



Department of Children's Services Community Advisory Board Toolkit

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Part I:
Community Advisory Board
Purpose and Structure

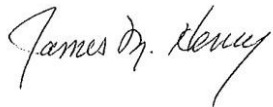
Introduction

The Tennessee Department of Children's Services welcomes the opportunity to work with Community Advisory Boards (CABs). As we work toward our Department's vision that Tennessee's children and youth are safe, healthy, and back on track for success, we know our community partners bring commitment, knowledge and skillsets that enrich the Department's work. CABs allow the Department to stay in communication with community partners. We want you to know our goals and challenges and we want to know your priorities and needs. By working together, we can leverage our strengths and resources to meet immediate needs, address systematic issues and build for the future.

Under Tennessee Law, CABs are established as independent entities designed to inform and advance the effectiveness of the Department's multi-level response system, accessing community based public and private services to meet the needs of children and families [Tennessee Code Annotated 37-5-607]. This toolkit introduces foundational elements that are best practices to allow CAB members who tirelessly volunteer their services to accomplish the most from the investment of time and resources. Additionally, this CAB Toolkit will provide guidance to DCS Resource Linkage Coordinators, who serve as the Department's liaison to the CABs They can help make CABs most effective, and your service meaningful and satisfying.

We deeply appreciate our community partners and dedicated staff for working to make the lives of Tennessee's children, youth and families brighter every day.

Sincerely,



James M. Henry
Commissioner

Purpose of the CAB Toolkit

The CAB Toolkit is designed to provide guidance on how Community Advisory Boards and their members can optimize the Department's involvement in CABs and bring capacity to the Department's efforts to:

- Improve statewide communication about the Department's goals and challenges, increase community awareness of DCS's resources and services and enhance two-way dialogue with the community
- Build partnerships to advance initiatives on behalf of children
- Develop and engage community-based resources and services to help meet the immediate needs of children and families

Specifically, the CAB Toolkit contains recommendations and sample documents on topics including goals and objectives; membership guidelines; foundational materials such as Bylaws and mission statements; and proposed meeting structures. Additionally, the Toolkit includes instruction for DCS representatives on their role and responsibilities as it relates to CABs.

It should be noted that the applicability of guidance provided in the CAB Toolkit will differ depending on the organizational structure of each CAB and other circumstances. For instance, CABs with a 501(c) (3) designation are governed by Bylaws outlining the operational and organizational structure of the CAB including organizational mission, board membership, officers, terms, meetings and committee structure. For this reason, some of the recommendations contained in the CAB Toolkit may be inapplicable for these non-profit CABs. Regardless of organizational structure, the CAB Toolkit provides Community Advisory Boards and their members with information and tools that can be used to help CABs reach their full potential and accomplish both statutory and DCS objectives.

Scope and Statutory Purpose

DCS Mission

The State of Tennessee formed the Department of Children's Services in 1996. Its mission is to ensure forever families for children and youth by delivering high-quality, evidence-based services in partnership with the community. As the state's public child welfare agency, DCS protects children who are victims of abuse or neglect, provides permanency services to children in state custody, strengthens families through services that focus on family support and preservation, and develops community driven solutions to challenges faced by young people and their families. The department, its Youth Development Centers, and contracted providers deliver services across 12 regions and 3 grand divisions.

