Iowa Child Advocacy Board

Fiscal Year 2018

Annual Report

July 1, 2018 – June 30, 2019

Report of the Iowa Child Advocacy Board
Fiscal Year 2019

Dear Colleagues,

The Iowa Child Advocacy Board (ICAB) is an independent board appointed by the Governor of Iowa to provide for citizen involvement in child welfare issues. ICAB oversees two volunteer child advocacy programs designed to help protect Iowa children and their best interests while being served by the child welfare system. The Iowa Child Advocacy Board is pleased to submit to you its annual report Fiscal Year 2019.

During the past fiscal year, 669 volunteers worked as Court Appointed Special Advocates and Foster Care Review Board Members to serve 3195 children. We are impressed with their professionalism and dedication to their advocacy missions. They shine a light of hope for improvement of the life outcomes for these children and their families. The CASA and FCRB volunteers are supported by a corps of equally dedicated staff and contracted partners, most of whom have devoted their professional lives to the service of vulnerable children in Iowa.

The Board has great appreciation for the support and partnership the Legislature, Governor, the Iowa Court System, and the Iowa Department of Human Services have provided to Iowa's CASA and FCRB programs. Restoring a portion of previous decreases in our appropriation helps provide a sound footing for continued program improvements.

The Child Advocacy Board has completed the final year of its fiscal year 2014 to 2019 Strategic Plan. In this year's report, we highlight the accomplishments of our organization of volunteer board members, staff and volunteer advocates in the Court Appointed Special Advocate and Iowa Citizen's Foster Care Review Board programs over the five-year period of the plan. We are gratified by the enhancements achieved in our programs over this time and believe we have developed our programs to be among the finest in the nation in terms of capacity to promote improved outcomes for Iowa's vulnerable children. We believe we have established an exceedingly stable base for growth in our programs in terms of the number of children who can benefit from advocacy services and the impact the advocacy can have on the lives of the children served. Our strategies for the next five years are focused on growth in breadth and impact of our advocacy services.

The continued development of partnership with our non-profit sister organization, the Friends of Iowa CASA and ICFCRB has contributed greatly to the success of our programs. The Friends organization has succeeded in building a stable base of individual donors whose contributions now form a dependable stream of revenue for our programs. With continued expansion of the ranks of our volunteer CASA Advocates and Coaches, stability among our group of ICFCRB Members, state support and continued increases in voluntary contributions to Friends, our hope is to extend program coverage to many more parts of the state in the future. We appreciate the generosity of Iowa's caring citizens who have supported our program through their volunteerism and private donations.

Respectfully submitted,

Beth Myers
Chair, Iowa Child Advocacy Board

Board Members –Fiscal Year 2019

Courtney Clarke	*Beth Myers*	*Elaine Sanders*
Marc Elcock	*William Owens*	*Wayne Schellhammer*
Mark Hargrafen	*Sara Parris*	*Michael Steele*

Jake and Josh

Jake, age five, and Josh, age four, have had their lives turned inside out. Their mom, Natalie, has been in and out of jail multiple times. The court appointed Karen as the CASA Advocate at the time of the boys' third placement in foster care.

The boys were removed from their home in the past because mom was charged with child endangerment, first due to driving with the children while intoxicated and a second time for leaving the boys alone overnight in a home with serious health and safety dangers. The third removal occurred after mom was arrested for assault in a bar while the children were left home alone again. During the most recent foster care placement, the boys' father was murdered, adding to the boys' trauma. Both boys struggle with behaviors, have difficulty eating and sleeping, often getting up to see if mom has come home.

At the time of the third removal, DHS placed the boys in a foster home with a single mother, Roxanne, who was able to provide safety and consistency. For the first time in their lives, Jake and Josh experienced a successful placement. They enrolled in school, attended regularly, and began regular play therapy appointments.

Karen found that the children had been placed out of the home for 15 of the last 22 months and recommended that the Court proceed to permanency. Natalie remained in jail throughout the remainder of the case. Even though the DHS worker and the mother's attorney had difficulty locating and communicating with Natalie, Karen was able to track her down, establish a relationship with her, and maintain contact throughout the case. The juvenile court judge recognized the CASA's efforts.

The CASA was also able to establish a good relationship with foster mom Roxanne, who was unsure whether she would be able to adopt the boys because she had two other children. As permanency options were explored, Karen facilitated communication between Roxanne and the DHS worker, who helped Roxanne determine that she would be able to adopt the boys. This was the best possible outcome for Josh and Jake, who had started to thrive, working through their trauma and overcoming many of their behavioral struggles.

Jake was enrolled in kindergarten, but he was very young for his class, which was compounded by the emotional trauma he had suffered. He struggled academically, testing in the bottom 15% of kindergarteners in the school. Karen worked tirelessly and effectively to ensure that Jake would be able to repeat kindergarten in order to give him a greater chance for success in the end.

As this case progressed through termination of parental rights and to adoption, the Court has consistently recognized Karen as the person who knows the most about what is happening in the case. Her diligent work has helped the DHS worker, the attorneys involved and the Court to shape a very hopeful outcome for Josh and Jake.

Financial Report

Fiscal Year 2019 Revenue and Expenditures

Revenue:

Total Revenue: $3.44 million

- State funds: 74.7%
- Federal funds: 18.6%
- Grants/donations: 5.6%
- FY 2018 Carryover: 1.1%

Expenditures: $3.37 million

- CASA program operations: 41.1%
- FCRB program operations: 22.6%
- CASA training delivery: 17.1%
- Administration: 13.7%
- Automation development: 4.7%
- FCRB training delivery: 0.8%

Fifty percent of $70,631 is available for automation development projects in FY 2020.

Overall impact of investment:

- 669 volunteers contributed $1.74 million in time and mileage cost.
- CASA Advocates served 1,359 children.
- FCRB Members reviewed foster care cases of 1876 children (some duplicates included).
- Highly trained volunteer force.
- Objective observations and recommendations in court reports.
- Reduced time in out of home care.
- Increased educational success and stability.
- Services targeted more timely and accurately to needs of children.
- Enhanced life outcomes for children.
- Time saving, efficiency and increased data availability through automation improvements.

Court Appointed Special Advocate (CASA) Program Report

The Iowa Court Appointed Special Advocate (CASA) Program recruits, trains, and supports concerned community volunteers who advocate for and promote the best interest of the children who are victims of abuse and/or neglect. Many of the children have been removed from their parental home due to safety issues.

The Iowa CASA Program's structure includes volunteer advocates, volunteer coaches, along with local and state program staff. Advocates are appointed to cases of children who are adjudicated Child in Need of Assistance by the juvenile court. A CASA Coach has received specialized training to support 3 to 5 advocates in their casework. The CASA Coach assists local program staff by assuming some of the case-related supervision of the Advocate, freeing the local Coordinator to spend additional time recruiting new advocates and training all volunteers, ensuring the most effective advocacy possible for the children they serve.

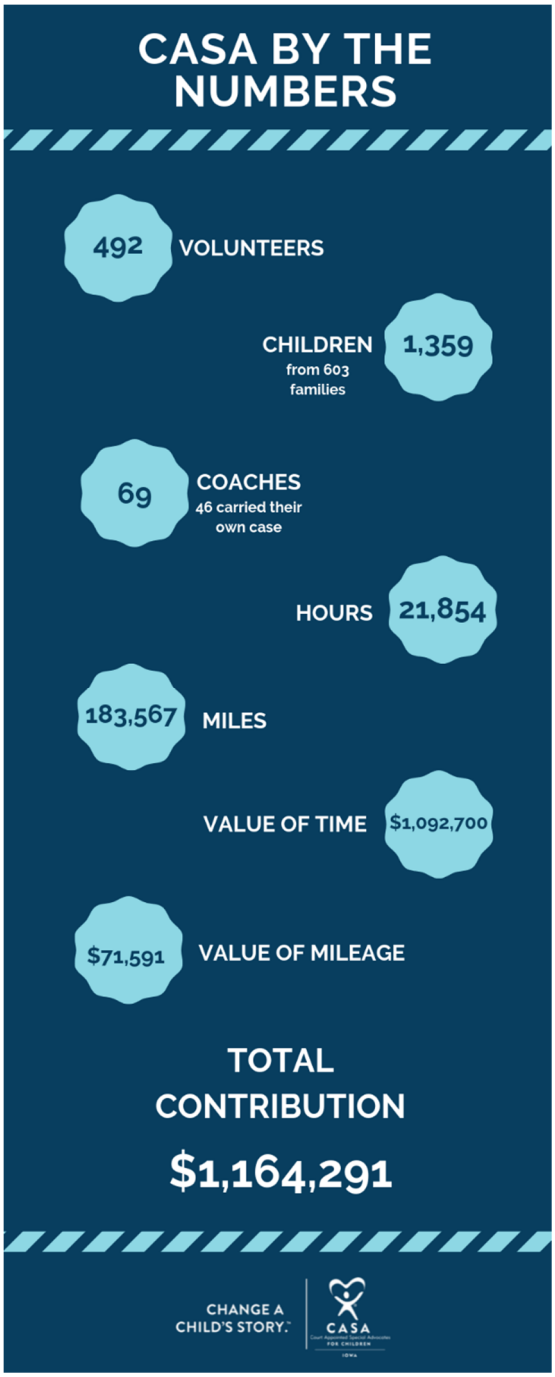
CASA Advocates and Coaches contribute selflessly, through:

- Serving as effective voices in court for abused and neglected children.
- Safeguarding children who are already victims of abuse or neglect from further harm by the system.
- Being appointed by judges to guide one child or one set of siblings through the system to safe and permanent homes as quickly as possible.
- Establishing a relationship with their assigned child(ren) by meeting with them at least once per month throughout the life of the case.
- Researching case records and speaking to each person involved in a child's life, including family members, teachers, doctors, therapists, lawyers and social workers.
- Conducting assessments of children to track important child welfare issues including protective and promotive factors, relational permanency, education, Adverse Childhood Experiences, health and transitional needs.
- Preparing a Report to the Court for each hearing involving the child, which allows the Court to make better-informed decisions.
- Monitoring the progress of the child and family throughout the case and advocating for the child's current and future needs in court, in school, and in agency meetings.
- Serving as a consistent presence in the life of their assigned children and remaining assigned to the case until successful case closure.
- Mentoring and coaching new advocates in the CASA role and responsibilities.

