

*I am of the opinion that my life belongs to the community...and as long as I live, it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die for the harder I work, the more I live. I rejoice in life for its own sake. Life is no brief candle to me. It is a sort of splendid torch which I have got hold of for a moment and I want to make it burn as brightly as possible before handing it on to future generations.*

**George Bernard Shaw**

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## From the Executive Director:

Fiscal year 2005 was another year of extraordinary effort from our volunteers. The cases of 931 children were reviewed by our panels, making a total of 38,000 children reviewed since our founding in 1989. Volunteers again experienced the frustrations of the system: high turnover and low morale among agency case managers and administrators, insufficient funding and the result: children waiting too long for a place to call home.

Thomas is the typical child reviewed by our citizen review panels. Thomas is a male, African American teenager. Removed from his home because of neglect, he has been in the foster care system for four years. The parental rights of his parents have been terminated. The system has set adoption as a goal, but Thomas says he doesn't want to be adopted. With his special education needs and physical and emotional health problems, adoption may not be a realistic goal anyway. Volunteers reviewing his case are chronically frustrated by the lack of resources to help him with his problems. Thomas rarely comes to judicial reviews and doesn't have an attorney or guardian ad litem.

Multiple caseworkers, multiple therapists, multiple schools, multiple foster homes, and brushes with the law are in Thomas' history. He most likely will not graduate from high school, and has no job skills. Although he wants to leave foster care, he has no money for a rent deposit and nowhere to go.

The story of Thomas reinforces the need for accountability from those responsible for his welfare. Foster Care Review will continue to work with our child welfare system partners to use comprehensive case reviews, and our data to advocate for improvements in the lives of dependent children.

We thank the Juvenile Court for its support of our work and for allowing us to be of service to the community. We are also eternally grateful to our friends, supporters, and especially our volunteers, for their continued commitment to children in the foster care system.

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## 15<sup>th</sup> Anniversary

On February 3, 2005 Foster Care Review celebrated 15 years of service to the Miami-Dade Community. Close to 300 people attended the commemorating cocktail party held at Miami's City Club. Overlooking the ever-growing lights of downtown Miami and the dark expanse of water, volunteers from all walks of life, board members, judges, attorneys, service providers and funders greeted each other and discussed the past, present and future of the organization. Representative honorees at the event included James C. Cunningham Jr. Esq., David A. Duckenfield, Joni Goodman, Douglas M. Halsey Esq., Roger F. Lowe, David S. Mandel Esq., Linda A. Marraccini, M.D, Harve A. Mogul and H. William Walker Esq.

In 1988, no one set out to create citizen review panels. But United Way of Dade County noticed a growing cloud of concerns from different segments of the community: The foster care system was in trouble.

According to Senior Circuit Judge William E. Gladstone, the view from the bench was chaotic. "Miami-Dade's 11<sup>th</sup> Judicial Circuit is one of the busiest courts in the country and the dependency court, which deals with children in foster care, was the busiest in that system," he recalls. "Judges would only have minutes to deal with the most complex decisions about the future of children."

"Judges' decisions can only be as good as the information in front of them," says Joni Goodman, Director of the Guardian Ad Litem Program for the 11<sup>th</sup> District. Guardians are trained volunteers who represent the child's best interests in court. "Better decisions come from better information, but the judges didn't have time to gather it."

To address the problem, United Way created a 140 member citizen work group called the Foster Care Action Project. Real estate attorney William Walker Jr. agreed to chair the committee. "It was an amazingly broad group, from agencies, academia and business," Walker remembers. "We all recognized it as a serious problem. This was United Way responding not as a funder of services, but as a problem-solver."

The problems were immense and complex, but citizen review gradually emerged as a way to start addressing them. Under 1980 federal law, children in foster care had to be reviewed by the courts every six months. The reviews were to track progress on returning children to their parents, or finding adoptive homes. But these reviews were not happening. Citizen review panels were being used in other states to address this problem. Judge Gladstone went to South Carolina with long-time Miami children's advocate Berta Blecke to see citizen reviews in action. In July of 1989 the District 11 Chief Judge in Miami authorized volunteer citizen panels as officers of the court. October 1989 was the first review day; a short year from the work group's first meeting.

Today one of 18 citizen panels meets almost every day in the juvenile justice center to review the complex cases of children in the foster care system. They look at whether the Department of Children and Families is providing the required services, whether parents are following steps to have children returned or whether adoptive homes are being recruited. They consider a child's school or health problems, or, for the teenagers, progress toward independence. DCF attorneys, guardian ad litem or parents may attend the reviews. Sometimes the child comes to answer questions or make requests directly to the panel. Sometimes there are tears from panel members. Sometimes there is applause. The result is a summary and recommendations for the judges.

Since 1989, Foster Care Review volunteers have monitored the safety and wellbeing of over 38,000 children. More than 400 volunteers have contributed over 87,000 hours of service. But Foster Care Review has done more than review cases and monitor the quality of care for children. The panels create advocates, people who care about children in foster care.

At the anniversary event, along with celebration and a chance to reminisce, there was also a chance to reflect somberly on the continued problems of children in foster care and the challenges ahead. As this report will show, the statistics are not encouraging. Keynote speaker for the event, David E. Lawrence, President of The Early Childhood Initiative Foundation, Chair of The Children's Trust's board of directors, and a nationally known child advocate, focused the group. He spoke first about the environment of Miami, its amazing diversity, its growth, its chaos, its politics, its generosity, its future as the best of what the United States can be, and Foster Care Review as a symbol of what citizen involvement can contribute to the community. But he also spoke with passion and sadness of the children left too long in the system, and about another symbol, Rilya Wilson. Rilya made national headlines in 2002 as one of many children found missing while in the custody of the Department of Children and Families.

"Rilya's name ironically stood for Remember I Love You Always," Lawrence said to the group in his closing comments. "But no one loved Rilya Wilson and we are all responsible for that." Lawrence challenged the community, and Foster Care Review, to make Miami a place where Rilya's story cannot be repeated. It will continue to be the goal of Foster Care Review to use the commitment and passion of its volunteers to help with this goal.

## Volunteers in the news

### **Sharon Jones: Her mission: Giving foster kids a solid foundation**

*"By helping these children now, our purses won't be snatched, we won't be hit upside the head, we can save this young lady from being the next prostitute, we won't have to pay high taxes for the prison system..."* Miami Herald, March 19

### **MaryAnne Lukaes: Finding a place to call home**

*"We can use many more volunteers. If everybody spent a day at Juvenile Court, they would see a great need. By sitting in the courtroom, you'd be able to see all sorts of issues that come up with those kids and their families..."* Miami Herald, January 30, 2005

### **Roslie and Jerome Beloff: Beloffs give back to the community by volunteering with Foster Care Review**

*"It was a perfect fit for a partnership that had spent a collective lifetime laboring for the well-being of children—he as a pediatrician, she as a social worker."* Key Biscayne Islander, January 27, 2005

In 2005, 121 volunteers spent a total of 6612 hours reviewing the cases of children in foster care, and making recommendations to judges. The value of this contribution at \$55 per hour is almost \$350,000. But there is no way to put a price tag on the value of volunteers to children in foster care, or the value of having their voices to help educate the community.

Despite the extensive training that goes into becoming a volunteer, volunteers continue to sign on. In 2005, 10 new volunteers began serving on panels. The longevity of Foster Care Review volunteers is testimony to their commitment. Of the current volunteers, over 50% serve at least two years.