Tennessee Code Annotated 37-5-607

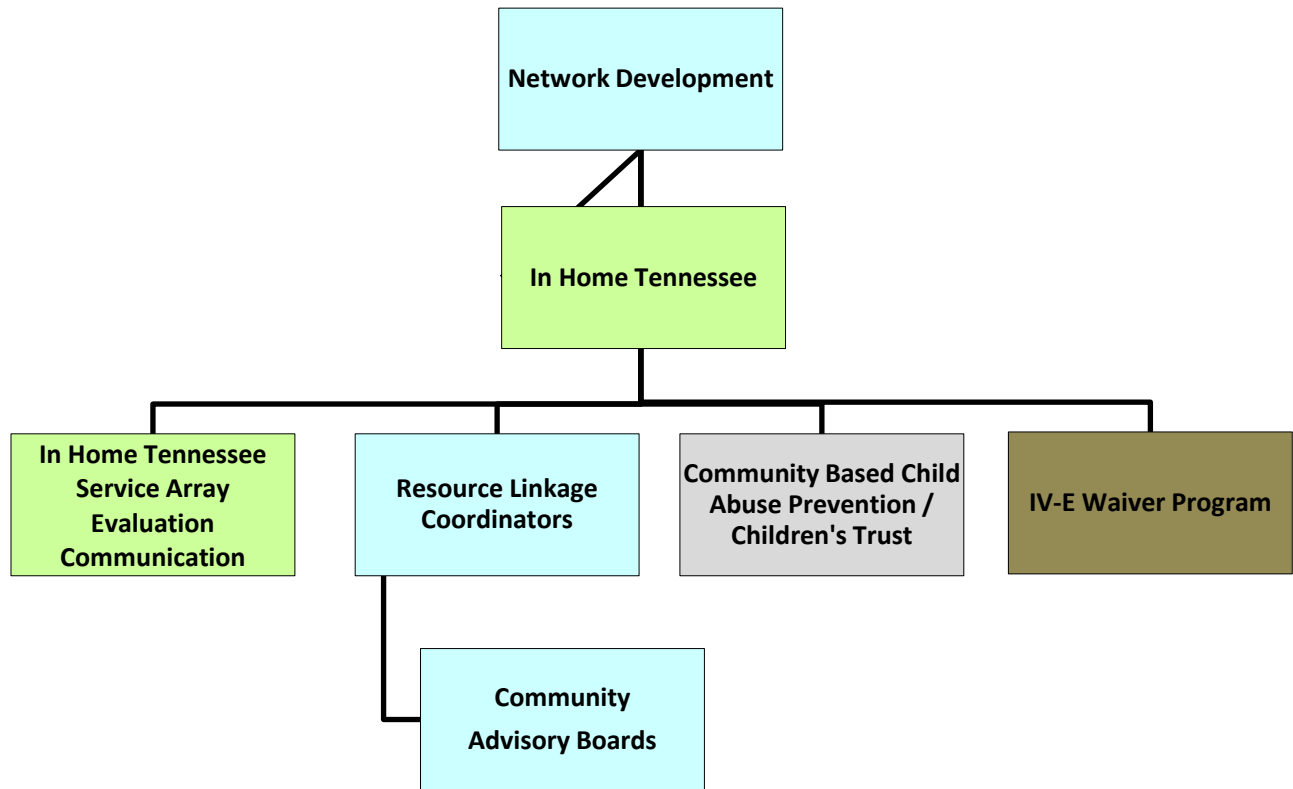
The Department of Children's Services Community Advisory Boards were created in 2006 as a response to Tennessee Code Annotated 37-5-607, the statutory purpose of which is to "safeguard and enhance the welfare of children and to preserve family life by preventing harm and sexual abuse to children and by strengthening the ability of families to parent their children

effectively through a multi-level response system using available community-based public and private services”. The Department affirms that the CABs are separate and independent entities. CABs are created and defined by the following statutory language:

In each county in which the multi-level response system is implemented, the department shall facilitate the formation of an independent local advisory board, which shall not be a part of the department, and which shall be composed of appropriate community representatives, including representatives from families in the community, local public agencies, including schools, health departments and other health care providers, juvenile court, and law enforcement officials, and other available community-based resources. Each local advisory board shall recommend ways to bring together the department, families, and available resource providers within that community and shall assist with the development of community-based resources that may be needed by families. The local advisory board may review individual cases, in its discretion, to the extent that such review may be done without jeopardizing the confidentiality of the records or the confidentiality obligations of those who provided the information. The department shall collaborate with the local advisory board and the community to identify or develop local formal and informal services for children and families.

CAB Overview

The State of Tennessee has 95 CABs located in 12 regions across the state. CABs are separate and independent entities. Oversight of DCS’s participation in the CABs is provided by the Network Development Division within the In Home Tennessee Initiative.



Part II: Goals and Objectives

Goals and Objectives

The overarching goal of CABs is to harness the individual and collective talents and resources in each county to achieve the Department's mission of protecting children, developing youth, strengthening families and building safe communities. In order to achieve this goal, it is recommended that CABs focus on accomplishing the following objectives:

- Communication:
 - Improving communication with the community about DCS goals and challenges
 - Increasing community awareness of DCS's resources and events
 - Promoting a two-way dialogue between DCS and the community

- Partnerships:
 - Fostering a mutual understanding of roles and competencies
 - Developing a shared sense of trust, respect and responsibility to DCS goals
 - Creating partnerships