- Working towards the betterment of their community by advocating for improved outcomes for children that will affect the futures of both children and their families.
- Offering fairness and objectivity in all activities, including openness to other viewpoints.

CASA Program Highlights in FY 2019

- Pre-Service and In-Service volunteer training offered consistently statewide.
- Statewide judicial survey conducted in May of 2019.
- Continued increase in the number of children served and new advocates trained.
- CAMS data system for volunteer and case management and assessment.
- CASA Program staff participated in six days of in-person, statewide staff development.
- Active involvement with the National CASA/GAL Association.
- Progressive data system tracking all volunteer case and training-related activities; used by volunteers and program staff alike.
- CASA Program Coordinators met with their area Department of Human Services (DHS) and developed locally agreed upon procedures in accordance with the established MOU between the CASA Program and DHS. This helped define the relationship between the two entities and how each can benefit and support one another in our similar, yet different work.



CASA Coaches: 979 hours, 4,218 miles, total contribution $50.595. Included in statistics above.

National CASA Activities

The Iowa CASA Program enjoys a strong relationship with the National CASA/GAL Association, based in Seattle, WA. In May 2019, Iowa CASA Program staff enjoyed an on-site training, learning about the newest National CASA/GAL Association initiatives from National CASA/GAL Local Program Development Officer Blondean Jones. The following month, seven Iowa CASA program staff and volunteers represented Iowa at the National CASA/GAL Association Conference, held in Atlanta, GA.

Additionally, several Iowa CASA staff members continue their service on National CASA Councils and Committees to identify and affect change throughout the country. Most notably, Judge William Owens serves on the National CASA Association Judicial Leadership Council, and ICAB Administrator Jim Hennessey serves as co-chair on the State Leadership Council.

In FY19, the National CASA/GAL Association implemented new standards for state organizations. Each state organization will

undergo a review of its policy, practice and procedures as a requirement for membership in the National CASA/GAL Association. The Iowa CASA Program is not slated for review until early 2021, giving staff ample time to review current policy, identify and create any needed documentation, and implement practice across statewide programming. Through this review process, the Iowa CASA Program strives to be designated as a Highly Effective state organization.

Survey of Judges Presiding Over Juvenile Court

The CASA Program experiences strong support throughout the state judiciary. In this fiscal year, the Child Advocacy Board conducted a survey of Judges who serve juvenile court. Thirty-two percent of those surveyed responded, with 100% of those judges having CASA Programming in at least one county in their coverage area. Survey results include the following findings:

- 80% of judge respondents report they assign the court's most complex cases to the CASA Program.
- 94% of judge respondents strongly agreed or agreed that Advocates and Coaches effectively and professionally speak for the best interest of the child throughout the judicial process.
- 89% of judge respondents viewed children as somewhat or significantly safer when a CASA Advocate is assigned.
- 83% of judge respondents perceived that children with a CASA Advocate received needed services significantly or somewhat more often than children without an advocate.
- 100% of judge respondents strongly agreed or agreed with the following statements:
    - I have a better understanding of what is happening in a case when a CASA Advocate is appointed.
    - I have more information on which to base decisions regarding a child's best interest when a CASA Advocate is assigned.
    - I believe the CASA Program is influential in impacting positive outcomes for children.
    - Overall, I am satisfied with the CASA Program I work with.

Sophia

The Court appointed Helen as the CASA Advocate for Sophia, an 11-year-old girl who has been in the juvenile court system four previous times. At the time, DHS was considering termination of parental rights due to mother Brianna's difficulty in successfully completing substance abuse treatment. Helen met with Brianna and Sophia, who was in a youth shelter, several times prior to the upcoming hearing on termination. When Helen looked at the visitor log in the shelter, she saw that Brianna had been at the shelter daily to see her daughter.

Talking with the child, Helen learned that Sophia loved seeing her mother every day. Sophia said the visits helped her stay positive during this difficult time. Karen noted an undeniable bond between mother and daughter.

Subsequently, Helen met with the DHS worker, County Attorney and several other parties to determine what alternatives there were for Sophia if her rights were to be terminated. The immediate answer: "She will hopefully go to a foster home." Helen pondered that response then asked if a foster home had been identified. Not yet. Then Helen questioned whether the planned approach was really the best.

In her report to the Court, Helen addressed the substance abuse concerns that Brianna is dealing with, but also pointed out her commitment to Sophia and the bond that they share. Helen also spoke to the importance of having a solid permanency plan prior to terminating the only caring adult connection that this child has. Ultimately, the Judge decided to give Brianna six more months and delay the termination hearing, citing the lack of a permanent plan and the potential for making the child a "legal orphan."

This story is not finished, but Sophia is on a more hopeful path.

Iowa Citizen Foster Care Review Board (ICFCRB) Program

Local Foster Care Review Boards (LFCRB) are mandated by Iowa Code §237.20 to review the case of each child receiving foster care assigned to the local board by the state board. These reviews are conducted to determine whether satisfactory progress is being made toward the goals of the case permanency plan pursuant to section §237.22. Exhibit E of our Memorandum of Understanding (MOU) outlines the responsibilities of the Department of Inspections and Appeals (DIA) and the Department of Human Services (DHS), as it relates to the periodic status reviews of children placed in foster care. As part of the MOU, DHS reimburses DIA for the federal share for all Child Advocacy Board costs associated with the LFCRB and DIA administrative costs involved for work performed that qualifies for federal financial participation (FFP) under Title IV-E. This includes costs associated with administering and conducting foster care administrative reviews, including the training of volunteers and personnel. As a program of ICAB, the FCRB Program receives appropriated funding from the Iowa Legislature. This appropriation pays staff salaries, benefits and other system needs such as technology, equipment and administrative resources.

Foster Care Review Board volunteers serve on local community boards that meet regularly to review case plans, hear from interested parties, and provide the Court and DHS with their findings and recommendations about the safety, well-being and permanency of children from their communities who are removed from parental custody. In FY19 there were 27 local boards reviewing cases in 50 Iowa Counties.

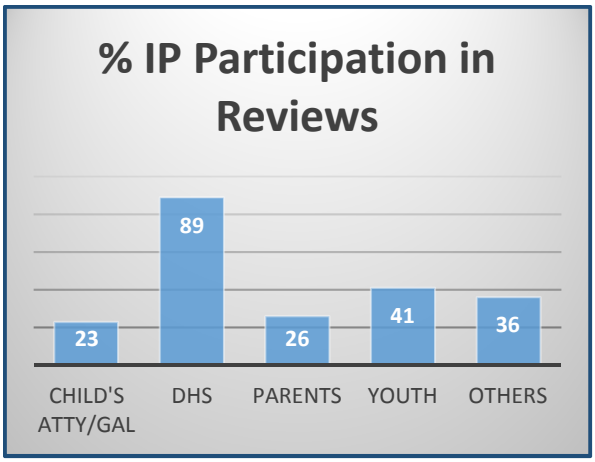
FY 2019 FCRB Program Results

Participation of Interested Parties at Local Reviews

Participation of Interested Parties (IP) is essential for an effective foster care review in order for Board Members to be well informed about the case and about what is happening in the life of the child before making recommendations to the court and interested parties. Data continues to show a need to improve participation by interested parties in order to have more thorough reviews.

Timeliness of Review Reports

"Timeliness of review reports" is a required quarterly report of DIA-DHS MOU. The MOU states, "In 90% of the foster care cases reviewed by a LFCRB, LFCRB review reports will be provided to the juvenile court, DHS caseworker and all interested parties within 15 days of the foster care administrative review pursuant to Iowa Code §237.20(2)(a)." CAB staff met this reporting requirement 99.8% of the time during FY19.



Foster Care Review Board Findings

The Child Advocacy Board established a number of case type specific findings to help measure achievements for children in Iowa's foster care system that are reviewed by local boards. These benchmarks relate to important safety, permanency and well-being issues for youth to determine child welfare system strengths and areas needing to be strengthened.