## The Children

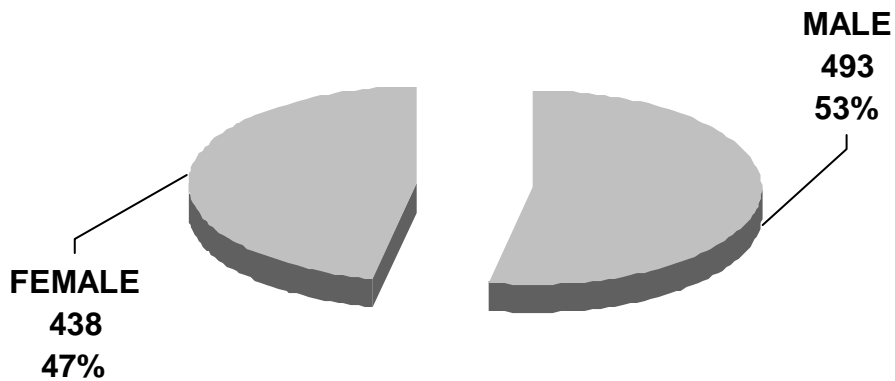
Foster Care Review is charged with doing the case reviews of children in licensed foster care in Miami-Dade. In 2005, a total of 1094 reviews were done for 1668 children. The characteristics of children reviewed are summarized in the charts below.

## ***Characteristics***

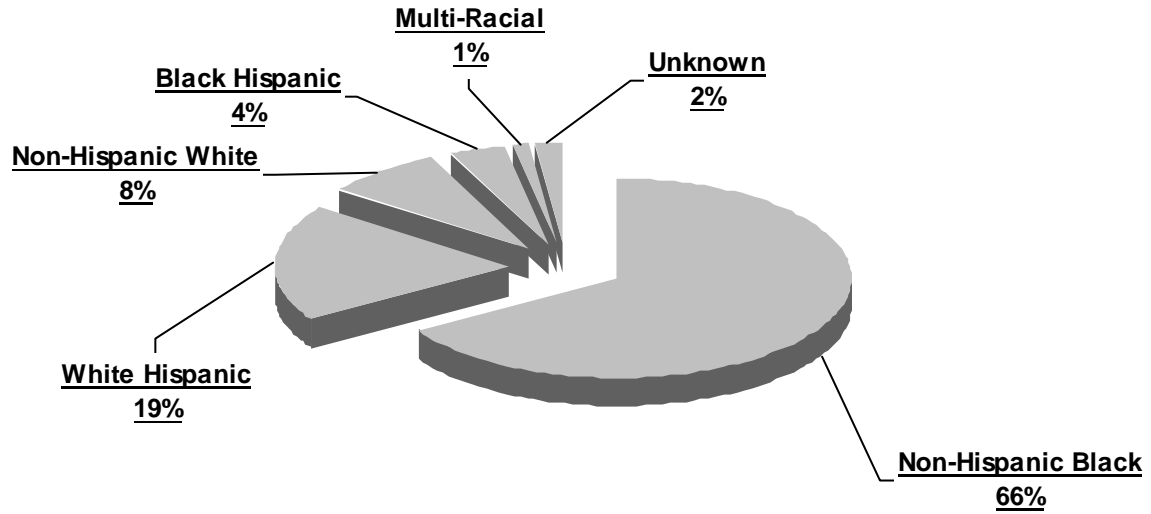
The disproportionate representation of black children in the foster care system is a national concern and a special concern in Miami-Dade. Sixty-six percent of children reviewed were non-Hispanic black. Five hundred eighty-three were male and 541 were female.

Over 66% of children reviewed were over the age of 12. This age group also has a high rate of delinquency. Fifty-eight percent (58%) of children reviewed in this group are also in the delinquency system.

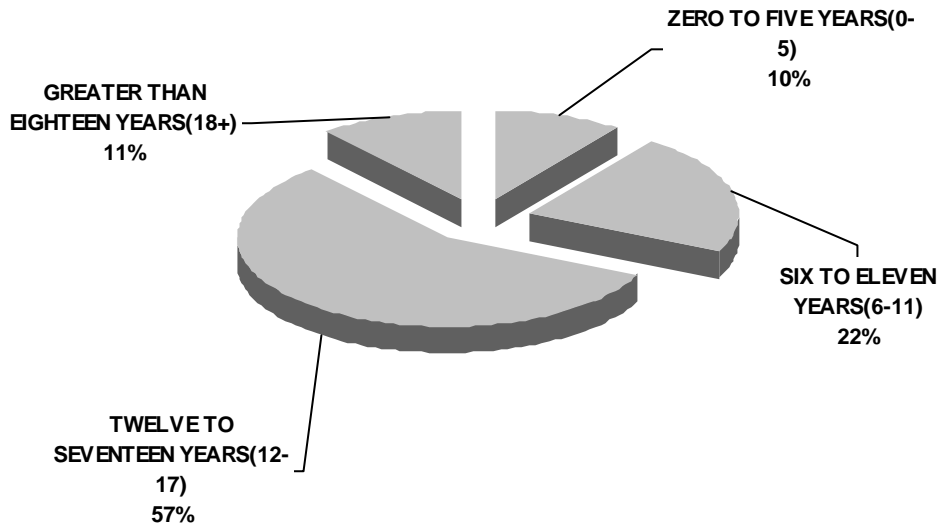
### **REVIEWED CHILDREN - GENDER**



## RACE OF CHILDREN REVIEWED



## AGES OF CHILDREN REVIEWED



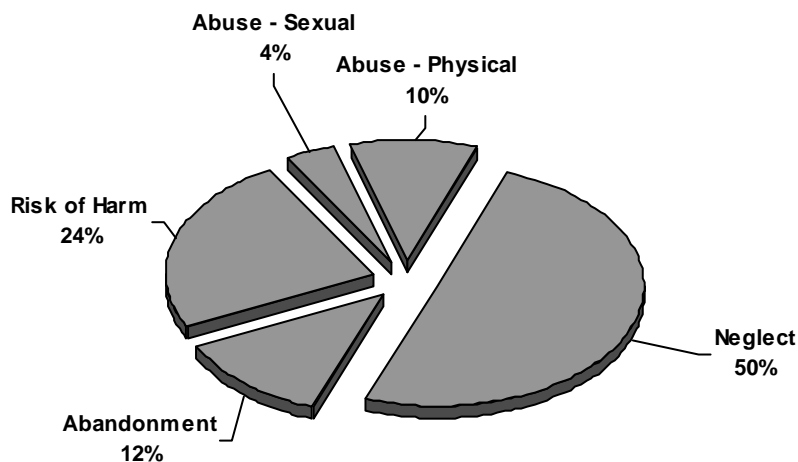
## ***Special education***

A testimony to the fragility of these children; over 50% have been identified as having special education needs. From this group, the three main areas of special need were emotional handicaps (21%), specific learning disabilities (20%), and severe emotional disturbance (27%). See Appendix J for details.

## ***Entry***

There is no good way for children to come into the foster care system. The chart below shows the reasons why children are removed from their homes. While these removals are necessary protections for children, the trauma of removal shows up in later statistics on mental illness and emotional disorders.

### **REASONS FOR ENTRY**



## **Monitoring Safety and Care**

Federal and state laws require that children in foster be reviewed every six months to determine the safety and appropriateness of the child's placement, to determine whether reasonable efforts are being made to find a permanent home for the child and to identify the barriers to finding a permanent homes. Volunteers with Foster Care Review carry out these reviews for children in licensed foster care and write recommended orders for the judges. In addition, they identify concerns that are not related to legal non-compliance or barriers to permanency.

