

MARYLAND
CITIZENS REVIEW BOARD FOR CHILDREN
FY 2010 ANNUAL REPORT

“Giving Children and Families a Voice”

Since 1980

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CITIZENS REVIEW BOARD FOR CHILDREN

FY 2010 Annual Report Summary

During fiscal year 2010 the Citizens Review Board for Children (CRBC) reviewed 1199 cases of youth in out of home placements. In accordance with an agreement reached between the Department of Human Resources (DHR) and the CRBC State Board, CRBC reviewed cases of youth with a permanency plan of adoption or Another Planned Permanent Living Arrangement (APPLA). This focus allowed CRBC to review these vulnerable and often overlooked populations.

Cases were reviewed that met the following criteria:

Adoption:

- Youth with newly established primary permanency plans of adoption (reviewed three months after the plan has been changed)
- Youth with existing plans of adoption for twelve months or longer (reviewed three months before next court review date)

APPLA:

- Youth with newly established primary permanency plans of APPLA (reviewed three months after the plan has been changed)
- Youth age 17 or 20 years old with existing or new cases (reviewed three to five months after the youth's birthday)
- Youth 15 years old and younger with existing plans of APPLA

Goals of the adoption reviews were to ensure:

- Youth are receiving the services necessary to prepare them and their pre-adoptive families for adoption
- Barriers are identified and removed so the adoption process progresses in a timely manner
- The local departments are adequately searching for and recruiting adoptive resources

Goals of the APPLA reviews were to ensure:

- That youth are receiving the services necessary to prepare them to live independently
- That the local departments are working alongside the youth to identify a permanent connection for the youth
- That APPLA is not viewed as a "catch-all" without exploring other permanency options
- That youth are made part of the service and case planning processes

About Us

Program Description

The Citizens Review Board for Children supports all efforts to provide permanence for children in foster care. This state board provides oversight to Maryland's child protection agencies and trains volunteer citizen panels to aid in child protection efforts.

The Citizens Review Board for Children now has two major components – out of home care and child protection. Each component has three major modalities: case review, program monitoring and advocacy.

The Citizens Review Board for Children consists of volunteer representatives from state and local boards in each county. There are currently 54 local review boards throughout the state. CRBC reviews cases of children in out-of-home placement and monitors child welfare programs making recommendations for system improvements.

The State Board reviews and coordinates the activities of the local review boards. The board also examines policy issues, procedures, legislation, resources, and barriers relating to out-of-home placement and the permanency of children. The state board makes recommendations to the General Assembly around ways of improving Maryland's child welfare system.

Mission

Volunteer reviewers monitor child welfare systems and review cases, make findings, and recommendations, and advocate improving the administration of the system and the management of individual cases. As a result, children will be safe; be placed in stable, permanent living arrangements without undue delay; enjoy continuity of relations; and have the opportunity to develop to their full potential.

Vision

The child welfare community, General Assembly, other key decision-makers, and the public will look to the Citizens Review Board for Children for objective reports on vital child welfare programs and for consistent monitoring of safeguards for children. The State of Maryland will investigate child maltreatment allegations thoroughly, protect children from abuse and neglect, give families the help they need to stay intact, place children in out-of-home care only when necessary, and provide placements that consider all the child's needs. Casework will combine effective family services with expeditious permanent placement of children.

Legislative Agenda

The children's legislative action committee (CLAC) is the legislative committee under the authority of State Board charged with implementing CRBC's legislative agenda. CLAC's advocacy priorities include a broad range of family services. Maryland's child welfare budget is disproportionately spent on keeping children in high-cost out of home placements while many thousands of children and families do not have access to high quality family services. The Department of Human Resources Secretary sought to change this dynamic with innovative initiatives. Savings from reducing inappropriate placements are reinvested to fund the following:

- Family team decision-making and other techniques for involving parents and other family members in planning for safety and permanency
- Intensive family preservation services, which can be cost-effective while protecting children from further abuse or neglect
- Strengthening family support services in order to prevent child abuse and neglect
- Increasing funding for and integration of mental health and substance abuse treatment services with child welfare programs
- Finding ways to identify, locate, notify, and support tens of thousands of grandparents and other relatives who are caring for children so that these children do not require State care
- Support for kinship care providers at the same level as foster parents

Message from Board Chairperson

Greetings,

This fiscal year marked the 30th year anniversary that the Citizens Review Board for Children (formerly known as the Foster Care Review Board) has conducted reviews of children in out of home placements and advocated for families and children involved in Maryland's child welfare program. Over these years, child welfare in Maryland has experienced ups and downs as it has evolved to address the needs of the community. As public child welfare has responded to trends in the field so too has CRBC. We felt this milestone year was a good time to adjust our review focus as we respond to and address the needs of often overlooked groups within the field of child welfare.

Often the focus of child welfare analysts has been on family reunification. As our motto reads, "giving children and families a voice," staff and board members strive to do just that. Our desire to speak for those who might not otherwise have a voice contributed to our agreement with the Department of Human Resources to review cases of youth with permanency plans of Another Planned Permanency Living Arrangement (APPLA) and adoption. Far too often children are placed in pre-adoptive homes where they sit for years without finalization. Conversely, youth with plans of adoption may sit in foster homes without diligent efforts to find adoptive resources and thus permanency for them. Alternatively, many older youth "age out" of the system without permanency or plans for their future. These youth were dependent on "the system" for so long; they frequently are without skills necessary for them to live productive and independent lives. CRBC saw a need to speak out for these youth and to ensure they are not forgotten.