Reunification/Guardianship Case Findings from 1182 reports	# of Responses	Yes Responses	Percent Yes
1. The Board finds the Case Permanency Plan (CPP) meets timelines and addresses the child(ren)'s current out-of-home placement.	1129	1071	95%
2. The Board finds the written CPP permanency goal of reunification / guardianship is appropriate for the child(ren).	1118	809	69%
3. The Board finds that DHS has developed a concurrent plan for the child(ren).	1052	989	94%
4. The Board finds continued out-of-home placement is appropriate while awaiting achievement of the permanency goal.	1166	1166	100%
5. The Board finds the level of placement is the least restrictive setting available to meet the child(ren)'s needs.	1171	1170	99%
6. The Board finds DHS made concerted efforts to place the child(ren) with a relative or a person who has a caregiver relationship.	1142	1141	99%
7. The Board finds DHS made concerted and/or continued efforts to place the child(ren) with siblings.	910	904	99%
8. The Board finds DHS made concerted efforts to inquire about Indian heritage, notify the tribe, and follow ICWA placement preferences.	1153	1153	100%

9. The Board finds DHS has ensured appropriate services are in place to make it possible for the family to achieve the permanency goal and services are responsive to the parents' needs.	1170	1169	99%
10. The Board finds the proximity of the placement to the parental home is consistent with the child(ren)'s best interests, and conducive to achieving the permanency goal of reunification (if applicable).	1155	1154	99%
11. If youth is 14 years or older, the Board finds DHS has initiated transition planning for the youth.	187	144	77%
12. The Board finds that the Court has held a permanency hearing within ASFA timelines for the child(ren).	717	665	93%

Adoption Case Findings from 561 reports	# of Responses	Yes Responses	Percent Yes
1. The Board finds the goal of adoption is appropriate for the child(ren).	553	539	97%
2. The Board finds the Case Permanency Plan (CPP) meets timelines and addresses adoption planning for the child(ren).	541	493	91%
3. The Board finds DHS made concerted efforts to inquire about Indian heritage, notify the tribe, and follow ICWA placement preferences.	555	555	100%
4. The Board finds DHS made concerted efforts to place the child(ren) with a relative or a person who has a caregiver relationship.	552	551	99%
5. The Board finds DHS made concerted and/or continued efforts to place the child(ren) with siblings.	445	445	100%
6. The Board finds the current placement is appropriate to meet the child(ren)'s need for permanency.	538	518	96%
7. The Board finds DHS has ensured appropriate services are in place to safeguard the child(ren)'s safety and well-being.	549	549	100%
8. The Board finds the DHS casework responsibility has been transferred to the adoption specialist.	539	508	94%
9. The Board finds the adoption specialist has met with the child.	492	446	91%
10. The Board finds the child(ren) has a Life Book.	200	153	77%

11. The Board finds the child(ren) will be adopted within 24 months of entering care.	457	314	69%

APPLA Case Findings from 109 reports	# of Responses	Yes Responses	Percent Yes
1. The Board finds the court-ordered goal of APPLA is appropriate for the youth and continued out-of-home placement is appropriate until majority age.	106	106	100%
2. The Board finds the Case Permanency Plan (CPP) meets timelines and addresses the youth's current foster care placement.	106	97	92%
3. The Board finds the Case Permanency Plan (CPP), Part C includes the youth's transition plan.	100	87	87%
4. The Board finds the youth has completed the Casey Life Skills Assessment.	98	87	89%
5. The Board finds that a transition planning meeting has been held for the youth.	97	81	84%
6. The Board finds DHS made concerted efforts to inquire about Indian heritage, notify the tribe, and follow ICWA placement preferences.	109	109	100%
7. The Board finds DHS made concerted efforts to place the youth with a relative or a person who has a caregiver relationship.	104	104	100%
8. The Board finds DHS made concerted and/or continued efforts to place the youth with siblings.	72	69	96%
9. The Board finds the level of placement is the least restrictive setting available to meet the youth's needs.	104	101	97%
10. The Board finds DHS has ensured appropriate services are in place to make it possible for the youth to transition to adulthood.	99	90	91%
11. The Board finds the youth has at least one caring adult in his/her support system.	98	97	99%

Barriers for Achievement of Permanency Plan Goals

Newly defined barriers by case type were used during FY19 to identify and collect information on issues that prevent the achievement of the permanency plan goal at the time the review was held. Discussions about barriers were held between the local Board Members and interested parties during reviews to

establish a more collaborative approach to identifying the barriers at the case level. More than one barrier may have been identified per case.

Cases with the goal of reunification or guardianship

Of 903 documented barriers from 1182 reviews held,

- 6% had no identified barriers because the achievement of the permanency goal was in process.
- 53% of the barriers were parental mental health issues.
- 48% of the barriers were parental substance abuse issues.
- 44% of the barriers were family economic issues to include lack of stable housing.

Cases with the goal of adoption

Of 401 documented barriers from 561 reviews held,

- 29% had no identified barriers because the finalization of adoption was pending.
- 17% of the barriers were children who were not in the pre-adoptive home for 180 days at the time of the review.
- 16% of the barriers were the DHS selection staffing not being held to determine the pre-adoptive placement.
- 13% of the barriers were for TPR cases that were under appeal at the time of the review.

Cases with the goal of another planned permanent living arrangement

Of 122 documented barriers from 109 reviews held,

- 37% identified the youth did not have a housing plan as part of the transition plan.
- 26% identified that the youth needs employment or job experience.
- 22% identified that the youth's cognitive ability was a barrier to active involvement in transition planning.
- 16% identified that the youth did not have enough credits to graduate from high school prior to aging out of foster care.

Local FCRB FY19 Comment Card Results and Evaluative Feedback

Following each individual review, all groups of participants are given the opportunity to provide feedback about the reviews. The Boards and staff are diligent in their efforts to be respectful and thoughtful in their work and maintain focus on the safety and permanency planning for children. Feedback and evaluation of the review process by interested parties is essential for quality assessment and program improvement. Each interested party who attends a local review is invited to complete a comment card. 2,070 comment cards were received in FY19. In addition to the opportunity to provide open comments, parties are asked to evaluate four areas as shown in the table below.

% of IP Group that Agreed with the Statement					
Relation to Child	The review adequately addressed the issues regarding the child's safety and permanency plan	The Board's recommendations will effectively impact case planning	The Board listened and treated me with respect	Timely notification of reviews was received (at least 10 days prior)	Total Responses
CASA	98%	98%	98%	100%	67
Child's Atty/GAL	99%	99%	99%	100%	116
DHS	99%	99%	100%	100%	570
Foster parent	99%	99%	100%	98%	328
Other	98%	97%	98%	92%	152
Parent	94%	91%	95%	94%	205
Parent's Attorney	94%	96%	97%	100%	118
Relative Caregiver	100%	100%	100%	97%	42
Service Provider	98%	98%	99%	97%	253
Youth (14+ yrs)	100%	95%	100%	100%	22

YOUTH COMMENTS

In response to "What did you like best about the review," comments from youth participants included:

- *"That I have good possibilities of going good places."*
- *"They gave me positive comments and told me to keep up with the good work."*
- "*We went over the main concepts I needed to talk about."*

ICFCRB Program Improvements

During FY19, foster care reviews focused on specific findings, barriers to achieving the permanency goal and recommendations on three case types: 1) reunification or guardianship; 2) termination of parental rights/adoption; and 3) another planned permanent living arrangement. With a more targeted focus on case specific needs and issues, it is projected that more value is provided to the courts and interested

parties at the case level. Additionally, tracking data on systemic barriers that prevent children and families from achieving permanency goals and plans will provide information that can be utilized for systemic advocacy. This is the first year for collecting data based on case type, which will be used as a baseline for future comparisons.

In FY20, there will be a focus on developing a Quality Assurance and Improvement program and an Evaluation program regarding citizen foster care review programming. Gathering input from interested parties and child welfare partners annually will be essential to assessing the overall quality and value that citizen reviews have within the child welfare and juvenile justice systems.

Ethan

Austin took on a CASA appointment just after the Court adjudicated Ethan's case. This was a six-year-old little boy who was removed from a mother who had a significant meth addiction. Ethan was first placed with his grandmother, who had health issues and was unable to care for her grandson any longer. The second placement was with a family friend who decided it was more than he could handle. Ethan was placed with his aunt when Austin was appointed as the CASA Advocate. Shortly thereafter, the aunt's boyfriend decided that having Ethan around was too much of a burden on his relationship with the aunt. He said Ethan would need to go elsewhere.

At that point, Ethan asked Austin, "Why doesn't anybody want me?" Austin assured him that he was wanted and the right person just had not been found yet. Then Austin set things in motion by requesting a staffing to identify potential placements among friends, relatives or anyone else who had a relationship with Ethan. Several possibilities were uncovered.

After the staffing, the DHS worker was able to talk to all of the people who had been identified and determined that one family, the Porters, would be an appropriate placement, and they were willing to be a long-term placement for Ethan. Mr. and Mrs. Porter were neighbors to Ethan's grandmother during the time Ethan lived there. They often had him over to play with their own young children and grew fond of him. Ethan also enjoyed playing with the Porter kids and liked the Porters. After a six-month trial placement with the Porters, an adoption petition was filed and approved by the Court. Ethan is now happy, healthy and feeling loved in his new home.