## ***Case plan goals and length of stay***

Foster Care Review data on case plan goals and length of stay tell an important and frustrating story about foster care. Statistics on length of stay vary greatly across agencies. Foster Care Review's length of stay is calculated...

However, the story the data details is not a subtle one. All children in foster care must have a goal for having a safe permanent home. For 70% of children reviewed by Foster Care Review, this goal is adoption. The goal of adoption for children in the 6 to 11 age range was almost 20%. Of this 70%, 574 children, or 62% have been in foster care for more than 3 years.

Half of all foster care children reviewed by FCR in 2005 have been in the system for more than 5 years and 11 months. Over half the children with adoption as a goal are in the 12 to 17 year age range, the most challenging age for recruiting adoptive parents.

While small reductions or increases in the assessments of length of stay are critical for measuring systemic progress, it is also critical for those working in the system to remember how long a month, and every month, may be to a child waiting for home.

## ***Type of placement***

For children reviewed in licensed foster care, 55% were in foster homes, 4% were in shelter, 9% were in a therapeutic foster home, 5% were in a medical foster home and 6% percent were in a group home or therapeutic group home, and 6% were identified as runaways. While adoption is the case plan goal for 70% of the children, only 3% of children reviewed were living in a pre-adoptive home.

## ***Safety and appropriateness of placement***

During reviews, panel members assess the safety and appropriateness of the child's current placement. For 19% of the children reviewed this year, the panel identified concerns. The top 5 concerns were

- Safety of the child cannot be assured
- Placement does not meet emotional needs
- Placement is not a step toward permanency
- Placement is interfering with permanency
- Placement does not meet physical needs

## ***Barriers to permanency***

One of the mandated functions of the citizen review panels is to identify the factors that are keeping children from finding permanent homes. For 2005, statistics are similar to the previous year. The top five barriers follow. For more details, see Appendix K.

## **Issues related to the child: 64%**

Many of the children reviewed have problems from the impact of abuse and neglect, and the trauma of removal that, in a painful irony, make it difficult for them to achieve the permanent homes they so desperately need. Special mental health needs tops the list of these problems, along with medical needs, delinquent behavior, pregnancies, runaway status and an expressed desire not to be adopted.

## **Gaps in resources: 56%**

This includes a lack of foster homes and especially foster homes to meet the needs of children with emotional and behavioral problems. The largest gap of concern is a lack of adoptive homes, especially adoptive homes for special needs children, and concerns about potential adoptive families not getting the support services they need.

## **Legal Issues: 12%**

The biggest legal barrier to permanency was identified in reviews as being the lack of legal action to pursue permanency. Court delays were also identified as a problem, along with problems in the adoption finalization process, and conflicts between the child's rights and the parent's rights.

## **Issues related to the parents: 11%**

While reunification is the first goal to be considered for children, the parents are often barriers to this goal. Unwillingness to parent or to participate in visitation after removal, failure to pay child support, resistance to services are among the issues. In addition, the inability to contact the parents was a critical factor.

## ***Compliance***

The federal Adoption and Safe Families Act, AFSA, sets criteria for case reviews and reasonable efforts toward permanency. Federal funding to states for foster care are partially determined by meeting these criteria. At each review, panelists identify whether agencies are complying with these requirements. The following are the categories for noncompliance.

- A. No case plan in effect
- B. Did not complete tasks ordered at a previous review
- C. Did not make reasonable efforts to reunify the family
- D. Did not make reasonable efforts toward a permanent placement
- E. Did not facilitate court-ordered visitation
- F. Did not provide adequate case management
- G. Did not perform tasks as specified in the case plan

Overall, 5% of cases reviewed had findings of noncompliance. The largest category of noncompliance was the failure to complete previously ordered tasks. Not performing tasks required in the case plan, not providing adequate case management and not making reasonable efforts toward permanent placement followed. See Appendix C for more information.

## ***Resets***

While most statistics from 2005 were similar to the previous year, there continued to be a disturbing increase in resets. "Resets" refers to judicial reviews that have to be rescheduled for a variety of reasons. This past year showed a 19% increase in cases being reset, from 545 to 652. Every reset is another factor delaying progress of the child toward permanency. In this case, the resets also reflect wasted time for Foster Care Review staff and volunteers, who prepare and come for reviews that never take place.

There are several reasons behind the delays. One is that required parties fail to appear at the reviews. This is most often case managers. High staff turnover and low morale in these positions have been a factor in resets for several years.

Another major factor in the resets is a more rigid requirement that Judicial Review Social Studies Reports be delivered 72 hours before the reviews. These reports provide critical information about the child for the panelists. The requirement is not new, but in the past it was not rigidly enforced. New court emphasis on this has meant that Foster Care Review cannot review cases if the JRSSR has not been delivered on time. The 64% noncompliance rate for this schedule contributes greatly to the reset statistics.

## ***Recommended orders***

The power of the citizen review panels comes from the recommendations to the judges who have the power to order compliance and make changes to improve the child's life. In 2005, the panelists made almost 6000 recommendations to judges relating to the cases of 931 children reviewed.

The greatest number of orders related to independent living, permanency plans for adoption, the educational needs of the child, needs for services of the child's physical and mental health and case management documentation related to mental health.

In addition to recommended orders that related to compliance with the law, the panels also identified other concerns relating to the child's well being. These concerns reflected the same areas as the recommended orders. See Appendix M for more details.

## Panelist recommendations

### *Recommendations for the review process*

1. For FY 2005, there was a 19% increase in the number of cases that had to be reset because of failure to appear, incorrect notice, or failure to pre-file the JRSSR. With the transition to community based care this problem may worsen as cases are assumed by the different agencies. Unless a system is immediately implemented that provides a central source of information for locating children and their case managers, we will experience more of the same and children may be spending unnecessary time in foster care.
2. FCR and DCF should institutionalize periodic meetings with supervisors and administrators to discuss the status of review hearings, conflict resolution, the use of FCR data and agency performance at reviews. These meetings could lead to improvements in the review process and reductions in noncompliance.
3. DCF administrators should visit citizen review hearings at least once a year. FCR volunteers have a wealth of information about the many problems faced by foster children that is most likely not found elsewhere. This would also provide opportunities for monitoring case management issues.
4. DCF supervisors should attend citizen review hearings when there is a new case manager or when the case manager is unable to attend. This would ensure better information at reviews and prevent case managers coming to reviews with no knowledge of a case. It would also decrease the large number of case resets from this year due to a failure to appear or lack of information.
5. DCF should have a system in place—or assign an FCR liaison—whose job is to ensure that case hearing notices get to the correct case managers, prepare for hearings and follow up on recommended orders. FCR review specialists often have a difficult time contacting the assigned worker. Additionally, many workers report not getting hearing notices or copies of the FCR findings report.
6. DCF needs to improve the accuracy of their data on HomeSafeNet. In more than 25% of foster parents notified by FCR (address information is obtained from HSN), hearing notices are returned for incorrect addresses, or the child is no longer at that home.
7. DCF should provide training to case managers on testifying and preparing for review hearings. This would undoubtedly improve agency compliance with orders and ASFA requirements. At a minimum, training should address:
  - a. The need to pre-file JRSSRs and supporting documentation as required by law, 72 hours before the hearing.