Among other things, over the past fiscal year we have learned:

- Although over half of youth with permanency plans of adoption were male, single women were twenty-seven times as likely to be identified as adoptive resources than single men
- Although sixty-seven percent of youth with permanency plans of APPLA were 17-21 years of age, only forty-one percent were identified by their case workers as requiring educational, employment, or housing services.

As we begin the fiscal year 2011, we will continue our focus on reviewing cases of adoption and APPLA. We will look more closely at services identified for and offered to youth with plans of APPLA. We hope to see a larger percentage of youth without pre-adoptive placements placed on adoption websites; and for a larger representation of single men as adoptive resources. Additionally, we will work with the local departments to encourage youth to attend reviews.

It is our hope to continue to give children and families a voice for another thirty years.

Respectfully,

Nettie Anderson-Burrs

CRBC Board Chairperson

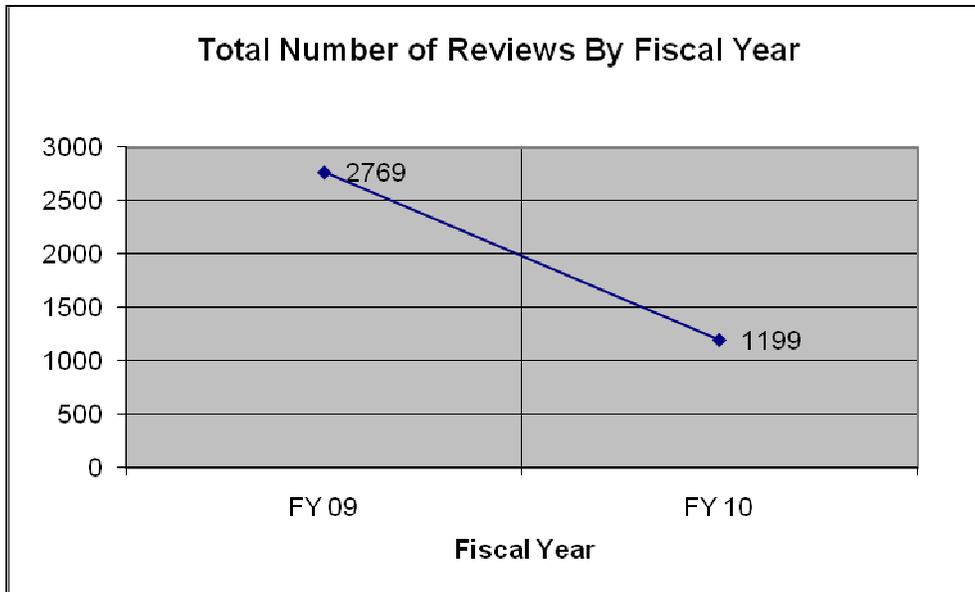
Sabrina McAllister

CRBC Administrator

Case Reviews

Out of Home Reviews

During this fiscal year, CRBC reviewed 1570 fewer cases than in previous fiscal year (43% of the cases reviewed in fiscal year 09). Part of this reduction can be attributed to a more targeted review with the focus on youth with primary permanency plans of adoption and APPLA.



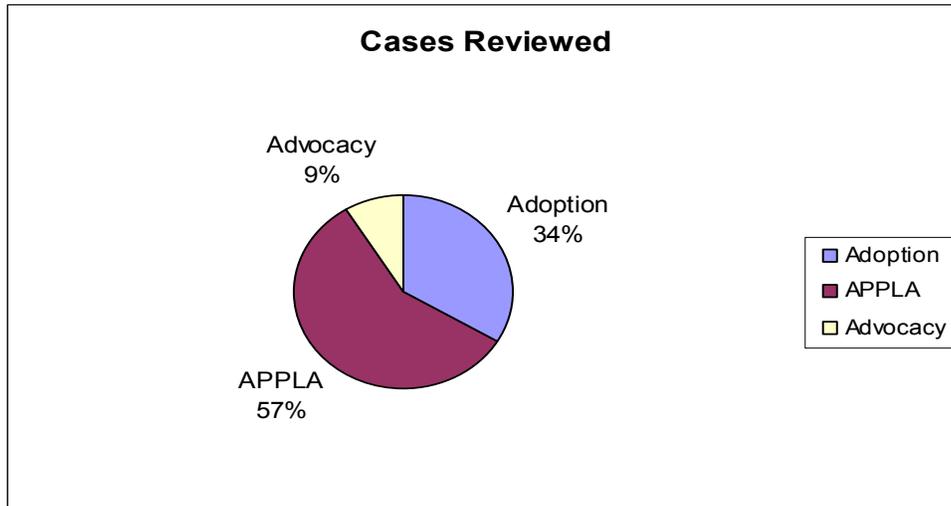
Also impacting the number of reviews conducted:

- **Staff Shortage** – On July 1, 2009, CRBC had twenty-one full-time positions. At the start of the fiscal year, ten of the twenty-one positions were eliminated by the Maryland General Assembly leaving the organization with eleven full time employees. Mid way through the fiscal year, CRBC lost a Staff Assistant and the Assistant Administrator. Both of these positions are integral to CRBC being fully functional and effective. The absence of the Assistant Administrator and Staff Assistant (responsible for the facilitation and management of the case review process) resulted in an increase in workload for the remaining staff. At the end of the fiscal year, CRBC obtained approval to fill the vacant positions. The new Assistant Administrator began at the beginning of FY 2011.
- **Weather** –Sixty-six reviews were cancelled due to winter weather. This occurred during the third quarter which is typically when CRBC conducts the most reviews.
- **Cancelled Reviews** – Close to 100 reviews were cancelled in the first quarter due to Baltimore City’s refusal to submit documentation necessary to conduct the reviews.