2014–2019 Strategic Plan Accomplishments

In 2013, the staff of the Child Advocacy Board included a group of very hard-working, highly committed individuals, each working alone to obtain the best results possible, with little support, direction or supervision, but great passion for serving Iowa's abused and neglected children and children placed in foster care. Regular review and revision of program policy and procedures was not a priority. Instead, it was an "other-duty-as-assigned" task for a committee of local Coordinators. Training development and delivery were relegated to the availability of a portion of a part-time Coordinator's time with assistance by another part-time contracted trainer. Several years prior, the CASA program and the ICFCRB program had been merged into the Child Advocacy Board organization. A few years later, program funding was severely cut without a commensurate decrease in the expectations for delivery of volunteer advocacy services. The automated system in place to support record keeping and reporting requirements was excellent in conception, but underbuilt and incomplete, adding to the frustration of the highly dedicated staff.

This was the situation confronting the Child Advocacy Board in 2014 as it embarked upon development of its inward-facing, capacity-building five-year plan. Since that time, we have engaged in a change process to move an intentional approach to address the need for:

- directing and supervising work,
- accounting for work efforts and results,
- developing policies and programs,
- developing training on knowledge and skills needed to successfully implement programs,
- developing the level of specialization and knowledge that permits effective and successful delegation,
- getting the right people into the right jobs at the right time to make the specialization work and formally rearranging the organization to accommodate these moves,
- designing, developing and implementing an automated system to support most facets of CASA program operation, record keeping, and data gathering in a way that will inform staff and managers at all levels of the course of action needed to ensure greater success and to identify success and areas needing improvement in the CASA program, and
- conceiving the changes in automated support needed for the ICFCRB program in the near future.

The Child Advocacy Board developed a five-year strategic plan that focused on developing the capacity of the CASA and FCRB programs to:

- operate effectively through updated policies and procedures,
- implement an organizational design able to address all aspects of the work and results each program needed to achieve,
- align authority and responsibility with accountability,

- improve communication within the internal network of volunteers and staff, and
- increase partnership with other organizations involved with child welfare and protection.

As the governing body, we take pride in the efforts of our network of staff, volunteers and outside stakeholders over the past five years and want to take note of their accomplishments.

Goal 1: Become a results focused organization

- ✓ Key performance dashboards for CASA and FCRB to promote staff and supervisory attention to critical success points.
- ✓ Replaced a poorly functioning and frustrating automated system for CASA case management and ICAB volunteer management. The system features:
  - improved data for process measures.
  - decreased need for manual tallying.
  - line of sight for Supervisors and Coordinators to all CASA advocacy activity, court reports, and interaction with volunteers, volunteer training, and training needs assessment to support improved advocacy.
  - ability to review work for quality and forecast need for staff and volunteer development to improve quality advocacy.
  - A package of assessment tools which guide advocacy activities and enable case progress measurement.
- ✓ Gradual changes in approach to staff performance management -- now at level of measuring, recognizing, rewarding, adjusting for specific performance factors related to program reach, and amount of volunteer training provided.
- ✓ Gradual alignment of staffing resources with leadership, planning and management needs associated with achieving program results.
- ✓ Regular and timely supervision of and feedback to staff.
- ✓ Use of satisfaction surveys with staff, volunteers and judges to provide a basis for program and advocacy improvements.

Goal 2: Develop a plan to secure resources to sustain and grow ICAB programs

- ✓ Federal Title IV-E funding increased through expansion of volunteer training to gradually meet previously ignored National CASA and state FCRB training requirements. Funding increase: $395.5K in 2013 to $647.2K in 2019.
- ✓ Funding secured to allow for reintroduction of contracted FCRB facilitation and CASA administrative support.
- ✓ Partnership and formal legal fiduciary agreement established with Friends of Iowa CASA and ICFCRB to grow public awareness and fund-raising. Friends revenue from its own efforts increased from $106,060 in FY 2014 to $252,408 in FY 2019.
- ✓ Established CASA Coach Model as means of extending the value of program funding by using higher-level volunteers to support and guide Advocates to increase capacity for serving more children.
- ✓ Awarded certification as a Service Enterprise Initiative, a means for increasing volunteer resources and encouraging grant funding and charitable contributions.
- ✓ Established staff/volunteer marketing team to professionalize and broaden efforts to recruit new volunteers.
- ✓ Engaged VISTA members to support recruitment and marketing efforts.
- ✓ Awarded a total of over $300,000 from National CASA for program capacity building over the past five years.

- ✓ Awarded IOWAccess grant of $150,000 to support implementation of a new automated CASA management and ICAB volunteer management system.
- ✓ Conserved funds by converting staff IT position to IT support contract.
- ✓ Gradual establishment of 80% time grant writer/manager position to create sharper focus on this funding source.

Goal 3: Promote the effective use of communication throughout ICAB

- ✓ Established staff workgroups and committees to provide a ground-level connection for most new program developments.
- ✓ Conducting monthly all-staff calls to maintain current knowledge of events, changes and other important developments among all staff.
- ✓ Publishing monthly electronic newsletters to inform the entire network of staff, volunteers, judges, and other interested stakeholders in the work of our programs.
- ✓ Use of face-to-face and interactive video Regional meetings, recently enhanced by the State's transfer to Google Suite of applications, to further maintain communication, provide training, collaborate on written product development and gather input on short- and long-term needs.
- ✓ Engaged board members as Goal Tenders for each goal in the strategic plan to increase Board line-of-sight to and understanding of operational activities.
- ✓ Realigned staff in regional groups to improve communication, supervision and support of their operational functions.

Goal 4: Expand partnerships within the child welfare system

- ✓ Expanded a Memorandum of Understanding with the Department of Human services to guide the statewide and local level relationship between our agencies related to the CASA program.
- ✓ Established Local Agreed Upon Procedures established between each CASA Program and the DHS offices they serve.
- ✓ Conducted periodic meetings with local DHS.
- ✓ Conducted periodic meetings with local judges.
- ✓ Conducted Kaizen event for CASA program involving partners from the courts, DHS, and child and family legal representatives with ICAB staff to develop an improved process for managing advocacy cases from referral to case closure.
- ✓ Conducted program design event for FCRB program involving DHS and ICAB staff to develop improved coordination between the organizations throughout the review process conducted by Local Foster Care Review Boards.
- ✓ Provided extensive participation in system-wide work groups, task forces and committees to contribute to better policies, practices and functioning across organizational lines. This includes membership and participation in the:
    - Child Welfare Advisory Committee
    - Iowa Collaboration for Youth Development
    - Child Protection Council
    - FCRB as one of the federally mandated Citizen Review Panels
    - Children's Justice Council
    - Juvenile Re-entry Task Force
    - Supreme Court Task Force on Guardianship and Conservatorship Reform
    - Drug Endangered Children Task Force
    - Trauma Informed Leadership Team
    - Transfer of Juvenile Service Funding Work Group

- Legislative workgroup on mandatory child abuse reporting improvements

Goal 5: Enhance the existing training program for the continued growth of ICAB

- ✓ Established specialized training team, which developed significant improvements in pre-service and in-service training for CASA and ICFCRB volunteers to elevate advocacy knowledge and effectiveness. The redesigned training focuses on application of special knowledge and skills to the advocacy work these volunteers perform.
- ✓ Established regional options for pre-service training for the CASA program to afford greater convenience to aspiring advocates.
- ✓ Redesigned specialized pre-service training for FCRB Members to be delivered locally and just in time for their assignment to local boards.
- ✓ Expanded direct delivery of in-service training to all CASA Advocates and Coaches and Foster Care Review Board Members to ensure currency of knowledge and skills to focus on application of knowledge to their advocacy work.
- ✓ Developed and implemented a special just-in-time training series for first year Advocates, which prepares them at exactly the point needed for the various elements of their observation, investigation, information gathering, reporting and recommending.
- ✓ Developed and continuously improved Coach Model training from 2015 until now in order to increase the effectiveness and success of this method for extending services to more children.
- ✓ Developed Coordinator capacity to deliver pre- and in-service training.
- ✓ Initiated specialized staff development on Crucial Conversations, volunteer management and diversity, with much more staff professional development planned in the future.
- ✓ Developed and currently implementing rudimentary learning management functions as part of the new automated CASA system.
- ✓ Helping volunteers in both of our programs embrace the use of automation to access data, reports and other information themselves, document and track their own work on the cases assigned to them and prepare reports that are shared with the courts and all case parties on an ongoing basis. The Iowa CASA program is a national leader in this area.

Through all of the past five years, we (board members, managers, staff and volunteers) have plowed through many rough and rocky paths, but we have endured. With the great efforts of many, our work in the past provides most of the foundational elements needed for our work in the future. The support of our partners in all three branches of government and our network of stakeholders has been tremendously helpful during this time.

We are currently engaged in the development of a new five-year strategic plan, which is focused mostly outward on continuous growth in the number of vulnerable children for whom our programs can provide advocacy and in the impact the advocacy will have on case outcomes and life outcomes for the children and families being served.

Recommendations and Requests

With the tremendous efforts of Child Advocacy Board staff over the past five years, Board Members agree that our CASA Advocates and Foster Care Review Board Members are able to provide ever-increasing value to children and to our partners throughout the child welfare system. Because of this, we focus our recommendations, or perhaps "requests" is a better choice of words, on steps we hope our partners will take to gain greater value from the help offered by the CASA and FCRB programs. We offer five requests:

1. DHS workers, juvenile court judges, county attorneys, and guardians ad litem should request a CASA assignment for every child they believe would benefit from another set of watchful eyes. CASA Advocates have the ability to focus on a single child and case at a time, which enables them to gather report information that, often, no one else involved in the case has obtained. It may not be possible for our local programs to meet all of the requests, but often an Advocate is ready and waiting for a case assignment. If we do not have someone ready, your request will provide added weight to our requests for caring adults in your communities to volunteer to become a Court Appointed Special Advocate.