- Community Resources:
 - Developing and engaging community-based resources and services to help meet the immediate needs of children and families.
 - Developing resources to assist transitional youth and emerging adults
 - Identifying existing community resources

Communication

One of the main objectives of CABs is to strengthen communication between DCS and the community. DCS specific goals in the area of communication are to increase awareness in the community regarding strategic priorities, resources, and success stories. CABs provide an opportunity for two-way communication to discuss and address issues of interest or concern to the community and to obtain constructive advice and feedback on the aspects of DCS'

Increasing Awareness

CABs should be made aware of the DCS vision, mission and strategy priorities. One small way to reinforce the overall goals of DCS is listing the DCS Vision and/or Mission Statements on all CAB Agendas and printed materials. Another idea is to set aside one CAB meeting per year for an in-depth presentation and exploration of the Department's strategic priorities. Regular communication of DCS's goal and priorities to the CAB is the ultimate goal.

CABs are an excellent vehicle for making the community aware of DCS and community based resources and services. Through the In Home Tennessee Initiative each region completed a community assessment. The assessment process highlighted the strengths and needs of existing practices and services. Using feedback from this assessment as a foundation, DCS was

able to solicit the perspectives of internal and external stakeholders to improve practices and services offered to families in Tennessee. The assessment process utilized a tool focusing on 14 core services and 5 practice areas and each region developed a report outlining the findings. CABs are encouraged to consult the reports in planning priorities. Additionally, there are regional planning workgroups formed which address areas of need. CABs members are encouraged to join the workgroups and/or form workgroups within the CAB structure to address identified needs.

Two-way Communication

CABs proved a great forum for encouraging dialogue between DCS and the community. Without this dialogue, identifying the individual and collective talents needed to help each county achieve the Department's mission would be difficult. Two-way communication helps ensure that DCS is aware of the unique challenges and needs of each community. In Home Tennessee and regional data can be utilized by DCS representatives to engage CAB members and promote two-way communication.

Partnerships

DCS realizes that strong partnerships are essential to the accomplishment of organizational goals. CABs can be used specifically to foster a mutual understanding of roles and competencies. While DCS provides critical services, it also relies on the contributions, expertise and resources of its many partners. Because of this reliance on partnerships, DCS strives for a shared sense of trust, respect and responsibility of DCS Goals. CABs afford a great opportunity for DCS to work collaboratively, strategically and effectively with community partners to improve outcomes for Tennessee's children, youth and families. CABs are vital in the creation of new partnerships as well as maintaining existing partnerships.

Foster a Mutual Understanding of Roles and Competencies

Collaboration with stakeholders can be significantly improved if both sides gain a greater understanding of each other's competencies, policies and vision. CAB meetings should be a mechanism for fostering improved understanding via formal and informal methods. Formal methods might include dedicated time on meeting agendas for stakeholders to provide a brief overview of their organization, or an entire meeting dedicated to this purpose. CAB members should be given every opportunity to build relationships and look for opportunities for collaboration as informal methods for improving knowledge are just as important. CAB members and DCS should also demonstrate their ability to be a good partner by attending each other's events and meetings whenever possible.

Develop a Shared Sense of Trust, Respect, and Responsibility to DCS Goals

DCS will improve trust and respect by including stakeholders in dialogue and decision-making whenever possible. Transparency is another key component of building a shared sense of trust. DCS staff should be transparent about sharing information with stakeholders that is not legally restricted, and equally transparent about describing the boundaries of what cannot be disclosed.

Creation of Partnerships

CABs provide the optimal opportunity to engage new community members to build partnerships. CABs are encouraged to consistently seek additional community members to strengthen and enhance the work of the CAB. When working toward new partnerships, CABs are encouraged to be involved in the In Home Tennessee workgroups, which work to address needs found within the community. In addition when possible CABs may wish to integrate with existing community groups if appropriate with similar missions (i.e. Anti-Drug Coalitions, System of Care).