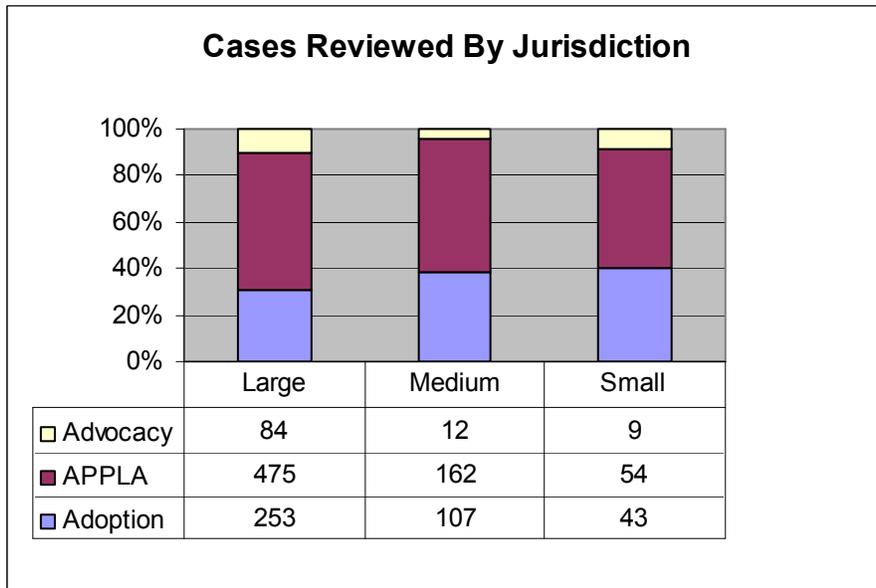
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Out of Home Review Findings

The Citizens Review Board for Children reviewed 1199 cases of primary permanency plans of adoption or APPLA. In addition to these cases, CRBC reviewed advocacy cases. These are cases of youth in which the local boards, courts, or other interested parties feel needed extra attention so as to prevent them from being overlooked.



CRBC reviews cases of youth in each of the 23 Counties plus Baltimore City. As with the previous fiscal year and in accordance with DHR’s Place Matters criteria, these 24 areas are classified as large, medium, and small jurisdictions based on the caseload size.



As demonstrated by the graph and accompanying chart, the large jurisdictions accounted for 812 reviews (67.7% of the total number of reviews).

Adoption Reviews

Large Jurisdictions

The **Baltimore City** review boards reviewed 153 adoption cases (38% of the adoption reviews that were conducted). Termination of parental rights (TPR) had been filed timely in 56% of the cases reviewed. Children of legal age¹ consented to adoption in 72% of the cases, yet only 42% received adoption counseling. Over 90% of the youth reviewed were placed in pre adoptive homes and 64% of the youth had been in their pre-adoptive homes for 21 months or longer. The largest group of adoptive families was not former foster parents or relatives of the youth (48%). Relatives and kin comprised 34% of the pre-adoptive families. The local boards agreed with the plan in 72% of the cases reviewed.

Twenty-four adoption reviews were conducted in **Baltimore County**. Eighty-eight percent of children of legal age consented to being adopted and 100% of youth of consenting age received adoption counseling. However, TPR had been granted in only half of the cases reviewed. Ninety-five percent of the youth reviewed were placed in pre-adoptive homes and 48% of the youth reviewed had been in their pre-adoptive homes for longer than 21 months. The largest groups of pre-adoptive families were former foster parents (39%) and relatives (44%).

Montgomery County review boards conducted 45 adoption reviews. TPR had been filed timely in 76% of the cases reviewed and granted in 61% of the cases reviewed. Fifty percent of the youth reviewed had been in their pre-adoptive homes for 16 months or longer, with more than half in their pre-adoptive placement for 21 months or longer. Seventy-four percent of the youth reviewed who were of legal age consented to being adopted and 45% of youth able to consent received adoption counseling. Families who were not former foster parents or relatives of the youth comprised seventy percent of all pre-adoptive families.

Review Boards in **Prince George's County** conducted 31 reviews. TPR had been granted in 76% of the cases reviewed. Youth of legal age to consent consented to adoption in 80% of the cases reviewed; however, only 55% of the youth received adoption counseling. Families who were not former foster parents or relatives of the youth comprised the largest group of pre-adoptive families (72%). Seventy-seven percent of the youth had resided in their pre-adoptive placements for 13 months or longer.

Medium Jurisdictions

Review Boards in **Allegany County** conducted 12 adoption reviews. TPR had been granted in 50% of the cases reviewed and was filed in the remaining half. Youth were in pre-adoptive homes in 90% of the cases reviewed. In 60% of the cases reviewed, the pre-adoptive families were comprised of the youth's former foster parents. Half of the youth reviewed had been in their pre-adoptive homes for 21 months or longer. Seventy percent of the youth reviewed were not of legal age to consent. In one case, it was unknown by the case worker if the youth consented to adoption.

