker and others 	<ul style="list-style-type: none"> *Usually falls to the on-going caseworker *Families asked to develop a monitoring plan *Coordinator may schedule follow-up meeting
2. Family Unity Model	<ul style="list-style-type: none"> * Independent coordinator prepares & facilitates meeting *Parents can veto the inclusion of any family member *Less emphasis on advanced preparation *Meetings can begin in a culturally significant manner *Specific strengths identified in meeting process *No private family time *Family, caseworker & other providers develop a plan *Follow-up meeting routine 	Caseworker or non-agency personnel can refer	<ul style="list-style-type: none"> *Coordinator prepares family and service providers *Less emphasis on advanced preparation *Arranges logistics for the meeting 	<ul style="list-style-type: none"> *Never the primary caseworker *Arranges for meetings *Facilitates the meeting * Neutral person *Extensive training 	<ul style="list-style-type: none"> *Introductions *Goal Setting *Strength Assessment *Concerns *Options *Family Discussion *Decision *Meeting Adjourn 	<ul style="list-style-type: none"> *Caseworker is responsible for monitoring the case and implementing the plan

Model	Distinctive Characteristics	Referral Process	Preparation	Facilitation	Meeting Process	Follow-Up
<p>3. Family Decision Meeting</p>	<p>Blend of elements from FGC and Family Unity. Include *Explicit discussion of strengths and concerns (from the Family Unity) and private family time (FGC)</p>	<p>Follows the FGC Model</p>	<p>Follows the FGC model</p>	<p>Follows the FGC model</p>	<p>Weave family traditions and culture throughout the meeting process</p>	<p>Follows the FGC model</p>
<p>4. Family to Family (F2F) (Annie E Casey Foundation)</p>	<p>Two types of family meetings as part of the core strategies: Team Decision-Making Meeting (TDM) and Family Team Meeting (FTM) Each is used at strategic points in the DSS system’s interaction with families during the case life.</p> <p>Team Decision Meeting: Help DSS to make best possible decision regarding placement. Caseworker asks group, including family, to help determine if alternatives exist to the action suggested by the level of risk.</p>	<p>TDM: caseworker arranges for the TDM after consulting with supervisor. Referrals are made whenever placement or change in placement is contemplated, or if reunification is imminent.</p>	<p>*Responsibility of the caseworker or someone from the community functioning as an advocate for the family during the meetings.</p>	<p>*Trained senior staff facilitate meetings as full-time jobs. * Facilitator is assigned to a family and remains in that role throughout all TDM with the family</p>	<p>*Introductions *Family shares information about itself and its view of the situation * Caseworker provides DSS history to team *Caseworker may recommend plan of action *Team reacts to the plan or suggest it’s own revisions *Facilitator leads the brainstorming, identifying and clarifying potential outcomes of the plan *Action steps are developed that ID the who, what and when * If consensus cannot be reached, caseworker and supervisor will make decision.</p>	<p>* Team re-assembles for any future placement-related decision. *Reunification meetings, the investigative worker should participate to assess whether the initial risk of harm has been alleviated.</p>

Model	Distinctive Characteristics	Referral Process	Preparation	Facilitation	Meeting Process	Follow-Up
<p>Family to Family- Family Team Meeting (FTM)</p>	<p>*Family Team Meeting: Focuses on developing and maintaining a positive relationship between the birth parents and foster parents *Caseworker or supervisor facilitates this meeting * Meeting held within days of removal of a child</p>	<p>Child’s Caseworker convenes the meeting at a community location</p>	<p>Caseworker prepares both the birth and foster parents for the meeting, reassuring them about the purpose of the meeting</p>	<p>Child’s caseworker or supervisor facilitates the meeting</p>	<p>*Informal meeting * Discussion centers on the needs, safety and comfort of the child and all parties involved *Birth parents inform the foster parents of the likes, dislikes, routine of child, child’s health & diet needs, favorite toy, etc. * Discuss visitation, transportation *Families not on” hot seat” and recognized that they know their child</p>	<p>FTM are held regularly with foster and birth parents to facilitate reunification. If placement-related decision is required (a move) then social worker will refer for a TDM.</p>
<p>5. Community Partnership for Protecting Children Family Team Conference (FTC)</p>	<p>Family Team Conference * Critical component of the Individualized Course of Action *Family tells its “Family Story” *Family determines the outcomes for the meeting *Entire team is responsible for developing the plan *Meetings are encouraged throughout case life *Can be used for non-child welfare cases</p>	<p>Caseworker or community worker gains agreement with family to have a meeting Caseworker organizes the meeting, identifies the critical questions to be addressed and invites people to the conference</p>	<p>*Family determines its desired outcome for the meeting * Family strengths and needs identified *Agreement is reached regarding child welfare issues *“Non-negotiable issues” are discussed *Team members identified *Process of the meeting is reviewed *Confidentiality *Ground rules and bottom lines are identified</p>	<p>Child Welfare caseworkers or community partners are trained in facilitation. Typically, caseworkers facilitate meetings with families on their caseload.</p>	<p>*Welcome *Purpose of the mtg. *Outcomes for the meeting *Non-negotiability *Confidentiality *Ground Rules *Family Story *Strengths to achieve outcomes *Identify Individual and Family Needs *Brainstorm strategies on how to meet needs *Develop the plan *Close</p>	<p>Primary worker is responsible for the case; regularly monitors the plan</p>