2. The greatest reward for CASA Advocates is to be recognized for their involvement and for their contribution to the information courts and DHS need to make good decisions for the children they serve. When the judge acknowledges the CASA Advocate's involvement and report during the court hearing, it provides great encouragement. For the Advocate to be personally invited by the judge to share any other information, concerns or recommendations that are relevant at each hearing is an even greater inspiration and motivation.

3. We are closely watching the plans for implementation of the federal Family First legislation that will provide challenges and opportunities for us all. Our request and our hope is that, at both the state and local levels, DHS and courts will engage the CASA and FCRB programs, staff and volunteers to help monitor individual cases for effective implementation of Family First evidence-based services and interventions to help achieve the intend results of the legislation for children and families.

4. For those children who must be placed in a foster care setting, diligent and timely efforts to achieve permanency are often challenged by time pressures and service availability. We believe that DHS would benefit by encouraging parties to each case to participate in ICFCRB reviews and by

considering the ICFCRB reports and recommendations to help inform decisions about case planning, service and interventions needed to achieve timely permanency.

5. DHS and the Courts should consider engaging with the Child Advocacy Board and Local Foster Care Review Boards to monitor cases at risk of placement prior to removal to help achieve good results for families and children and to fully implement the intent of Family First.

The Child Advocacy Board and its staff stand ready to assist with further deliberation of any of these requests and recommendations.

Appendix

FY 2019 DHS Data Review and Analysis

The Iowa Department of Human Services (DHS) fulfills its statutory requirement to provide data the Iowa Child Advocacy Board needs for its Foster Care Registry by transmitting a confidential end of month report each month with data on all children in placement or under supervision of DHS or Juvenile Court Services (JCS). The Child Advocacy Board uses the monthly DHS data to prepare this report on children in foster care to Iowa public officials. The statute requires this report to include data on the number of days children are in care, the number of placements, and the characteristics of children in care along with an evaluation of the data.

The Child Advocacy Board is able to construct three different views of the data:

1) **Month end point in time view.** This view allows comparison of the entire caseload among multiple points in time. This report includes a comparison of the number of children in the system at the end of fiscal years 2017, 2018 and 2019 and several case and demographic factors for the children involved at these three points in time.
2) **Total children served during a fiscal year.** This view includes data on all children who have been in the system at any point during the course of the year, including those in the system at the beginning of the year, those who entered at some point during the year, and those who exited from the system during the year.
3) **Children who exited the system during the year.** This "exit cohort" view of the data provides a picture of the average length of service to children who left the system during the year, the average number of placements during the current placement episode, and the associated case and demographic data for those children. Annual comparison of exit cohort data can enable an understanding of progress toward reducing overall lengths of service, number of placements during an episode, disproportionate representation of minority children, and other factors that may demonstrate improvement in outcomes.

Month End Point in Time Reports

Level of Care. DHS saw a decrease of 105 children in the system at the fiscal year's end in 2019 compared to 2018. This reflects a partial reversal of the increase of 351 from 2017 to 2018. The end-of-year figures for FY 2019 show some change in the allocation of placements among the various levels of care. The primary level of care changes involved in the overall increase:

- Growth areas include increases of 52 in pre-subsidy placements and 27 in non-relative placements from 2018 to 2019.
- Offsetting the growth to an extent were declines in the number of foster group care placements, psychiatric medical institutes for children (PMIC), and supervised apartment living.

JCS-supervised placements decreased by a total of 90, nearly double the 2017 to 2018 decrease of 46. As with DHS, some major shifts occurred in allocations among levels of care:

- There is no significant growth in the number and types of placements from 2018 to 2019.
- Notable decreases are seen in the number of foster group care placements, supervised apartment living, and trial home visits from 2018.

CHILDREN IN CARE AT EACH LEVEL OF CARE AT THE END OF JUNE										CHANGE FROM 2018 to 2019			CHANGE FROM 2017 to 2018		
	June 2019			June 2018			June 2017								
LEVEL OF CARE	DHS	JCS	TOTAL	DHS	JCS	TOTAL	DHS	JCS	TOTAL	DHS	JCS	TOTAL	DHS	JCS	TOTAL
COMMUNITY FOSTER GROUP CARE	26	87	113	44	100	144	37	171	208	-41%	-13%	-22%	18.9%	-41.5%	-30.8%
COMPREHENSIVE FOSTER GROUP CARE	138	127	265	148	161	309	106	101	207	-7%	-21%	-14%	39.6%	59.4%	49.3%
DETENTION	8	25	33	7	23	30	8	31	39	14%	9%	10%	-12.5%	-25.8%	-23.1%
ENHANCED RESIDENTIAL TREATMENT	32	42	74	45	54	99	63	79	142	-24%	-22%	-25%	-28.6%	-31.6%	-30.3%
FOSTER FAMILY	1905	18	1925	1895	23	1919	1866	19	1865	1%	-22%	2%	1.6%	21.1%	1.7%
HOSPITAL	9		9	10		11	8	1	9	-10%		-18%	25.0%	-100.0%	22.2%
NON CHILD WELF RESIDENTIAL	46	8	54	36	10	46	22	6	28	28%	-20%	17%	63.6%	66.7%	64.3%
NON-RELATIVE	341	7	348	314	5	319	268	1	273	9%	40%	9%	17.2%	400.0%	16.8%
OTHER MEDICAID PLACEMENT	2	3	5	5	7	12	4	2	6	-60%	-57%	-58%	25.0%	250.0%	100.0%
PMIC	65	13	78	74	14	88	73	21	94	-12%	-7%	-11%	1.4%	-33.3%	-6.4%
PRESUBSIDY	263		263	211		211	239		241	25%		25%	-11.7%	NA	-12.4%
RELATIVE	1999	15	2033	2083	17	2106	1918	20	1944	-4%	-12%	-3%	8.6%	-15.0%	8.3%
SHELTER CARE	132	34	166	140	33	175	144	38	182	-6%	3%	-5%	-2.8%	-13.2%	-3.8%
STATE INST MENTAL HEALTH	1	1	2	4		4	1		1	-75%		-50%	300.0%	NA	300.0%
STATE INST RESOURCE CTR	1		1	1		1				0%		0%	NA	NA	NA
STATE INST TRAINING SCH	4	54	58	9	53	62	5	64	69	-56%	2%	-6%	80.0%	-17.2%	-10.1%
SUPERVISED APARTMENT LIVING	40	14	54	54	24	78	40	14	54	-26%	-42%	-31%	35.0%	71.4%	44.4%
TRIAL HOME VISIT	928	179	1109	965	193	1162	892	195	1088	-4%	-7%	-5%	8.2%	-1.0%	6.8%
TOTAL	**5940**	**627**	**6590**	**6045**	**717**	**6776**	**5694**	**763**	**3471**	**-2%**	**-54%**	**-3%**	**6.2%**	**-6.0%**	**4.7%**

Legal Status. The major changes in allocations among legal status categories for DHS supervised children were an increase of 150 children in TPR/CINA status, a decrease of 88 children in the custody-transferred status and a 202-child decrease in voluntary placements for an overall decrease of 105 children at year's end.

For JCS-supervised children, the number adjudicated delinquent was 94 lower than at the end of 2018, a continuation of the decrease of 103 noted between the end of FY 2017 and 2018.

CHILDREN IN EACH LEGAL STATUS BY CASE MANAGER AT THE END OF JUNE										CHANGE FROM 2018 TO 2019			CHANGE FROM 2017 TO 2018		
	June 2019			June 2018			June 2017								
LEGAL STATUS	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**
CINA	3895	23	3918	3877	25	3910	3573	11	3596	0%	-8%	0%	8.5%	127.3%	8.7%
CUSTODY TRANSFERRED	142	68	210	230	53	289	215	38	253	-38%	28%	-3%	7.0%	39.5%	14.2%
DELINQUENT	26	490	516	31	584	615	28	687	715	-16%	-16%	-16%	10.7%	-15.0%	-14.0%
GUARDIANSHIP TO SUITABLE PERSON	10	0	10	1	1	2	4	0	4	900%	-100%	400%	-75.0%	NA	-50.0%
MR COURT ORDERED	17	0	17	17	0	17	23	0	23	0%	NA	0%	-26.1%	NA	-26.1%
TPR/CINA	1068	1	1069	905	2	907	923	2	927	18%	-50%	18%	-2.0%	0.0%	-2.2%
VOLUNTARY	782	45	827	984	52	1036	927	25	952	-21%	-13%	-20%	6.1%	108.0%	8.8%
Total	**5940**	**627**	**6567**	**6045**	**717**	**6776**	**5694**	**763**	**6471**	**-2%**	**-13%**	**-3%**	**6.2%**	**-6.0%**	**4.7%**

Race and Ethnicity. The race count totals shown in this chart are labeled duplicated, as this compilation does not include identification of children identifying as being of two or more races. The rate of duplication for children under DHS supervision is nearly equal for 2017, 2018 and 2019. However, the duplication rate for JCS-supervised children rose by slightly more than 20% from 2017 to 2018 but decreased by more than 20% from 2018 to 2019.