¹ In the State of Maryland, the legal age for a child to consent to adoption is ten years old

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The Review Board in **Anne Arundel County** reviewed 20 adoption cases. TPR was filed timely in 100% of the cases and was granted in 43% of the cases reviewed. Thirty-three percent of the youth able to consent consented to being adopted. Sixty percent of the youth able to consent received adoption counseling. Eighty-six percent of the youth were in pre-adoptive homes. Seventy-five percent of the pre-adoptive families were neither relatives nor former foster parents of the youths reviewed. Youth in over half of the cases reviewed had resided in their pre-adoptive home for longer than 13 months.

The review Board in **Cecil County** reviewed 13 adoption cases. TPR had been granted in 75% of the cases and was filed in the remaining 25%. Thirty-eight percent of the youth reviewed were of legal age to consent to adoption. Accordingly, 100% of the youth eligible to consent received adoption counseling. Youth resided in pre-adoptive homes in 75% of the cases reviewed. Sixty-two percent of the pre-adoptive families were neither relatives nor former foster parents of the youth. Sixty percent of the youth reviewed resided in their pre-adoptive homes for longer than 13 months.

The review Board in **Charles County** reviewed two adoption cases. One of the youth reviewed was of legal age to consent. This youth consented to being adopted and received adoption counseling. TPR had been granted in both cases. One of the two youths was placed in a pre-adoptive home and had resided in the home for 21 months or longer. The pre-adoptive family was neither a relative nor a former foster parent of the youth reviewed.

The review board in **Frederick County** reviewed five adoption cases. TPR was granted in 60% of the cases reviewed. None of the youth reviewed were of legal age to consent to adoption and none received adoption counseling. Youth were placed in pre-adoptive homes in all of the cases reviewed. The majority of youth (60%) had resided in pre-adoptive homes for 21 months and longer. Pre-adoptive families were represented as former foster families and those who were neither relatives nor former foster parents of the youth they planned to adopt.

The review board in **Harford County** reviewed 12 adoption cases. TPR was granted in 20% of the cases reviewed and filed in 60% of the cases. TPR was not granted or filed in the remaining 20% of cases reviewed. Ninety-one percent of the youth reviewed were not old enough to consent to adoption. All of the youth reviewed resided in pre-adoptive homes. Seventy-three percent of the pre-adoptive homes were relatives of the youth they planned to adopt. Fifty-seven percent of the youth resided in their pre-adoptive homes for no more than nine months, with the majority residing in the homes for no more than six months.

Three adoption reviews were conducted in **St. Mary's County**. The board found that TPR was filed timely in two of the three cases. TPR was granted in two of the reviews. Two youth were not of legal age to consent to adoption. The Case Worker in the remaining case was not sure if the youth consented to adoption, however, it was reported that this youth received adoption counseling. All three youth resided in a pre-adoptive home. One youth resided in the home for 10 to 12 months with the other residing in the home for 21 months and longer. The pre-adoptive families for all three of the cases reviewed were not relatives or former foster parents of the youth placed with them.

The **Washington County** review board conducted 25 adoption reviews. TPR was granted in 67% of the cases reviewed and filed in the remaining 33% of cases reviewed. Over fifty percent of the youth were unable to consent to adoption due to age or medical limitations. Ninety-one percent of the youth resided in pre-adoptive homes. Former foster parents made up the largest group of pre-adoptive homes for the youth reviewed.

Fifteen adoption reviews were conducted in **Wicomico County**. TPR was granted in 77% of the cases reviewed and was filed in the remaining 23%. Sixty-two percent of the youth were unable to consent to adoption due to age or medical

limitations. The remaining 28% of youth did not consent to adoption. One youth consented to being adopted with conditions. One youth received adoption counseling. Sixty-four percent of youth reviewed resided in pre-adoptive homes.

Small Jurisdictions

The **Calvert County review board** conducted eight adoption reviews. TPR was granted in all of the cases reviewed. Three youth were of legal age to consent to adoption; however, six youth received adoption counseling. Two of the three youth of legal age consented to being adopted. All but one of the youth reviewed resided in pre-adoptive homes. Eighty-seven percent of the youth resided in their adoptive homes for 13 months or longer.

Two adoption reviews were conducted in **Caroline County**. TPR was granted in both cases. One of the youth consented to adoption while the other was not of legal age to consent. One youth received adoption counseling. Neither of the children resided in pre-adoptive homes; however, only one youth was listed on Adopt US Kids and the Maryland Adoption Resource Exchange (MARE)².

Carroll County did not conduct any adoption reviews.

The review board in **Dorchester County** conducted three adoption reviews. TPR was granted in two of the three cases reviewed. Two of the children were unable to consent to adoption due to age. The remaining child consented to being adopted. Two children were placed in pre-adoptive homes. One youth resided in their pre-adoptive home for 7 to 9 months. The other resided in the pre-adoptive home for 21 months or longer.

The review board in **Garrett County** conducted five adoption reviews. TPR was granted in three of the cases reviewed and filed in the remaining two. Two of the youth were of legal age to consent to adoption. One of these two consented to being adopted. None of the youth received adoption counseling. Eighty percent of youth resided in pre-adoptive homes. Forty percent of the youth in pre-adoptive homes resided in the homes for less than one month.

The **Howard County** review board conducted two adoption reviews. TPR was not granted or filed in one of the cases. In the other case, TPR had been granted. One of the youth was able to consent to adoption but did not consent. This youth received adoption counseling. Both youth resided in pre-adoptive homes and resided in these homes for less than one year.

The **Kent County** review board conducted three adoption reviews. TPR was granted in one of the cases and filed in another. None of the youth were able to consent to adoption due to their age. All three youth resided in pre-adoptive homes. They all resided in their pre-adoptive homes for 21 months or longer.