Model	Distinctive Characteristics	Referral Process	Preparation	Facilitation	Meeting Process	Follow-Up
<p>6. NYC ACS Family Team Conferences:</p> <p>72- Hr Child Safety Conferences</p> <p>*Elevated Risk</p> <p>*Post Removal</p> <p>*Critical Case</p>	<p>Held within 2-5 business days of:</p> <ul style="list-style-type: none"> * Increased risk assessment (Elevated Risk) OR * Protective Removal (Post Removal) OR *Voluntary placement request (Critical case) *Discussion of resources for placement and/or other safety needs *Individualized visiting, education and permanency plans 	<p>CPS worker & supervisor submit a referral to the Child Evaluation Specialist (CES) Unit</p>	<p>Once referral is received the CES</p> <ul style="list-style-type: none"> *Obtains relevant information needed to coordinate a conference, *Engages family, community members, and service providers working with the family, * Coordinates time and location *Notifies all parties of date, time and location of conference 	<p>Child Evaluation Specialist, MSW, Supervisor II, trained in facilitation and mediation techniques</p>	<ul style="list-style-type: none"> * Introductions *Ground rules *Family Strengths * Case Presentation * Service Plan development *Conference Decision *Service Plan distribution 	<ul style="list-style-type: none"> *CES completes comprehensive conference report *30-Day Family Permanency Conference
<p>NYC ACS Family Team Conferences:</p> <p>30-day Family Permanency Conferences</p> <p>*Elevated Risk</p> <p>*Post Removal</p> <p>*Critical Case/Voluntary Placement</p>	<p>Held 30-35 days after the 72-Hr conference</p> <ul style="list-style-type: none"> * Elevated Risk: Reassessment of child safety and services *Post Removal: Follow-up on kinship resources/home study, discuss adjustment to care, follow up on services and permanency *Critical Case: Assessment of community service provision versus need for voluntary placement 	<p>The 72 Hr triggers the date for the 30-Day conference</p>	<p>Follow-up with service providers to enlist referrals and appointments, education, advocacy, and visiting plan cooperation</p>	<p>Child Evaluation Specialist, MSW, Supervisor II, trained in facilitation and mediation techniques</p>	<ul style="list-style-type: none"> *Update on family’s strengths and needs *Update on service plan progress *Refinement of service plan *Continued permanency planning (long-term strategy) *30-day service plan distribution 	<ul style="list-style-type: none"> *SPR date is set *FTC Service Plan is incorporated into the 90-Day UCR by case planner *CES completes comprehensive conference report

Model	Distinctive Characteristics	Referral Process	Preparation	Facilitation	Meeting Process	Follow-Up
<p>NYC ACS Family Team Conferences: Additional conferences in the continuum: *Family Service Planning Conferences *Service Plan Reviews *Reunification/Discharge Conferences *Independent Living Discharge Conf. *Pre-Adoption Conferences</p>	<p>*Family Service Planning Conferences: provided for families receiving Court Ordered Supervision *Service Plan Review every 6 months provided by planning agency; UCR development; review progress toward reunification or other permanency plan; verify safety and well-being of child in care, review past service plans; identify potential permanency resources; and identify strengths, needs, and concerns. *Reunification, Discharge, Independent Living, or Pre-Adoption conferences as applicable</p>	<p>Notification provided by the foster care agency</p>	<p>All persons involved from parents, child, foster parents, agency caseworker, ACS case manager, law guardians, and other service providers attend this conference. Meeting ends with a UCR</p>	<p>Primary Case Planning Agency</p>	<p>* Introductions *Review progress toward permanency * Verify safety and well-being of children in care *Review past service plans *Identify potential permanency resources * Identify critical concerns for immediate review *Develop current service plan</p>	<p>Primary Case ACS Case manager, and other service provider</p>

Information Resources:

Interested LDSS can obtain further information regarding the different models discussed in this LCM by contacting the following:

Family Group Decision-Making Models: Family Group Conference; Family Unity Meeting;

Family Group Decision Making
National Center on Family Group Decision Making
American Humane Association
63 Inverness Drive East
Englewood, CO 80112
303-792-9900
www.ahafgdm.org

Family to Family Initiative: Team Decision-Making Meeting & Family Team Meeting

Annie E. Casey Foundation
701 St. Paul Street
Baltimore, MD 21202
410-547-6600
www.aecf.org

Community Partnerships for Protecting Children: Family Team Conference

Center for the Study of Social Policy
Center for Community Partnerships in Child Welfare
1575 Eye Street, NW, Suite 500
Washington, DC 20005-3922
202-371-1565
www.cssp.org

NYC ACS Family Team Conferences: 72-Hour & 30-Day Conferences

Selina Higgins
150 Williams Street
New York, NY
212-788-5517
Selina.Higgins@dfa.state.ny.us