- b. Bringing copies of all documentation not pre-filed to the hearing. This includes referrals, medical and school records, etc.
- c. Informing the foster parents and the child about the hearing and making appropriate arrangement for transportation as necessary.
- d. The need for immediate compliance with orders to ensure completion before the next hearing.

### ***Recommendations for system improvements***

1. FCR recommends that the Legislature and DCF improve and fully fund the Independent Living programs for older youth so that they are prepared for adult life after foster care. There is much confusion from the child welfare community as to what is happening regarding these programs. Older youth need programs on money management, consumer skills, education and employment. Most importantly, they need transition conferencing to establish and maintain connections to family or significant others in their lives.
1. FCR recommends funding for the Guardian ad Litem Program so that every child in the foster care system is represented by a guardian. The child welfare system is too complex and dysfunctional for a child to have to navigate on their own.
2. FCR recommends that the Governor, the Legislature and Department of Children and Families support and establish effective methods of communication with child advocacy groups such as Foster Care Review, the Guardian ad Litem Program, Lawyers for Children America and others who daily experience the system and who advocate for improvements in the lives of children. Stronger community relationships would benefit the agency's public image as well as the welfare of children in the system.
3. FCR recommends adequate funding for the Miami-Dade community based care initiative. This community has come together to develop a privatized system of care for children and families in the child protection system that can provide them with optimum care and services. Our Kids is now implementing this system, and will depend on the continued support of the legislature and the community.

## **Changing the system**

Foster Care Review had many opportunities in 2005 to use its long experience with the foster care system to help the Miami-Dade community improve the lives of children in care. Two specific projects were contributions to plans for improving independent living services, and leadership with the MiamiCAN project.

### ***Independent Living***

At the request of Judge Cindy Lederman, staff from Foster Care Review took part in a broad community-based work group to address the problem of youth leaving the foster care system at 18. The group identified high rates of homelessness, unemployment and problems with the law among these children. The system of support has been inadequate and what is available has been poorly implemented. Stories abound of children leaving the care with no adult support, no money and no life skills.

Among the group's recommendations was that Foster Care Review begin to carry out specialized reviews for 17 year-olds in the foster care system to assure that the system is doing what is required to prepare them for living outside the system. Foster Care Review will implement these specialized reviews in 2005, with 4 citizen review panels receiving specialized training and support on independent living issues.

### ***Miami Child Advocate Network***

For Foster Care Review volunteers, as well as for many other people working in the child advocacy system, the frustrations with the system are great. Seeing the effects of abuse and neglect through the cases they review, and the children they meet, volunteers ask: Why are children staying in care so long? Why are there so many delays in court? Why can't this child be adopted? Why are children abused in the first place? Why aren't people doing what they are supposed to do?

The Miami Child Advocate Network was formed in 2003 as a collaborative project between Foster Care Review and two other important organizations that use volunteers in working with children in foster care: The 11<sup>th</sup> Circuit Guardian ad Litem program and Lawyers for Children America/Miami.

The purpose of the group was to enlist the energy of the dedicated and informed volunteers from these groups in advocating for improvements in the foster care system. In 2005, the groups, with Foster Care Review as the lead agency, applied for and received funding from The Children's Trust. The purpose of the grant is to recruit, train and support volunteers take their experience with individual children and use it to

advocate for an improved system of care, one that moves Miami children quickly toward the safe permanent homes they deserve.

The grant officially began in November of 2004, with organizational planning and staff recruitment efforts. This preparation allowed the project to begin 2005 with an advocacy agenda and active recruiting and training efforts for the year.

## Conclusions

Foster Care Review has continued to monitor the quality of care for children in the Miami-Dade Foster care system, and to enlist the help of dedicated and well trained volunteers in this effort. The need for the system oversight that Foster Care Review provides is not decreasing. The child welfare community has worked hard to implement the new privatized system of care that will be managed by Our Kids. But while there are high hopes for progress in alleviating the stubborn and damaging problems in the old system, the transition will be difficult for everyone involved.

Foster Care Review staff and volunteers will continue to work with providers, the Department of Children and Families, the judicial system, and the children themselves, to monitor and assist with this transition. It will also be the responsibility of staff to share more broadly their experiences and concerns about the system through building relationships with key decision makers and taking part in a broad range of advocacy efforts.

## APPENDICES

### A. Review statistics

	FY 2004	FY 2005	% change
Review Hearings	1295	1094	-15%
Children reviewed (unduplicated)	1124	931	-17%
Children reviewed (duplicated)	2099	1668	-21%
Cases reviewed	655	576	-12%
Cases reset	545	652	+19%

### B. Volunteers

	FY 2004	FY 2005	
Volunteers	111	121	+9%
Volunteer Hours	6335	6612	+4%

### C. ASFA Compliance

	FY 2004	FY 2005
ASFA Compliance	1928 (91% of children reviewed)	1531 (92%)

FCR monitors compliance with case review requirements of the Adoption and Safe Families Act as well as requirements of reasonable efforts towards permanency (Sections 471(a)(15) and (a)(16), Social Security Act (SSA); 45 CFR 1356.21). Generally, a finding of noncompliance is an indication that there has been no progress toward permanency. There was a 1% increase in ASFA compliance for FY 2005.

The three most significant reasons for ASFA noncompliance are: (1) did not complete tasks ordered at previous review, (2) did not perform tasks as specified in case plan, and (3) did not provide adequate case management.

## ASFA Compliance - continued

At each review, FCR tracks agencies' noncompliance with federal requirements for case planning and determination of reasonable efforts towards permanency. Specific reasons for noncompliance include:

- A - No case plan in effect
- B - Did not complete tasks ordered at previous review
- C - Did not make reasonable efforts to reunify the family
- D - Did not make reasonable efforts toward a permanent placement
- E - Did not facilitate court-ordered visitation
- F - Did not provide adequate case management
- G - Did not perform tasks as specified in the case plan

<u>NON-COMPLIANCE</u>	FY 2004 # children	FY 2005 # children	% Change
<b>A</b>	18	25	+38%
<b>B</b>	94	96	+2%
<b>C</b>	0	7	>100%
<b>D</b>	58	79	+36%
<b>E</b>	3	15	>100%
<b>F</b>	83	93	+12%
<b>G</b>	80	94	+18%

### ***D. JRSSR – Compliance with pre-filing requirement***

	FY 2004	FY 2005
<b>JRSSRs pre-filed</b>	<b>1038 (49% of children reviewed)</b>	<b>596 (36%)</b>

Compliance with F.S. 39.701 (6) (a) requiring 72-hour filing of JRSSR is tracked separately. For FY 2005, there was a 13% decrease in provision of pre-filed studies. Case reset may result from noncompliance, although generally if the social study is available before the review, parties will agree to proceed with the hearing.

### ***E. Case plan goals for 2005***

For FY 2005 there was very little change in the percentage of children per case plan goal. Case plan goals cross tabulated by length of stay overlap for 63 children which explains why the sum of case plan goals is 994 for the 931 children reviewed.

Case Plan Goal	# Children by Length of Stay					
	1-12 mos.	12-24 mos.	24-36mos.	+36mos.	Sum	%
<b>Adoption</b>	1	25	103	574	703	71%
<b>Reunification</b>	7	25	12	10	54	5%
<b>Long Term Custody</b>	0	1	9	3	13	1%
<b>Long Term Lic. Custody</b>	2	7	31	168	208	21%
<b>Independent Living</b>	0	0	1	10	11	1%
<b>No Case Plan</b>	1	2	0	2	5	1%
<b>TOTAL</b>	<b>11 (1%)</b>	<b>60 (6%)</b>	<b>156 (16%)</b>	<b>767 (77%)</b>	<b>994</b>	<b>100%</b>

The table below tracks each child reviewed only once.