The **Queen Anne's County** review board conducted two adoption reviews. TPR was granted in both of the reviews. One of the youth was of age to consent and consented to being adopted. Both youth were in pre-adoptive homes and resided in the homes for 7 to 9 months.

² The State of Maryland requires youth to be listed on Adopt Us Kids and MARE websites if they are not in pre-adoptive homes

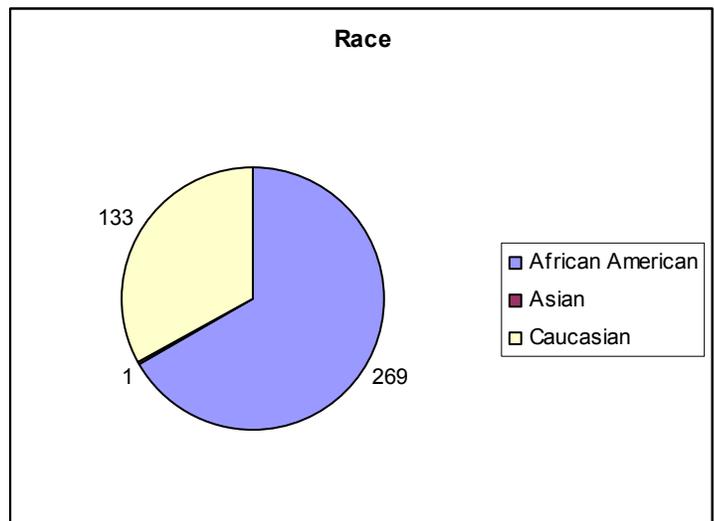
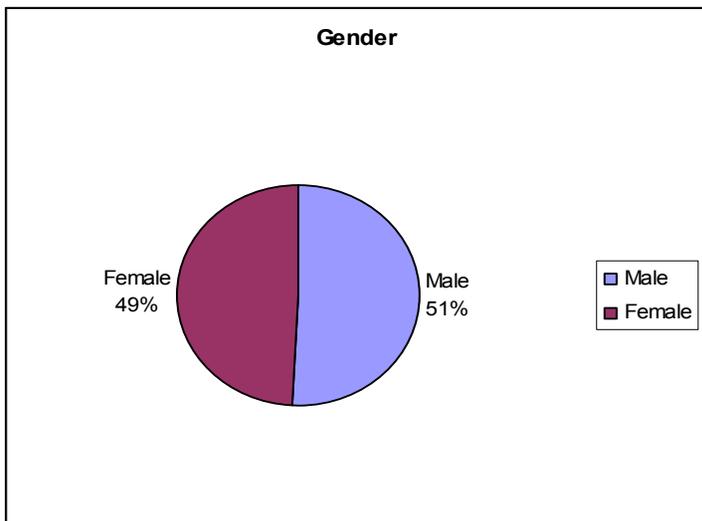
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Four³ adoption reviews were conducted in **Somerset County**. In two cases, TPR was granted. Neither of the youth was of legal age to consent to adoption. Both youth resided in pre-adoptive homes for 4 to 6 months.

The **Talbot County** review board conducted nine adoption reviews. Permanency plans were established in all of the cases reviewed. Sixty-seven percent of the youth were placed in pre-adoptive homes. In 44% of the cases, the pre-adoptive families were relatives of the youth.

Five adoption cases were reviewed in **Worcester County**. TPR was granted in all of the cases reviewed. Three of the five youth were not of legal age to consent to adoption. Of the two youth who were of legal consenting age, one consented. Three youth received adoption counseling. All five youth resided in pre-adoptive homes.

Demographics of Youth Reviewed



³ Data on two cases is not available

Another Planned Permanent Living Arrangement (APPLA) Reviews

Age

Baltimore City and Baltimore, Cecil, Charles, and Prince George's Counties were the only jurisdictions in which youth ten years of age and younger had a plan of APPLA. Baltimore City and Prince George's County were the only jurisdictions that had plans of APPLA for youth eight years old and younger. Additionally, Baltimore City review boards reviewed cases of a two year old and a five year old with plans of APPLA.

The largest age group reviewed was that of youth age 17. These youth comprised 31% of the youth reviewed.

Other Permanency Plans

In the majority of the cases reviewed, other permanency plans were considered prior to the plan of APPLA. In only 3% of the cases reviewed APPLA was the only permanency plan considered (Allegany, Caroline, Frederick, Montgomery, Prince George's, Queen Anne's, and Wicomico Counties and Baltimore City).

In 1% of the cases, the Case Worker presenting the case was unsure if other permanency plans had been considered (Prince George's and Wicomico Counties and Baltimore City).

- Permanency plans of reunification had been considered in 90% of the cases
- Relative Placement had been considered in 81% of the cases
- Adoption was considered in 73% of the cases

Independent Living Skills

Sixty-eight percent of the youth reviewed have APPLA plans with a goal of emancipation/independence.

However:

- Fifty percent of youth have completed an independent living skills assessment
- Forty-eight percent of youth reviewed have an independent living plan in their file
- Forty-four percent of youth have been assigned an Independent Living Case Worker

During reviews, youth have reported they feel the independent living skills trainings are not effective. Youth have reported a "hands-on" approach would be more beneficial to them than what is currently offered (memorization).