The most prominent racial identities among both DHS and JCS-supervised children are White and Black/African American. For DHS-supervised children, children of all racial identities except White increased. For JCS-supervised youth, a decrease is noted in all racial identities except American Indian, with the most substantial decreases at 28.2% for Black/African American youth and 27.8% decrease among White youth.

COMPARISON OF RACIAL AND ETHNIC IDENTITY OF CHILDREN IN CARE (2017 - 2019)

	JUNE 2019			JUNE 2018			JUNE 2017			CHANGE FROM 2018 to 2019			CHANGE FROM 2017 to 2018		
Racial Identity	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**
American Indian	211	12	223	171	12	183	150	8	158	23.4%	0.0%	21.9%	14.0%	50.0%	15.8%
Asian	59	14	73	51	16	67	44	10	54	15.7%	-12.5%	9.0%	15.9%	60.0%	24.1%
Black/African American	984	183	1167	963	255	1218	908	222	1130	2.2%	-28.2%	-4.2%	6.1%	14.9%	7.8%
Hawaii/Pacific Islander	26	10	36	23	16	39	25	13	38	13.0%	-37.5%	-7.7%	-8.0%	23.1%	2.6%
White	4722	394	5116	4896	546	5442	4700	486	5186	-3.6%	-27.8%	-6.0%	4.2%	12.3%	4.9%
Unable to identify	330	33	363	291	54	335	225	46	271	13.4%	-38.9%	8.4%	29.3%	17.4%	23.6%
Declined to answer	4	0	4	3	1	4	3	0	3	33.3%	-100.0%	0.0%	0.0%		33.3%
Race Count Total (Duplicated)	6336	646	6982	6388	900	7288	6055	785	6840	-0.8%	-28.2%	-4.2%	5.5%	14.6%	6.5%
Child Count Total (Unduplicated)	5964	626	6590	6045	717	6762	5694	763	6471	-1.3%	-12.7%	-2.5%	6.2%	-6.0%	4.5%
Ethnic Identity	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**	**DHS**	**JCS**	**Total**
Hispanic or Latino	497	79	576	578	107	685	496	80	576	-14.0%	-26.2%	-15.9%	16.5%	33.8%	18.9%
Not Hispanic or Latino	344	31	375	336	58	394	281	49	330	2.4%	-46.6%	-4.8%	19.6%	18.4%	19.4%
Unable to identify	5068	509	5577	5177	694	5871	4897	625	5522	-2.1%	-26.7%	-5.0%	5.7%	11.0%	6.3%
Declined to answer	21	6	27	17	9	26	8	7	15	23.5%	-33.3%	3.8%	112.5%	28.6%	73.3%
(Blank)	15	2	17												
Ethnicity Count Total (Duplicated)	5945	627	6572	6108	868	6976	5682	761	6443	-2.7%	-27.8%	2.0%	7.5%	14.1%	8.3%
Child Count Total (Unduplicated)	5940	627	6567	6045	717	6762	5694	763	6471	-1.7%	-12.6%	-2.9%	6.2%	-6.0%	4.5%

Child Age. This chart displays the distribution of children in placement by age at the end of each fiscal year.

CHILDREN BY AGE LEVEL AT THE END OF JUNE										CHANGE FROM 2018 to 2019			CHANGE FROM 2017 to 2018		
	June 2019			June 2018			June 2017								
Age (Yrs)	DHS	JCS	Total	DHS	JCS	Total	DHS	JCS	Total	DHS	JCS	Grand Total	DHS	JCS	Grand Total
0	172		172	159		159	159		159	-100%	NA	8%	0.0%	NA	0.0%
1	593		593	579		580	501		501	2%	NA	2%	15.6%	NA	15.8%
2	513		513	508		510	505		509	1%	NA	1%	0.6%	NA	0.2%
3	418		418	463		465	450		450	-10%	NA	-10%	2.9%	NA	3.3%
4	378		378	447		450	421		422	-15%	NA	-16%	6.2%	NA	6.6%
5	395		395	352		352	351		351	12%	NA	12%	0.3%	NA	0.3%
6	315		315	341		342	296		297	-8%	NA	-8%	15.2%	NA	15.2%
7	313		313	314		315	297		297	0%	NA	-1%	5.7%	NA	6.1%
8	280		280	313		313	294		295	-11%	NA	-11%	6.5%	NA	6.1%
9	291		291	285		285	266		266	2%	NA	2%	7.1%	NA	7.1%
10	255		255	279		279	273		273	-9%	NA	-9%	2.2%	NA	2.2%
11	269	2	271	314	1	315	251	1	253	-14%	100%	-14%	25.1%	0.0%	24.5%
12	285	3	288	256	4	260	233	3	237	11%	-25%	11%	9.9%	33.3%	9.7%
13	261	23	284	233	11	245	259	25	284	12%	109%	16%	-10.0%	-56.0%	-13.7%
14	249	30	279	254	70	325	236	49	285	-2%	-57%	-14%	7.6%	42.9%	14.0%
15	262	133	395	267	111	378	219	100	320	-2%	20%	4%	21.9%	11.0%	18.1%
16	270	151	421	251	176	429	246	178	424	8%	-14%	-2%	2.0%	-1.1%	1.2%
17	265	178	443	238	217	455	253	264	519	11%	-18%	-3%	-5.9%	-17.8%	-12.3%
18	147	102	249	178	122	301	170	136	308	-17%	-16%	-17%	4.7%	-10.3%	-2.3%
19	6	5	11	14	4	18	13	7	20	-57%	25%	-39%	7.7%	-42.9%	-10.0%
20	3		3				1		1	NA	NA	NA	NA	NA	NA
Total	**5940**	**627**	**6567**	**6045**	**717**	**6776**	**5694**	**763**	**6471**	**-2%**	**-13%**	**-3%**	**6.2%**	**-6.0%**	**4.7%**

Aggregating the distribution in five-year age groupings for DHS-supervised children, and in under-14, 14 to 16, and over-16 age groupings for JCS-supervised youth, provides a more accessible overview of the data:

DHS SUPERVISED CHILDREN BY AGE GROUPS					
Age Group	2019	2018	2017	Change from 2018 to 2019	Change from 2017 to 2018
0 to 5	2469	2508	2387	-1.56%	5.07%
6 to 10	1454	1532	1426	-5.09%	7.43%
11 to 15	1326	1324	1198	0.15%	10.52%
16 to 20	691	681	683	1.47%	-0.29%
Total	**5940**	**6045**	**5694**	**-1.74%**	**6.16%**

JCS SUPERVISED YOUTH BY AGE GROUPS					
Age Group	2019	2018	2017	Change from 2018 to 2019	Change from 2017 to 2018
Under 14	28	16	29	75.00%	-44.83%
14 to 16	314	357	327	-12.04%	9.17%
Over 16	285	343	407	-16.91%	-15.72%
Total	**627**	**716**	**763**	**-12.43%**	**-6.16%**

Total Children Served During Fiscal Year 2019

Based on data provided by DHS, a total of 10,900 children were under supervision of DHS or JCS and in placement at some point in Fiscal Year 2019. This includes 9,749 under DHS case management and 1,111 under JCS case management. The tables on the next page display the number of children by race, ethnicity and gender under case management of DHS and JCS. No case manager is identified for 40 children included in the display.

Disproportionality based on Race and Ethnicity. The rate of placement per thousand children varies quite dramatically based on the race and ethnicity of the children. It is important to note that these tables include data about all children placed during the course of the year, including those who left the system prior to the end of the year, those who entered care after the start of the year, and those who were involved throughout the year. These 10,900 children number about 1.66 times the number of children placed at the end of the year. These data help to provide a more complete picture of the total population served during the course of the year.

The tables include the portion of the total child population by race and ethnicity obtained from 2017 estimated population data. With these data, it is possible to compare the rate of placement per thousand children among the racial and ethnic groups for whom data are available. For the total group of DHS supervised children in the system during the course of the year, American Indian children are involved about 6.5 times more than White children when considering their proportion of the total population. Black/African American children are involved at a rate 2.8 times that of White children. Children of more than one race are placed at a rate 1.6 times that of White children. Hispanic children are placed at a rate similar to that of White children, while Asian children are placed at a rate of about 32 percent of White children. For children whose case management is a JCS responsibility, similar patterns appear for some of the racial groups. For the total group of JCS-supervised children in the system during the course of the year, American Indian children are involved about 3.8 times more than White children when considering their proportion of the total population. Black/African American children are involved at a rate 7.4 times that of White children. Children of more than one race are placed at a rate similar to that of White children. Hispanic children are placed at a rate about 1.1 times that of White children, while Asian children are placed at a rate of about 69 percent of White children.

For both DHS- and JCS-supervised children, the number of Hawaii/Pacific Islander children is too low to make a sound comparison.

The Child Advocacy Board does not have fully comparable data for all placements during years prior to fiscal year 2018. Previous comparisons on the proportionality of placements among children of different races showed far higher rates of disproportionate placements than the data demonstrate in the current analysis.