	# Children by Age Range					
	0-5 yrs	6-11 yrs	12-17 yrs	18+	SUM	(%)
<b>Adoption</b>	77	184	363	31	655	70
<b>Reunification</b>	19	13	22	3	57	6
<b>Long Term Custody</b>	0	4	7	1	12	1
<b>Long Term Lic. Custody</b>	1	3	127	60	191	21
<b>Independent Living</b>	0	0	7	4	11	1
<b>No Case Plan</b>	0	5	0	0	5	1
<b>TOTAL</b>	<b>97 (10%)</b>	<b>209 (23%)</b>	<b>526 (56%)</b>	<b>99 (11%)</b>	<b>931</b>	<b>100%</b>

## ***F. Type of placement for children reviewed***

For FY 2005 there were insignificant changes in the types of placement for children reviewed.

<b><i>Type of Placement</i></b>	<b>2004</b>		<b>2005</b>	
	<i>Children</i>	<i>%</i>	<i>Children</i>	<i>%</i>
Shelter	75	3.6%	53	4.0%
Foster Home	1160	55.3%	890	53.3%
Therapeutic Foster Home	163	7.8%	140	8.3%
Medical Foster Home	119	5.7%	103	6.1%
Group Home or Therapeutic Group Home	307	14.6%	262	15.7%
Residential Facility	35	1.7%	28	1.6%
Psychiatric Residential Treatment Facility	35	1.7%	22	1.3%
Preadoptive Parent	35	1.7%	36	2.1%
Relative - Licensed Foster Home	8	0.4%	8	0.4%
Relative (Not Licensed)	7	0.3%	4	0.2%
Non-relative custodian (Not Licensed)	8	0.4%	6	0.3%
Parent	0	0%	0	0%
Subsidized Independent Living under 18 years of age	0	0%	0	0%
Runaway Status	98	4.7%	85	5.0%
Detention	13	0.6%	9	0.5%
Juvenile Justice Facility	25	1.2%	18	1.0%
Adult Jail	5	0.2%	4	0.2%
<b>TOTAL</b>	<b>2099</b>	<b>100%</b>	<b>1668</b>	<b>100%</b>

### ***G. Safety and appropriateness of placement***

Federal and state law requires a review of the status of children at least every six months to determine the safety and appropriateness of the child's placement. F.S. 39.701; Section 475(5)(B) of SSA. For FY 2005, 19% of the children reviewed (173) were found to be in placements with issues affecting the child's safety, well being and permanency. The top five issues included:

<b># Children</b>	<b>Placement Issue</b>
84	Safety of child cannot be assured
46	Placement does not meet emotional needs
42	Placement is not a step toward permanency
28	Placement is interfering with permanency
15	Placement does not meet physical needs

### ***H. Age and race of children reviewed***

0-5	10%
6-11	22%
12-17	57%
18+	11%

Non-Hispanic Black	66%
White Hispanic	19%
Non-Hispanic White	8%
Black Hispanic	4%
Multi-racial	1%
Unknown	2%

***I: Delinquency, dependency and race***

For FY 2005, 66% of the children reviewed ages 12 + had a history of delinquency. Of these, 7% were living in detention, a juvenile justice facility or adult jail at the time of the review. 17% of the children were on runaway status. The number (normalized) of delinquent children in FY 2005 decreased by 4% when compared to FY 2004; 355(FY2005), 461(FY 2004)

<b>RACE</b>	<b>%</b>	<b>FEMALE</b>				<b>MALE</b>			
		Delinquency History	Delinquency Charges Pending	Past and Current Delinquency	Sum	Delinquency History	Delinquency Charges Pending	Past and Current Delinquency	Sum
Non-Hispanic Black	70%	60	23	20	103	81	35	28	144
Non-Hispanic White	7%	4	2	1	7	9	6	4	19
Black Hispanic	5%	6	2	3	11	4	3	2	9
White Hispanic	17%	8	3	0	11	21	15	12	48
Multi-Racial	0%	0	0	0	0	0	0	0	0
Unknown	1%	0	0	0	0	0	1	2	3
<b>TOTAL</b>	<b>100%</b>	<b>78</b>	<b>30</b>	<b>24</b>	<b>132</b>	<b>115</b>	<b>60</b>	<b>48</b>	<b>223</b>

<b>RACE STATISTICS - CROSSOVER</b>	<b>FY 04 %</b>	<b>FY 05 %</b>
Non-Hispanic Black	69%	70%
Non-Hispanic White	9%	7%
Black Hispanic	7%	5%
White Hispanic	15%	17%
Unknown	0%	1%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

## J. Special education

Types	2004		2005	
Educable mentally handicapped	51	8%	43	9%
Trainable mentally handicapped	10	2%	9	1%
Orthopedically impaired	7	1%	5	1%
Occupational therapy	0	0%	0	0%
Physical therapy	0	0%	0	0%
Speech therapy	7	1%	1	1%
Language impaired	3	1%	4	1%
Hearing Impaired	1	.2%	0	0%
Visually impaired	1	.2%	1	1%
Emotionally handicapped	134	23%	102	21%
Specific learning disabled	133	23%	94	20%
Gifted	8	1%	8	2%
Hospital / homebound	1	.2%	1	1%
Profoundly mentally handicapped	33	6%	26	5%
Dual sensory impaired	1	.2%	1	1%
Autistic	7	1%	6	2%
Severely emotionally disturbed	152	26%	126	27%
Deaf	0	0%	0	0%
Traumatic brain injured	0	0%	0	0%
Developmentally delayed	10	2%	7	1%
Established conditions	1	.2%	0	0%
Health impaired	0	0%	6	1%
Unknown	0	0%	0	0%
None	24	4%	24	5%
Other	1	.2%	0	0%
<b>Total</b>	<b>585</b>	<b>100%</b>	<b>466</b>	<b>100%</b>

For FY 2005 there was a 20% decrease in the number of children with special education needs. The most significant disabilities identified were: severely emotionally disturbed, learning disabled, emotionally handicapped, and educable mentally handicapped.

## K. Barriers to permanency

Type of Barriers	7/1/03-6/30/04		7/1/04-6/30/05	
	# Children 2099		# Children 1668	
Systemic Problems	47	2%	17	1%
Case Planning	221	7%	69	4%
Implementation	274	9%	173	10%
Management	484	12%	208	12%
Coordination	59	10%	51	3%
Placement	408	14%	107	6%
Legal	516	19%	208	12%
Gaps in Resources	2264	60%	927	56%
Issues related to the Parents	979	14%	185	11%
Issues related to the Child	1787	54%	1068	64%

*"The independent nonprofit authorized to administer each citizen review panel shall... ensure consistent methods of identifying barriers to the permanent placement of the child and delineation of findings and recommendations to the court."* F.S. 39. 702(5)(k).

At each review, FCR tracks barriers keeping children from achieving safe permanent homes. Barriers are grouped into the following ten areas: Systemic problems, Case plan implementation, Case plan development, Inter and Intra-agency coordination, Case management, Appropriateness of Placement, Legal, Gaps in Resources, Child and Parents.

For both FY 2005 and FY 2004, more than 50% of children were affected by barriers related to (1) gaps in services and (2) issues related to the child. Also significant were (3) management issues, (4) legal issues and (5) issues related to the parents.