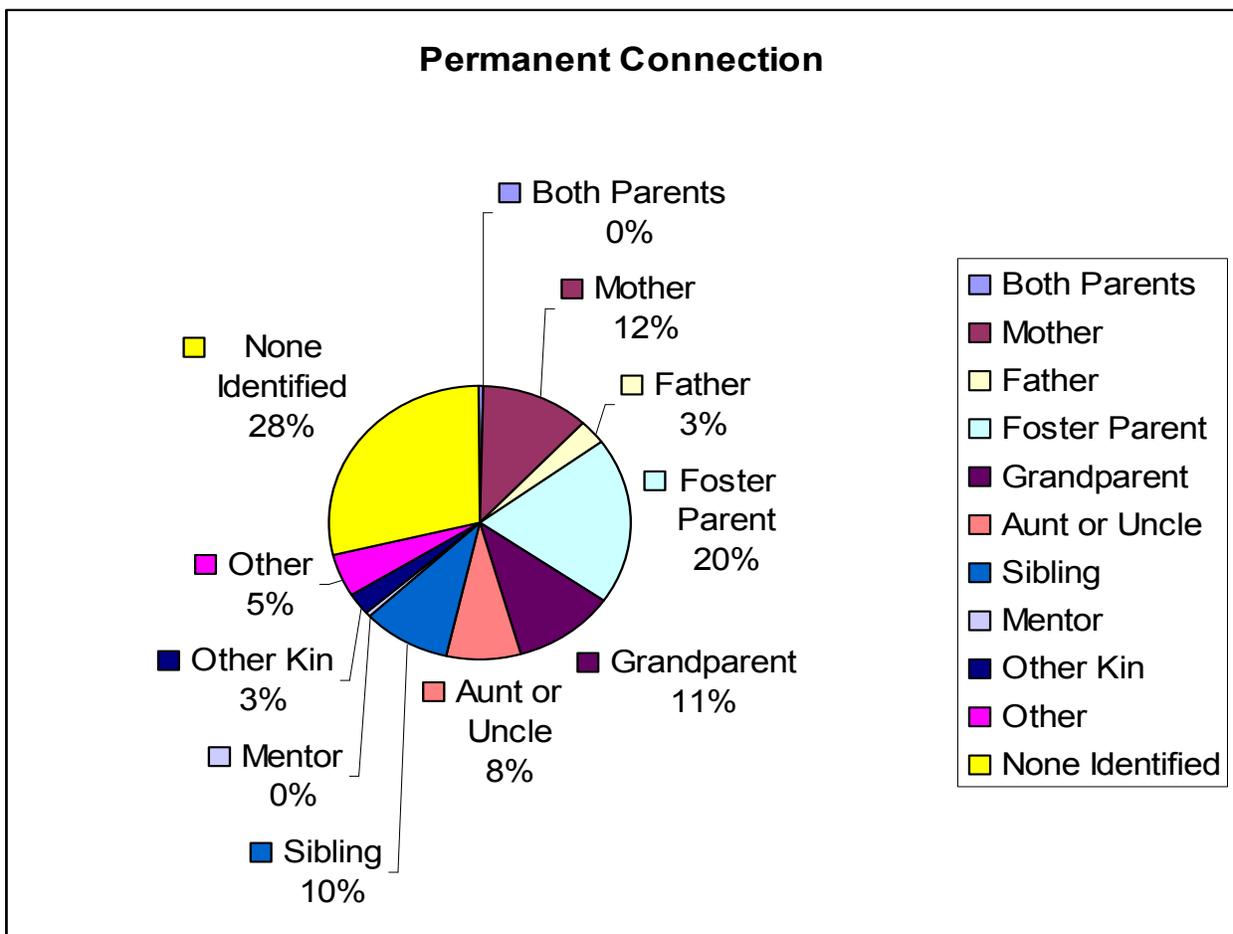
Service Planning

- Youth had signed service agreements in 45% of the cases reviewed
- Workers reported efforts were made to involve youth in the case planning process in 89% of the cases reviewed
- In 76% of the cases reviewed, the youth had not had their required family investment meeting (FIM). However, the meeting was scheduled in eight percent of the cases.
- Board members felt additional services should be provided to youth in 47% of the cases reviewed.

Permanent Connection

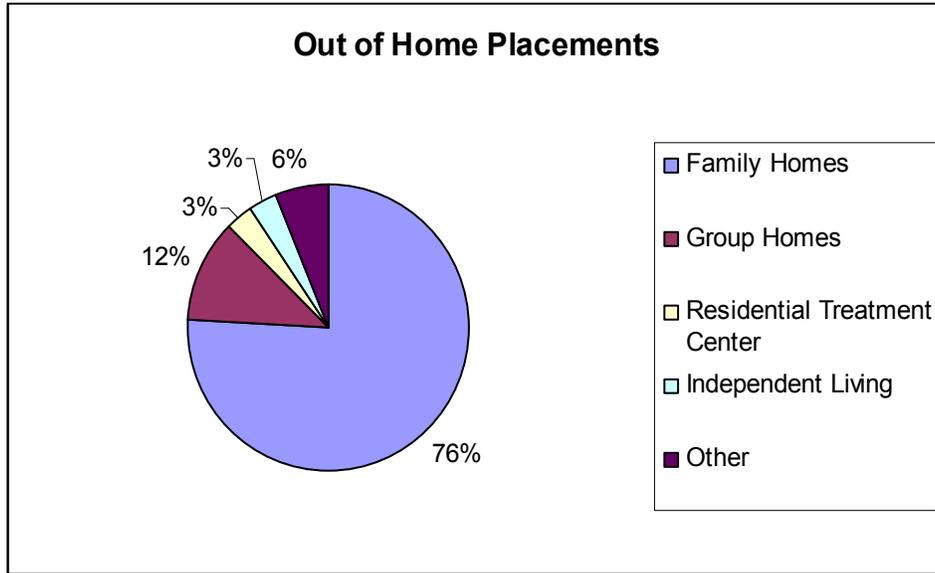
A permanent connection is someone a youth can depend on for financial and emotional support long after they have reached adulthood. Although identifying a permanent connection is important for all youth, it is especially crucial for those about to exit out of home care, as they will no longer have the State and their Social Workers to depend on.