Total Pop:	https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk			
Child Pop:	https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_B09001&prodType=table			

FY 2019 DISPROPORTIONALITY BY RACE AND ETHNICITY

RACE AND ETHNICITY BY CASE MANAGER	NUMBER OF CHILDREN	TOTAL CHILD POPULATION BY RACE/ETHNICITY	NUMBER OF PLACEMENTS PER THOUSAND CHILDREN	AVERAGE NO DAYS IN CURRENT EPISODE	AVERAGE YEARS IN CURRENT EPISODE	AVERAGE PLACEMENT COUNT IN CURRENT EPISODE
DHS CASE MANAGER	**9789**			**525**	**1.4**	**2.0**
(BLANK)	**11**	**NA**	**NA**	**422**	**1.2**	**1.2**
F	5			358	1.0	1.2
M	6			476	1.3	1.2
AMERICAN INDIAN	**219**	**2,901**	**75.49**	**375**	**1.0**	**1.7**
(blank)	1			198	0.5	1.0
F	114			391	1.1	1.8
M	104			360	1.0	1.5
ASIAN	**62**	**16,682**	**3.72**	**511**	**1.4**	**1.7**
F	29			502	1.4	1.8
M	33			518	1.4	1.7
BLACK AFRICAN AMERICAN	**1153**	**34,815**	**33.11**	**537**	**1.5**	**2.2**
(blank)	2			288	0.8	1.5
F	533			532	1.5	2.2
M	618			542	1.5	2.3
DECLINED TO ANSWER	**5**	**NA**	**NA**	**770**	**2.1**	**2.6**
F	4			885	2.4	3.0
M	1			310	0.8	1.0
HAWAII PACIFIC ISLANDER	**36**	**725**	**49.65**	**430**	**1.2**	**2.0**
F	17			431	1.2	1.9
M	19			429	1.2	2.0
MORE THAN ONE RACE	**553**	**35,540**	**15.55**	**540**	**1.5**	**2.2**
F	246			526	1.4	2.4
M	307			552	1.5	2.1
UNABLE TO DETERMINE	**500**	**NA**	**NA**	**469**	**1.3**	**1.7**
F	251			473	1.3	1.7
M	249			464	1.3	1.7
WHITE	**7250**	**622,317**	**11.65**	**531**	**1.5**	**2.0**
(blank)	6			435	1.2	1.3
F	3588			522	1.4	1.9
M	3656			540	1.5	2.0
HISPANIC OR LATINO	**829**	**70,355**	**11.78**	174	0.5	2.0
(blank)	2			226	0.6	2.0
F	399			173	0.5	2.0
M	428			174	0.5	2.1

RACE AND ETHNICITY BY CASE MANAGER	NUMBER OF CHILDREN	TOTAL CHILD POPULATION BY RACE/ETHNICITY	NUMBER OF PLACEMENTS PER THOUSAND CHILDREN	AVERAGE NO DAYS IN CURRENT EPISODE	AVERAGE YEARS IN CURRENT EPISODE	AVERAGE PLACEMENT COUNT IN CURRENT EPISODE
JCS CASE MANAGER	**1111**			**554**	**1.5**	**2.9**
(BLANK)	**1**	**NA**	**NA**	**375**	**1.0**	**1.0**
F	0			0	0.0	0.0
M	1			375	1.0	1.0
AMERICAN INDIAN	**12**	**2,901**	**4.14**	**448**	**1.2**	**2.2**
(blank)	0			0	0.0	0.0
F	2			48	0.1	1.0
M	10			528	1.4	2.4
ASIAN	**20**	**16,682**	**1.20**	**553**	**1.5**	**4.1**
F	5			433	1.2	2.4
M	15			593	1.6	4.7
BLACK AFRICAN AMERICAN	**280**	**34,815**	**8.04**	**611**	**1.7**	**3.7**
(blank)	0			0	0.0	0.0
F	47			616	1.7	4.2
M	233			610	1.7	3.6
DECLINED TO ANSWER	**2**	**NA**	**NA**	**286**	**0.8**	**2.0**
F	1			83	0.2	1.0
M	1			489	1.3	3.0
HAWAII PACIFIC ISLANDER	**15**	**725**	**20.69**	**470**	**1.3**	**2.9**
F	0			0	0.0	0.0
M	15			470	1.3	2.9
MORE THAN ONE RACE	**39**	**35,540**	**1.10**	**549**	**1.5**	**3.8**
F	9			712	2.0	5.0
M	30			500	1.4	3.4
UNABLE TO DETERMINE	**69**	**NA**	**NA**	**552**	**1.5**	**2.8**
F	12			514	1.4	2.8
M	57			560	1.5	2.8
WHITE	**673**	**622,317**	**1.08**	**536**	**1.5**	**2.5**
(blank)	0			0	0.0	0.0
F	135			493	1.4	2.7
M	538			546	1.5	2.4
HISPANIC OR LATINO	**146**	**70,355**	**2.08**	115	0.3	2.2
(blank)	0			0	0.0	0.0
F	33			103	0.3	2.2
M	113			119	0.3	2.2

Variation in Placement Episode Length and Number of Placements within an Episode. Another source of variation in the way individual children and families are affected by the child welfare and juvenile justice systems may be differences in the length of time a child continues in the system in a single episode and the number of different placements within each episode. The aggregated data on all 10,900 children in placement during FY19 show variation among counties in both the average length of placement episodes and the average number of placements per episode. The table below on this page shows the number of counties matching the range of placement lengths and the range of number of placements. The number of counties falling within these ranges is displayed separately for DHS- and JCS-supervised children. The level of variation in the averages is in itself a matter of concern. It is also important to recognize the average data mask some of the extremes in placement episode length and number of placement settings a child may enter and leave throughout the episode. Granted, these situations are not the norm, but examining these outliers closely may reveal systemic factors to be addressed.

VARIATIONS BY COUNTY AND CASE MANAGER:
AVERAGE YEARS IN CURRENT EPISODE AND AVERAGE NUMBER OF PLACEMENTS PER EPISODE

	NUMBER OF COUNTIES WITHIN RANGE	
RANGE: AVG NUMBER YRS IN PLACEMENT EPISODE	DHS Case Manager	JCS Case Managers
1 yr or less	6	28
>1 yr, <2 yrs	93	62
>2 yrs, <3 yrs	0	8
>3 yrs, <4 yrs	0	1
TOTAL COUNTIES	99	91
RANGE: AVG NUMBER PLACEMENTS IN EPISODE		
1 or less placement	0	13
>1, <2 placements	60	16
>2 , <3 placements	39	42
>3, <4 placements	0	8
>4, <5 placements	0	6
>5, <6 placements	0	4
TOTAL COUNTIES	99	89

Review of Data on Children Who Exited the System in FY 2019

Key points of interest in data obtained from the DHS reports on exiting children include the average length of the placement episode and the status of the children at the time of exit. There were 723 exits in FY19 in 85 counties.

Average Placement Time at Exit. The following table shows the average length of placement episodes by county for children exiting the system in FY19. The display is from highest to lowest length of time with a range of .02 years to 7.73 years. Counties in which no children exited during the year are not included in the display.

County	Avg Placement Length in Years	County	Avg Placement Length in Years	County	Avg Placement Length in Years
Delaware	7.73	Guthrie	1.44	Clay	0.95
Shelby	3.63	Chickasaw	1.44	Montgomery	0.95
Mills	3.62	Hamilton	1.41	Fayette	0.94
Madison	3.56	Sac	1.40	Webster	0.94
Decatur	3.30	Appanoose	1.38	Winneshiek	0.93
Boone	3.23	Taylor	1.32	Muscatine	0.92
Dickinson	2.89	Henry	1.32	Dallas	0.92
Greene	2.67	Woodbury	1.28	Keokuk	0.92
Adair	2.64	Emmet	1.28	Butler	0.91
Calhoun	2.59	Johnson	1.26	Poweshiek	0.90
Floyd	1.93	Monroe	1.26	Clarke	0.89
Adams	1.92	Van Buren	1.22	Tama	0.87
Franklin	1.91	Audubon	1.19	Wapello	0.85
Story	1.79	Union	1.16	Buena Vista	0.84
Benton	1.74	Lee	1.16	Page	0.82
Harrison	1.70	Hardin	1.11	Clayton	0.73
Cerro Gordo	1.70	Marshall	1.11	Des Moines	0.71
Polk	1.59	Wright	1.10	Grundy	0.71
Jackson	1.59	Carroll	1.10	Winnebago	0.70
Crawford	1.58	Washington	1.09	Mahaska	0.67
Marion	1.57	Plymouth	1.09	Palo Alto	0.64
Jones	1.55	Clinton	1.09	Warren	0.62
Scott	1.54	Cherokee	1.08	Allamakee	0.53
Dubuque	1.53	Cass	1.04	Wayne	0.52
Linn	1.53	O Brien	1.01	Pocahontas	0.49
Black Hawk	1.53	Buchanan	1.01	Howard	0.48
Sioux	1.47	Jasper	0.99	Bremer	0.45
Monona	1.46	Jefferson	0.96	Osceola	0.02
Pottawattamie	1.44			**State Average**	**1.38**

Child Status at Exit from System. Using data provided by DHS, it is possible to identify the number of exits from the foster care system and the outcome to which the child exited by county. The table displayed across the next two pages provides this information along with key population data.