## L. Citizen review panel orders

Total number of children reviewed during this period: 1668

Total number of orders recommended: 5972

Ages of the children at the time of this report:

- 0-5 years = 91,
- 6-11 years = 206, 12-17 years = 532,
- 18+ years = 103

Category	Category for Orders by Age Range				
	0-5	6-11	12-17	18+*	Total
Adoption subsidy	12	20	73	16	121
Attendance at court hearings	14	9	61	15	99
Attendance at review hearing	9	13	59	8	89
Case manager's level of involvement/knowledge of child & case	7	17	38	11	73
Case management. - monitoring child & case	8	25	73	20	126
Case management - visits with parents	5	7	20	10	42
Case management - visits with child	4	11	29	9	53
Case management (mgt.) documentation (doc.) - medical/physical reports	16	60	185	37	298
Case mgt. doc. – as to parents	12	4	22	7	45
Case mgt. doc. - current Individualized Education plan	5	22	51	6	84
Case mgt. doc. - home visit reports	1	0	5	1	7
Case mgt. doc. - birth certificates	1	7	9	10	27
Case mgt. doc. - school records	3	14	33	5	55
Case mgt. doc. - referral	15	43	121	39	218
Case mgt. doc. - MH	19	91	183	32	325
Case mgt. doc. - other	8	20	61	26	115
Change of permanency goal	2	2	12	0	16
Child's Behavior	1	2	8	1	12
Child support/parent	0	1	3	1	5
Custody	0	0	0	1	1
DCF reunification efforts	3	9	2	0	14
Delinquency	2	21	118	25	166
Dental health services for the child	2	21	63	8	94
Diligent searches for parents and/or relatives	0	0	4	0	4
Educational needs of the child	20	138	358	81	597
Emotional or mental health services - mother	1	2	3	2	8
Emotional or mental health services – child	12	89	229	31	361
Exploration of alternative placement	0	3	6	1	10
Extracurricular activities	0	4	20	1	25

## Recommended Orders by CRPs cont.

Category	Category for Orders by Age Range				
	0-5	6-11	12-18	18+*	Total
Financial assistance / parent	0	0	1	1	2
Foster Parent support	0	0	7	1	8
Guardian Ad Litem representation	5	7	19	10	41
Housing of parent	2	3	2	1	8
ICPC	3	3	9	0	15
Legal actions - representation for parent	1	0	1	0	2
New case plan to be submitted	12	34	76	10	132
No timely JR report	0	2	2	0	4
Permanency plan - Adoption	66	196	334	24	620
Permanency plan - Independent Living	0	40	480	136	656
Permanency plan - Long Term Foster Care	0	1	6	3	10
Permanency plan - Reunification	7	6	9	3	25
Permanency plan - Termination of Parental Rights issues	7	6	21	2	36
Physical health & medical services for the child	19	74	180	25	298
Placement appropriateness	3	21	130	23	177
Placement safety	1	2	6	0	9
Placement with siblings	0	6	13	1	20
Psychotropic	0	21	52	11	84
Role model/mentor for child	0	3	14	2	19
Runaway status	0	3	48	33	84
School placement stabilization	2	3	4	2	11
SSA Benefits - child	1	3	16	5	25
SSI Benefits - child	11	47	103	22	183
Visitation arrangements - father	0	2	10	3	15
Visitation arrangements - mother	11	23	42	6	82
Visitation arrangements - siblings	3	12	36	6	57
Visitation arrangements - other	4	29	116	14	163
Immigration	0	0	10	3	13
Other	1	3	63	16	83
<b>Total</b>	<b>341</b>	<b>1203</b>	<b>3652</b>	<b>776</b>	<b>5972</b>

### The top 5 Citizen Review Panel recommended orders for FY 2005 included:

- |  |     |
|--|-----|
| 1. Permanency plan – Independent Living          | 656 |
| 2. Permanency plan – Adoption                    | 620 |
| 3. Educational needs of the child                | 597 |
| 4. Emotional or mental health services – child   | 361 |
| 5. Case management documentation - Mental Health | 325 |

## M. Citizen review panel concerns

Panel concerns are not necessarily related to statutory non-compliances or barriers to permanency, but are still issues that impact the child's case.

- Total number of children reviewed during this period: 1668
- Total number of concerns: 6623
- Ages of the children at the time of this report: **0-5 years** = 91, **6-11 years** = 206, **12-17 years** = 532, **18+ years** = 103\*  
 (\*these children were under 18 at the time of the review)

Extracurricular activities	0	6	16	1	23
Category	Category for Concerns by Age Range				
	0-5	6-11	12-17	18+*	Total
Adoption subsidy	11	27	108	18	164
Attendance at court hearings	9	26	122	24	181
Attendance at review hearing	14	33	112	13	172
Case manager's level of involvement/knowledge of child & case	11	30	83	22	146
Case management. - monitoring child & case	13	30	92	24	159
Case management - visits with parents	3	10	46	8	67
Case management - visits with child	7	7	54	5	73
Case management (mgt.) documentation (doc.) medical / physical reports	17	66	147	39	269
Case mgt. doc. – as to parents	11	18	56	10	95
Case mgt. doc. - current Individualized Education plan	6	29	76	10	121
Case mgt. doc. - home visit reports	0	0	14	0	14
Case mgt. doc. - birth certificates	3	7	10	5	25
Case mgt. doc. - school records	2	17	54	9	82
Case mgt. doc. - referral	14	44	122	31	211
Case mgt. doc. - MH	16	66	142	23	247
Case mgt. doc. - other	8	24	48	17	97
Change of permanency goal	1	9	14	1	25
Child support/parent	0	0	2	1	3
Child's Behavior	2	15	41	6	64
Custody	0	0	2	3	5
DCF reunification efforts	1	2	2	0	5
Delinquency	2	19	123	24	168
Dental health services for the child	0	20	74	8	102
Diligent searches for parents and/or relatives	0	0	5	1	6
Educational needs of the child	18	127	334	77	556
Emotional or mental health services - father	0	0	6	0	6
Emotional or mental health services - mother	10	6	7	1	24
Emotional or mental health services - child	16	85	209	47	357
Employment / parent	0	0	3	0	3
Exploration of alternative placement	0	0	1	0	1

Category					
	0-5	6-11	12-17	18+	Total
Financial assistance / parent	0	0	4	0	4
Foster Parent support	2	2	5	0	9
Guardian Ad Litem representation	5	6	19	8	38
Housing of parent	1	3	2	2	8
ICPC	4	3	11	1	19
Legal actions - representation for parent	1	0	5	1	7
New case plan to be submitted	8	27	62	19	116
No timely JR report	0	8	13	1	22
Permanency plan – Adoption	57	195	336	30	618
Permanency plan - Independent Living	0	44	480	139	663
Permanency plan - Long Term Foster Care	1	8	14	4	27
Permanency plan - Reunification	9	8	14	1	32
Permanency plan - Termination of Parental Rights issues	14	23	35	3	75
Physical health & medical services for the child	20	71	205	38	334
Placement appropriateness	6	38	146	27	217
Placement safety	4	4	11	2	21
Placement with siblings	0	6	16	2	24
Psychotropic	2	23	48	9	82
Role model/mentor for child	0	3	14	2	19
Runaway status	0	6	62	38	106
School placement stabilization	2	4	10	1	17
SSA Benefits – child	0	3	28	7	38
SSI Benefits - child	12	42	90	23	167
Transportation for parent	0	0	5	2	7
Visitation arrangements - father	1	6	12	3	22
Visitation arrangements - mother	13	21	42	6	82
Visitation arrangements - siblings	4	35	124	19	182
Visitation arrangements - other	5	13	45	10	73
Immigration	0	0	10	3	13
Other	8	2	54	36	100
<b>Total</b>	<b>375</b>	<b>1327</b>	<b>4053</b>	<b>868</b>	<b>6623</b>