- In 67% of the cases reviewed, youth had a permanent connection identified.
- In 40% of the cases, the permanent connection identified was a family member

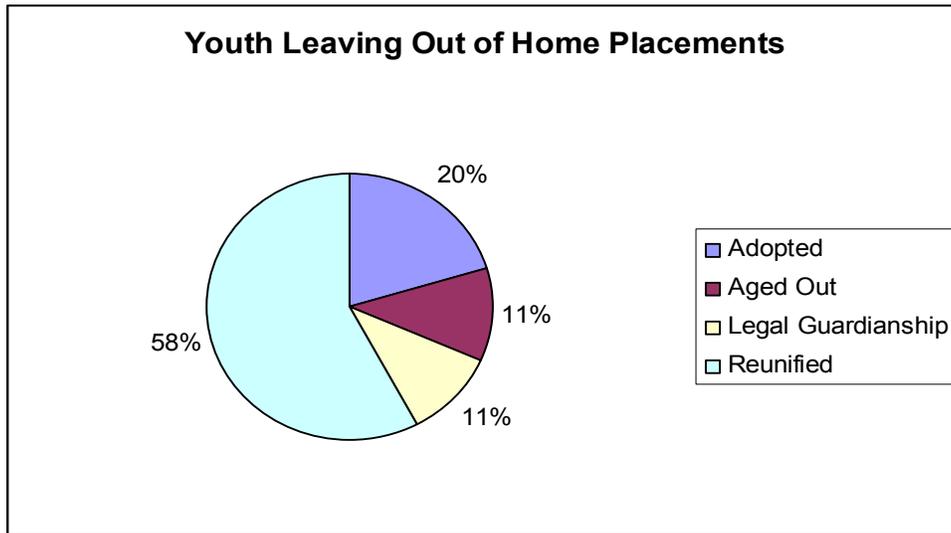


Out of Home Care Statistics⁴

At the end of the fiscal year, there were 8,013 youth in out of home placements. Three percent were new out-of-home placements.



At the end of the fiscal year, almost twice as many youth exited care as those who entered



⁴ Maryland Statestat

Child Protection Panel Reviews

In 1998, CRBC became a Citizen Review Panel in response to the federal Child Abuse Prevention and Treatment Act (CAPTA) and State law requiring citizen oversight of the child protection system.

CRBC’s reviews emphasize policies, procedures, and cases pertaining to reports of child abuse and neglect. A local panel may be established in each jurisdiction. It reports its findings and recommendations to CRBC’s State Board and to the local department of social services.

The reviews address five child welfare outcomes that are aligned with the Child and Family Services Review (CFSR). For each review the panels decide if the outcome is substantially achieved, partially achieved, not achieved, or not applicable. During fiscal year 2010, 11 jurisdictions completed child protective services reviews. The jurisdictions are: Allegany, Anne Arundel, Garrett, Harford, Queen Anne’s, Montgomery, Talbot, Washington, and Worcester Counties and Baltimore City.

Outcome Area	Measure	Effectiveness Rating by Panel
Safety Outcome 1	Children and first and foremost protected from abuse and neglect	The outcome was: <ul style="list-style-type: none"> • Substantially achieved in 94% of cases • Partially achieved in 6% of cases
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate	The outcome was: <ul style="list-style-type: none"> • Substantially achieved in 74% of cases • Partially achieved in 5% of cases • Not achieved in 16% of the cases • Not applicable in 5% of the cases
Well Being Outcome 1	Families have enhanced capacity to provide for their needs	The outcome was: <ul style="list-style-type: none"> • Substantially achieved in 68% of cases • Partially achieved in 20% of the cases • Not achieved in 12% of the cases

The following comments were made by the panel members:

- “The system needs to be changed to become more preventive instead of waiting until a serious situation occurs within a family, especially to the child.”
- “Reviewers have found that continuous intervention with a specific problem helps at the time but does not solve the issues.”
- “The system needs to make parents more accountable for their actions.”
- “There is a lack of a good relationship between the court and Department of Social Services’ system.”

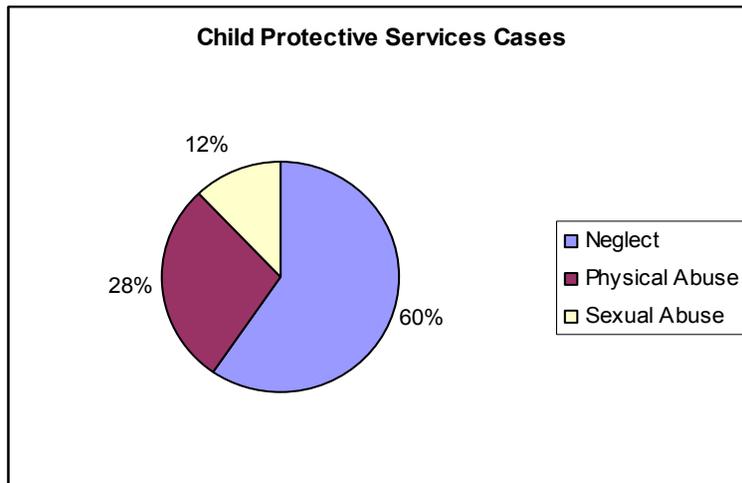
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Outcome Area	Measure	Effectiveness Rating by Panel
Well Being Outcome 2	Children receive appropriate services to meet their educational needs	The outcome was: <ul style="list-style-type: none"> Substantially achieved in 44% of the cases Partially achieved in none of the cases Not achieved in 7% of the cases Not applicable in 48% of the cases
Well Being Outcome 3	Children receive adequate services to meet their physical and mental health needs	The outcome was: <ul style="list-style-type: none"> Substantially achieved in 74% of cases Partially achieved in 5% of cases Not achieved in 21% of cases