FY 2019 FOSTER CARE SYSTEM EXITS BY COUNTY AND EXIT TYPE

CHILD'S COUNTY	TOTAL EXITS	% RETURN HOME	% REUNITED WITH OTHER PARENT	% OTHER LEGAL PERMANENCY	% AGED OUT	2018 COUNTY TOTAL POPULATION	2017 CHILD POPULATION
Adair	1	100.0%	0.0%	0.0%	0.0%	7,063	1,549
Adams	1	0.0%	0.0%	100.0%	0.0%	3,645	787
Allamakee	3	100.0%	0.0%	0.0%	0.0%	13,832	3,174
Appanoose	5	20.0%	0.0%	40.0%	40.0%	12,437	2,752
Audubon	1	100.0%	0.0%	0.0%	0.0%	5,506	1,155
Benton	6	100.0%	0.0%	0.0%	0.0%	25,642	6,166
Black Hawk	28	71.4%	0.0%	21.6%	7.0%	132,408	28,764
Boone	3	0.0%	0.0%	100.0%	0.0%	26,346	6,000
Bremer	2	50.0%	0.0%	0.0%	50.0%	24,947	5,460
Buchanan	1	0.0%	0.0%	100.0%	0.0%	21,199	5,644
Buena Vista	3	33.3%	0.0%	33.3%	33.3%	19,874	5,212
Butler	2	50.0%	0.0%	50.0%	0.0%	14,539	3,411
Calhoun	6	16.7%	0.0%	83.3%	0.0%	9,699	2,055
Carroll	4	75.0%	0.0%	25.0%	0.0%	20,154	5,020
Cass	3	66.7%	0.0%	33.3%	0.0%	12,930	2,969
Cedar	0					18,627	4,176
Cerro Gordo	16	38.0%	0.0%	44.0%	19.0%	42,647	8,932
Cherokee	4	100.0%	0.0%	0.0%	0.0%	11,321	2,467
Chickasaw	1	100.0%	0.0%	0.0%	0.0%	11,964	2,857
Clarke	4	75.0%	0.0%	0.0%	25.0%	9,423	2,231
Clay	3	66.7%	0.0%	33.3%	0.0%	16,134	3,753
Clayton	4	100.0%	0.0%	0.0%	0.0%	17,556	3,867
Clinton	15	40.0%	0.0%	60.0%	0.0%	46,518	10,915
Crawford	7	29.0%	0.0%	43.0%	29.0%	17,158	4,298
Dallas	8	50.0%	0.0%	0.0%	50.0%	90,180	22,982
Davis	0					9,017	2,576
Decatur	2	0.0%	0.0%	0.0%	100.0%	7,890	1,726
Delaware	1	100.0%	0.0%	0.0%	0.0%	17,069	4,160
Des Moines	14	71.0%	0.0%	29.0%	0.0%	39,138	9,108
Dickinson	3	67.0%	0.0%	33.0%	0.0%	17,153	3,258
Dubuque	13	53.0%	8.0%	31.0%	8.0%	96,854	22,336
Emmet	4	50.0%	0.0%	50.0%	0.0%	9,253	2,087
Fayette	3	100.0%	0.0%	0.0%	0.0%	19,660	4,276
Floyd	8	25.0%	0.0%	25.0%	50.0%	15,761	3,591
Franklin	3	33.0%	0.0%	67.0%	0.0%	10,124	2,379
Fremont	0					6,993	1,548
Greene	1	0.0%	0.0%	0.0%	100.0%	8,981	2,015
Grundy	1	100.0%	0.0%	0.0%	0.0%	12,304	2,915
Guthrie	2	0.0%	0.0%	100.0%	0.0%	10,720	2,394
Hamilton	1	100.0%	0.0%	0.0%	0.0%	14,952	3,476
Hancock	0					10,712	2,464
Hardin	4	100.0%	0.0%	0.0%	0.0%	16,868	3,758
Harrison	1	100.0%	0.0%	0.0%	0.0%	14,134	3,236
Henry	7	86.0%	0.0%	14.0%	0.0%	20,067	4,425
Howard	1	0.0%	0.0%	0.0%	100.0%	9,187	2,317
Humboldt	0					9,547	2,242
Ida	0					6,841	1,628
Iowa	0					16,141	382
Jackson	8	12.5%	12.5%	62.5%	12.5%	19,432	4,323
Jasper	14	71.4%	21.4%	7.1%	0.0%	37,147	8,202

FY 2019 FOSTER CARE SYSTEM EXITS BY COUNTY AND EXIT TYPE (CONT'D)

CHILD'S COUNTY	TOTAL EXITS	% RETURN HOME	% REUNITED WITH OTHER PARENT	% OTHER LEGAL PERMANENCY	% AGED OUT	2018 COUNTY TOTAL POPULATION	2017 CHILD POPULATION
Jefferson	10	90.0%	0.0%	10.0%	0.0%	18,381	3,463
Johnson	21	66.7%	0.0%	19.0%	14.3%	151,260	29,238
Jones	2	50.0%	0.0%	50.0%	0.0%	20,744	4,447
Keokuk	1	100.0%	0.0%	0.0%	0.0%	10,225	2,304
Kossuth	0					14,908	3,320
Lee	8	87.5%	0.0%	12.5%	0.0%	34,055	7,524
Linn	35	71.4%	0.0%	25.7%	2.9%	225,909	52,151
Louisa	0					11,169	2,608
Lucas	0					8,645	1,982
Lyon	0					11,811	3,319
Madison	4	25.0%	0.0%	50.0%	25.0%	16,249	4,074
Mahaska	8	75.0%	12.5%	0.0%	12.5%	22,000	5,356
Marion	9	11.1%	11.1%	77.8%	0.0%	33,407	7,941
Marshall	19	52.6%	0.0%	21.1%	21.1%	39,981	10,171
Mills	2	50.0%	0.0%	50.0%	0.0%	15,063	3,554
Mitchell	0					10,569	2,574
Monona	1	100.0%	0.0%	0.0%	0.0%	8,679	1,777
Monroe	2	50.0%	0.0%	50.0%	0.0%	7,790	1,928
Montgomery	6	83.3%	0.0%	16.7%	0.0%	10,003	2,349
Muscatine	8	62.5%	0.0%	25.0%	12.5%	42,929	10,852
O Brien	4	75.0%	0.0%	0.0%	25.0%	13,840	3,254
Osceola	1	100.0%	0.0%	0.0%	0.0%	6,040	1,446
Page	6	83.3%	16.7%	0.0%	0.0%	15,249	3,118
Palo Alto	1	100.0%	0.0%	0.0%	0.0%	8,929	2,041
Plymouth	10	90.0%	0.0%	10.0%	0.0%	25,095	6,307
Pocahontas	1	100.0%	0.0%	0.0%	0.0%	6,740	1,533
Polk	135	68.2%	3.0%	20.7%	7.4%	487,204	117,560
Pottawattamie	35	54.3%	0.0%	31.4%	11.4%	93,533	22,122
Poweshiek	11	81.8%	0.0%	18.2%	0.0%	18,699	3,632
Ringgold	0					4,968	1,175
Sac	3	100.0%	0.0%	0.0%	0.0%	9,719	2,207
Scott	42	50.0%	0.0%	38.1%	11.9%	173,283	41,211
Shelby	1	0.0%	0.0%	100.0%	0.0%	11,578	2,656
Sioux	1	100.0%	0.0%	0.0%	0.0%	34,909	9,424
Story	6	83.3%	0.0%	0.0%	16.7%	98,105	16,194
Tama	11	90.9%	0.0%	9.1%	0.0%	16,904	4,172
Taylor	3	100.0%	0.0%	0.0%	0.0%	6,191	1,447
Union	3	100.0%	0.0%	0.0%	0.0%	12,359	2,860
Van Buren	1	100.0%	0.0%	0.0%	0.0%	7,020	1,759
Wapello	9	88.9%	0.0%	0.0%	11.1%	35,205	7,970
Warren	3	66.7%	33.3%	0.0%	0.0%	51,056	12,181
Washington	2	100.0%	0.0%	0.0%	0.0%	22,141	5,502
Wayne	1	100.0%	0.0%	0.0%	0.0%	6,401	1,574
Webster	21	85.7%	0.0%	9.5%	4.8%	36,277	7,961
Winnebago	1	0.0%	100.0%	0.0%	0.0%	10,518	2,252
Winneshiek	3	100.0%	0.0%	0.0%	0.0%	20,029	3,855
Woodbury	43	79.1%	2.3%	11.6%	7.0%	102,539	26,878
Worth	0					7,453	1,643
Wright	7	85.7%	14.9%	0.0%	0.0%	12,690	2,990
Grand Total	**723**	**65.6%**	**2.2%**	**23.1%**	**8.7%**	**3,156,145**	**725,274**

Of importance in reviewing the table above is consideration of the exit types children attained and what that means for them. A goal of the child welfare system and juvenile justice in Iowa is to promote legal and relational permanency in a timely manner for each child. Available DHS data do not include any indicators of relational permanency – actually having a life-long connection with a caring adult. The options for legal permanency include return to the home of one or both parents, guardianship and adoption. In many cases, children who experience "aging out" of the system may be leaving with legal ties with their parents intact, but no permanent caring connection with any adult. Others may exit without legal permanency but with relational permanency. This table allows readers to see the rate of "aging out" for their counties but does not reveal whether relational permanency exists for the exiting children.