**The top 5 Citizen Review Panel concerns for FY 2005 included:**

- |   |     |
|---|-----|
| 1. Permanency plan – Independent Living             | 663 |
| 2. Permanency plan – Adoption                       | 618 |
| 3. Educational needs of the child                   | 556 |
| 4. Emotional or mental health services – child      | 357 |
| 5. Physical health & medical services for the child | 334 |

## ***N. History and program description***

### **Our History**

In 1988, the United Way of Miami spearheaded a unique initiative to address the problems in the foster care system. This local initiative was reported to be the first in the country in which the private and public sectors confronted foster care as partners. A task force of 150 civic leaders was mobilized to explore strategies for long-term improvements to the system. One of their recommendations was to implement citizen review of foster care cases, a program utilized by several states where citizens served as case reviewers and advocates for youth in the foster care system.

Florida Foster Care Review Project, Inc., a nonprofit organization, was created in 1989. The next year, the Florida Legislature enacted legislation that authorized citizens to participate in the review process.

In 1998 the name of the organization was changed to Foster Care Review, Inc. (FCR). FCR, one of three existing programs in the State, has grown into an organization of 13 staff and 100+ volunteers. FCR relies on funding from the State of Florida, The Children's Trust, North Dade Medical Foundation, Roblee Foundation, Dade Community Foundation, United Way of Miami-Dade, and private grants and contributions.

Foster Care Review had its 15<sup>th</sup> Anniversary Celebration on February 2, 2005.

### **Our Mission**

Foster Care Review's mission is to motivate prompt, positive and permanent outcomes for dependent children. FCR fulfills this mission through case review and advocacy, specifically:

1. Providing independent oversight of the safety, wellbeing and permanency of children in the dependency system. FCR reviews assess the safety of the child, the continuing necessity for and appropriateness of the child's placement, the extent of compliance with statutory and practice requirements by the child welfare agency managing the child's case, and the extent of progress being made to place the child in a permanent placement.
2. Quality Assurance. Through its case reviews and data collection, FCR assesses casework practice, compliance with statutory requirements, the provision of services to the child and family, and provides feedback to the agency regarding areas in need of improvement.
3. Civic Engagement. Citizen review involves the community in the care of dependent children and empowers them to advocate for improvements in their lives.

4. Compliance with federal requirements. FCR reviews comply with federal requirements for a case review system and for judicial determinations of reasonable efforts. This preserves the State's eligibility for IV-E foster care payments and generates federal funds to the State.
5. Assistance to the Courts. FCR assists the Dependency Court by reducing judicial caseload and providing the Courts with comprehensive information that is critical in making sound decisions.

## ***O. Statutory authority***

In 1980, Congress enacted Public Law 96-272, the Adoption Assistance and Child Welfare Act. This landmark legislation, the foundation for the current child welfare system, placed significant responsibility on the courts to review child welfare cases on a regular basis, and required States to make reasonable efforts towards permanency. Since then, many States have elected to implement citizen review panels to assist the courts with reviews of children.

Almost 20 years later, the Adoption and Safe Families Act (ASFA) made even more progressive changes by shortening timeframes for permanency and focusing on safety, wellbeing of the child and adoption. ASFA also established performance standards and a state accountability system, whereby states face financial penalties for failure to demonstrate improvements in child outcomes. FCR assists the State's compliance with these federal statutes by conducting case reviews of children and by tracking the child welfare agency's compliance with ASFA and other statutory requirements.

The Florida case review enabling legislation is found at F. S. 39.701 and 39.702. Section 701 provides the requirements for conducting a judicial review by a court or citizen review panel, and section 702 outlines the requirements for administering the program.

F.S. 318.21(2)(a) provides funding for FCR from civil penalties received by county courts. The Florida Legislature enacted a bill in April of 2004 that moves FCR funding from the state courts system to the Justice Administrative Commission.

In May of 2000, the Dependency Court Improvement Committee of the Florida Supreme Court drafted standards of operation for foster care citizen review panels. The standards, which follow the legislation, have yet to be adopted, although Florida's citizen review programs operate under similar minimum standards.

## **Judicial Reviews of Children by Citizen Review Panels**

F.S. 39.701 requires a judicial review at least every six months for each child in the dependency system. The purpose of the review is to monitor the child's safety, wellbeing and progress towards permanency. After each review, recommended orders must be based on the information provided to each citizen review panel and limited to the dispositional options available to the court: to return the child to the parent, continue the child in out of home care for a specified period of time, or initiate termination of parental rights for subsequent placement in an adoptive home. Any party objecting to the panel's findings and recommended orders may request an exception hearing before the court.

In Miami-Dade, only those cases of children placed in out-of-home licensed facilities are referred to FCR; children placed with their parents or relatives are reviewed by the Dependency Court or General Master. Review hearings are set by the Clerk of the 11<sup>th</sup> Judicial Circuit Court on the fifth and tenth month after the child enters foster care. A permanency hearing is scheduled on the twelfth month before the Court.

Each of FCR's 18 citizen review panels meets one day per month to conduct 10 to 12 reviews. Each review takes approximately 40 minutes, depending on the number of children in a case. Hearings are held 18 days out of the month at the Citizen Review Courtroom located on the grounds of the Juvenile Justice Center. Staff support is provided by FCR review specialists, who compile the documentation for review, facilitate the review process, enter individual case information into the FCR database, and prepare the findings and recommendations submitted to the Court for approval.

The review serves as a barometer of case management, continually stimulating progress and improvements to ensure that needed services are provided, that the child is appropriately and safely placed and that the tasks identified in the case plan are being performed.

Upon suspicion of risk to a child, or in the event of serious noncompliance with orders, the citizen review panels request a post-judicial review before the Court for immediate remedy of the situation.

### **QUALITY ASSURANCE: FCR'S DATA COLLECTION AND REPORTING**

Now in its fifth year of operation, FCR's database was designed and developed with input from child welfare system partners. FCR's database serves multiple functions: the tracking of individual case information, the production of reports and recommended orders on each case, and the production of summary reports with aggregate data.

The review process provides a unique source for quantitative and qualitative information regarding children in foster care—information not readily available through any other mechanism. Review data can assist in identifying the needs of children as well as critical information in making sound policy, funding, and planning decisions for individual children and groups of children.

Once customized to perform system level tracking, FCR reports can be used as quality assurance tools by public and private child welfare agencies, the Juvenile Courts, the Legislature and others to improve practice and develop responsive policies and budgets. The results are better decisions, better compliance with federal and state laws and improved outcomes for children in the foster care system. FCR data reports can:

- Monitor the extent to which policy and practice are being implemented according to laws, regulations and expectations in a timely fashion;
- Determine compliance with the requirements of the Adoption and Safe Families Act (ASFA), monitoring case by case the safety and well being of children in care, their progress toward permanency, and timeframes for permanency decision-making;
- Monitor casework performance to determine if reasonable efforts and critical casework activities are occurring timely and in accordance with federal and state laws and local standards and expectations;
- Inform decision-makers about potential case and systemic problems; and
- Hold agencies and professionals accountable for the care and treatment of children by monitoring quality and delivery of services.