Child Protective Services Statistics⁵

At the end of the fiscal year, there were 5,525 open child protective services (CPS) investigations. Forty-four percent (2454) of these investigations were new allegations, received within 30 days.

CPS investigations are classified as allegations of neglect, physical abuse, or sexual abuse. The graph below displays the statewide breakdown of allegation by category as of the end of fiscal year 2010. As shown, the abuse cases (physical and sexual) total less than the neglect cases (40% vs. 60%).



⁵ Maryland Statestat

Goals and Recommendations

Looking forward, CRBC has identified the following goals:

- Increase the number of youth who attend reviews
- Review Ready by 21 goals and assess whether youth are being adequately prepared for independence
- Assess service delivery and availability for reviews of families and youth in out of home and in home placements
- Increase the number of reviews conducted. Beginning fiscal year 2011, CRBC will change the review criteria for youth with plans of APPLA. To ensure oversight for this vulnerable population, CRBC will remove the “three to five months” language from the review criteria and review youth 17 and 20 years of age. Additionally, CRBC will review cases of youth 16 years of age and younger who have existing plans of APPLA (previously we reviewed youth 15 years of age and younger). Making these changes will widen the pool of youth who meet the review criteria.

To improve the working relationship with CRBC and service delivery to youth and families, DHR should:

- **Ensure Social Workers understand the importance of permanent connections for youth in out of home care.** During reviews, many identified permanent connections were younger siblings who may not be able to provide the support young people need.
- **Assist CRBC as we measure our effectiveness.** Recommendation reports are reviewed and returned to CRBC indicating an agreement (and implementation plan) or disagreement with the local board’s recommendations. During the 2010 fiscal year, local departments accepted and agreed to implement the board’s recommendations 98% of the time. However, only half of the reports were returned from the local departments
- **More effort should be placed on locating adoptive homes for youth with plans of adoption.** Statewide, only 34% of youth not placed in pre-adoptive homes were listed on MARE and AdoptUsKids websites.
- **More efforts should be made to provide services and supports to youth with plans of APPLA.** Statewide, only 39% of Case Workers were able to identify a plan to provide support services to the youth reviewed. An additional 41% were unsure if there were services or supports in place.
- **Youth should have an active role in their lives.** Youth should participate in the case planning process. They should have an understanding of their service plan goals and how to attain them. Additionally, youth should be encouraged to attend CRBC reviews.

Volunteers

CRBC's volunteers are a group of highly motivated and deeply committed individuals. They range from working professionals to retirees with expertise in child welfare, education, health, families, and young people. CRBC has new volunteers who began service during the fiscal year and those who have served since the inception 30 years ago. On average, volunteers have served 12 years.

Below is a list of our dedicated volunteers:

Delores Alexander	Phyllis Cooper	Carolyn Gregory
Nettie Anderson-Burrs	Beverly Corporal	Lauretta Grier
Della Andrew	Sheila Craig-Whiteman	Charles Grinnell
Doris Asti	Frances Crawford	Sharon Guertler
Lucia Barger	Barbara Crosby	Kirkland Hall
Catherine Barksdale	Cherra Culbreath	Stacia Hammond
Beth Barritt	Tracy Curtis	Rosina Handy
Charles Baugh	Robin Davenport	Elaine Hanratty
Anna Mae Becker	Jodi M. Davis	Rebecca Hartman
Earleen Beckman	Kenneth Davis	Lettie Hayes
Marian Bellama	Ardena S. Dixon	Naomi Hayes
Juanita S. Bellamy	Sean Doherty	Ruth Hayn
Fred Bowman	Jackie Donowitz	Virginia Heidenreich
Brenda Boyd	Scott Durum	Doretha Henry
Monique Boyd	Joyce Eaton	Leon Henry
Sarah R. Boyd-Walker	Russell Ebright	Dee Hoffman
George Braxton	Candy Edwards	Wesley Hordge
Anne Brown	James Ehrisman	Robert Horsey
Barbara Brown	Cheryl Emery	Michelle Howard
Erwin Brown, Jr.	Tracey Estep	Holly Hutchins
John Brown	Lisa Falls	Reed Hutner
Otanya Brown	Sandra Farley	Judith Ingold
Larry Bruch	Rev. Mary Farnell	Lynette Irlmeier
Michele Burnette	Ruth Fender	Beulah Jackson
Heidi Busch	Carolyn Finney	Carmen Jackon
Linda Busick	Allyn Fitzgerald	Kenneth C. Jackson, Sr.
Janice Cannon	Robert Foster	Ernestine Jackson-Dunston
Frances Carr	Dianne Fox	Sheila Jessup
Carol Carson	Nina Gallant	Helen Diane Johnson
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