## **VOLUNTEER TRAINING**

Quality citizen reviews depend on FCR volunteers that are highly knowledgeable of the foster care system and statutory requirements, including areas of child development, substance abuse, mental health, case management, court process, and community resources. Volunteers must also be culturally responsive during their work at review hearings, and must know how to build trust and engage the meaningful participation of foster children and their families.

FCR volunteers are required to attend 25 hours of pre-service training before they can participate in a citizen review panel. In addition, all volunteers must attend a minimum of 10 hours of continuing education. Training of volunteers is a collaborative effort that involves FCR staff, local child abuse experts, foster parents, DCF, the Guardian ad Litem Program, and private child welfare agencies.

## **FLORIDA'S CITIZEN REVIEW PROGRAMS**

One of the statutory mandates in the citizen review legislation is "to ensure consistency of operations of citizen review programs throughout the State." To that end, the Florida Association of Citizen Review for Dependent Children (FACRDC), a nonprofit organization, was created in the year 2000 by the directors of the different programs throughout the State.

The role of the state association is to promote citizen review statewide, to ensure consistency of operations, and to provide technical assistance to developing programs. The association has developed uniform standards of operation and data collection.

From the creation of FCR in 1989, Florida's citizen review programs experienced significant growth. In 1999, a report written by the Office of the State Courts Administrator to the House Committee on Family Law and Children reported 10 programs that were either operating or in the start-up process: Charlotte, Collier, Miami-Dade, Duval, Hernando, Lee, Manatee, Marion, Palm Beach, and Polk Counties. Six of these programs received funds from the Florida Legislature in FY 2000-2001: Duval, Hernando, Manatee, Marion, Miami-Dade and Palm Beach counties. Since that time, however, several of the programs have had to close due to lack of support from their community, the legislature or the judiciary.

The only programs currently operating are in Miami-Dade, Manatee and Collier counties.

## ***P. Board of Directors – November 2005***

### **Chairman, President of the Board**

**Michael A. Samway, Esq.** – Deputy General Counsel, YAHOO! Inc. (1998)

### **Past President**

**David A. Duckenfield** – Director, Public Relations for Latin America, YAHOO! Inc. (1999)

### **Vice President/Treasurer**

**Christopher M. Hutchins, CPA** - Certified Public Accountant, Berenfeld, Spritzer, Shechter & Sheer, P.A. Adoptive Parent. (2001)

### **Secretary**

**Katherine W. Ezell, Esq.** – Attorney, Podhurst Orseck Josefsberg Eaton Meadow Olin & Perwin, P.A. Child advocate (2002)

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**Allen Benowitz** – President, Worldwide Videoconferencing (2004)

**Douglas M. Halsey, Esq.** - Partner, Miami Office of White & Case LLP. Member, Board of Directors of the Children's Home Society of Florida, Voices for Florida's Children, Children First! Drafted FCR legislation. FCR Founding member (1989)

**Margaret W. Hernandez** – Financial Consultant, Trustee, Museum of Contemporary Art. (2002)

**Peggy A. Hudson** – Co-Owner, Norwand International. FCR Panelist. Child advocate and activist. (2003)

**Markenzy Lapointe** – Assistant United States Attorney, Southern District of Florida. (2003)

**MaryAnne Lukacs** – General Master to Unified Family Court. FCR volunteer since 1996. (2005)

**David S. Mandel, Esq.** - Partner, Mandel & Cale LLP. Mr. Mandel previously served as an Assistant U. S. Attorney for the Southern District of Florida. (1997)

**Brian F. Misiunas** – Certified Public Accountant for Pinchasik, Strongin, Muskat, Stein & Co. (2005)

**Mayda Prego, Esq.** – Associate at Hughes Hubbard & Reed LLP (2004)

**Barbara Rostov** - Retired Social Worker. FCR Panel Chair, child advocate, community volunteer (2003)

**Barbara Thomlison, Ph.D.** - Professor, School of Social Work, & Director, Institute for Children & Families at Risk, at Florida International University. (2002)

**Shari A. Witkoff, M.D.M.** – Dentist; active community volunteer (2004)

### **Advisory Board**

**Richard F. Candia** – Assistant Vice President of Government Affairs, University of Miami. FCR board legislative advisor (1996)

**Claude H. Hurst, Jr.** - President, C.H. Hurst Associates, Inc. Consultant and trainer on management and cultural diversity. Former FCR panel chair. (1991)

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### **Executive Director**

**Ana Maria Pozo, JD** -. Attorney; 25 years of experience in the foster care and adoption system. (May 2001)

## ***Q: Volunteers***

Linda Abrams  
Magaly Alvarez  
Winda Baldwin  
Barbara Bargman  
Jorge Bargman  
Betty Barrios  
Judy Bash  
Nevia Bellamy  
Ramon Bello  
Jerome Beloff  
Rosalie Beloff  
Thelma Berg  
Wendy Bolz  
Francisco Bojorquez  
Carolyn Boston  
Fredericka Brown  
Peggie Brown  
Sally Browne  
Venita W. Bruss  
Rhonda Calvert  
Doris Capri  
Caridad Castro  
Irene Cohen  
Antoinette Crockrell  
Billie Diamond  
Walter Dorfman  
Jan Draper  
Roberta Ehrenreich  
Kathleen Fernandez  
Maria Fletcher  
Peter Forrest  
Nancy Gamble  
Martha Garcia  
Cheryl Gonzalez  
Evelyn Grey  
Amy Halsey  
Adrianna Seco  
Claudia Hauri  
Denise Haye  
Linda Hertz  
Judy Hochman  
Edith Hudson

Peggy Hudson  
Bruce Hyman  
Dorothy Isriel  
Ruby Jacob  
Mary Jessie  
Ana Jimenez  
Nadine Johnson  
Renee Jones  
Robert Jones  
Sharon Jones  
Claire Jordi  
Ellen Kanner  
Nancy Katzoff  
Linda Keyes  
Herman Klemick  
Priscilla Klomprens  
Astrid Kuncas  
Lynn Landy  
Charlotte Leatherman  
Essie Lee  
Cristina Leigh  
Maritza Lera  
Pauline Lowe  
MaryAnne Lukacs  
Peyton White Lumpkin  
Gretchen Marshall  
Patricia Marx  
Gloria McDaniel  
Michael Milton  
Patricia Montoya  
Brandhilda Moore  
Frances Moore  
Gail Nanse  
Ines Neuhaus  
Allen Nicholson  
Dulce Noguera  
Christopher Norwood  
Ana Pagan  
Lois Pankler  
Almeater Parker  
Dianne Peterson  
Lisa Pittman

Camilla Ponticorvo  
Cathy Praiser  
Timothy Razza  
Oscar Resek  
Robert Rosen  
Janet Roston  
Barbara Rostov  
Holly Royce  
Gabriele Ruiz  
Catherine Sailsbury  
Judith Salazar  
Sue Samuels  
Barbara Sangetti  
Carolyn Santos  
Sheree Savar  
Elizabeth Schechler  
Michael Scher  
Marian Siegal  
Wendy Sejour  
Danielle Selem  
Adam Shore  
Gail Siebe  
Joan Smith  
Lila Smith  
Mark Steel  
Jacob Strick  
Ann Swaner  
Elaine Tantum  
Irene Thaw  
Karen Thompson  
Betty Tibbetts  
Janet Vicedomini  
Claire Warren  
Madge Warren  
Judy Webb  
Glenda Whatley  
Anita Youngkin