Community Resources

One of the most tangible ways in which CABs can assist DCS in achieving its mission is through the development of community-based resources and services to help meet the immediate needs of children and the entire family unit. CABs are encouraged to focus their efforts on the development of resources and programs that are comprehensive and/or systemic in nature to achieve long term impact on the community. Preventative supports and services should also be an area of focus. Resources and services are needed in specific areas, including:

Children and Families

- Child care
- Transportation
- Rent and utility assistance
- Furniture
- Food
- Clothing

Youth and Emerging Adults

One of the primary goals of Tennessee's service network is to design resources to facilitate the transition to adulthood. CABs are encouraged to develop and utilize existing resources to support DCS youth as they age out of DCS custody. Areas CABs might wish to focus to help youth:

- Establish ongoing connections with caring adults
- Become productive members of the community
- Acquire and maintain gainful employment
- Achieve their educational/vocational goals
- Receive available financial assistance and skills training

CABs are encouraged to target opportunities for youth involvement within the CAB. Examples include opportunities to participate in:

- Public speaking around experiences and opportunities
- Evaluation of DCS efforts
- Focus groups

Part III: Implementation

CAB Structure and Membership

The CAB Toolkit provides Community Advisory Boards and their members with information to help them reach their full potential.

Recommended Governance Structure

To maximize effectiveness and efficiency it is recommended that CABs be structured with a formal Board of Directors. The primary purpose of a Board of Directors is to guide the direction of the organization and its work. Specifically, a Board of Directors would be responsible for assessing the needs of the CAB, envisioning the role of the CAB in the community it serves, and developing goals and objectives to achieve the CAB's mission.

Criteria for Membership

CABs are voluntary organizations whose members serve as individuals or represent an entity such as a government body, community organization or other interested stakeholders. The ideal size of a CAB will depend on the size of the county in which it is located. Regardless of size, CAB membership should reflect the community it serves and be comprised of community stakeholders including, but not limited to:

Court/legal system	Law enforcement
Non-profit organizations	Schools
Community members	Faith-based community
Health department	Mental health providers
Hospitals/healthcare providers	Media
Local governmental leaders	Families and Youth served by DCS
Business leaders	Foster parents

A CAB Membership Grid can be used to help ensure representation from all desired stakeholder groups. The Membership Grid is an easy mechanism for tracking information on current CAB members. A sample Membership Grid can be found in **Appendix One**. A sample letter of invitation for new members can be found in **Appendix Two**, along with a sample membership application in **Appendix Three**.

Membership Orientation

It is recommended the CAB offer an orientation session to new CAB members on an annual basis to ensure awareness of the primary purpose and activities of the CAB. The orientation process provides an opportunity for new CAB members to ask questions and request any additional information needed to prepare them for active and successful participation on the CAB. CABs may wish to identify mentors for new members to provide ongoing orientation and support.

The Title VI of the 1964 Civil Rights Act of 1964, as codified in 42 U.S.C. 200D

States that: *“No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving federal financial assistance.”*

It is recommended, which is consistent with the above-mentioned caption Title VI of the 1964 Civil Rights Act of 1964, that if minorities represent at least 5% of the population in the geographic service area that the Community Advisory Board be reflective of that minority population. It is also recommended that if the Community Advisory Board is not reflective of that aforementioned minority population that recruitment efforts/steps are taken to obtain such minority representation on said Board.

CAB Foundational Materials

Recommended CAB Mission Statement

CABs may find it useful to adopt a mission statement to provide clarity of organizational purpose and ensure alignment between DCS and CABs. If a mission statement is adopted, it is recommended that the DCS mission be incorporated into the CAB mission statement and reflect the CAB's role in support of the achievement of that mission. A possible Mission Statement for CABs is as follows:

The mission of XXX Advisory Board is to assist the Department of Children's Services within the In Home Tennessee efforts to ensure forever families for children and youth by delivering high quality, evidence-based services in partnership with the community. This will be achieved by building organizational and community capacity, improving access and quality of services, and enhancing how we work with families.

Model Bylaws

Bylaws are written rules that control the internal affairs of an organization. For CABs interested in adopting formal bylaws, the model bylaws found in **Appendix Four** can be a helpful resource. In the case of CABs with pre-existing bylaws, the model bylaws can also be a resource and point of comparison as CABs review and update their Bylaws.

Confidentiality

As outlined in Tennessee Code Annotated 37-5-607, CAB members are responsible for maintaining the confidentiality of information gained as a result of participation with the CAB including any and all case records information. To ensure confidentiality, CABs members who review DCS records are required to sign DCS's standard Confidentiality Agreement, which can be found in **Appendix Five**.

Conflict of Interest

It is recommended that all CAB members sign a Conflict of Interest Statement, a sample of which can be found in **Appendix Six**.

CAB Meetings

Meeting Agenda

Utilizing a standing agenda fosters discussion on key areas of communication, partnership and resource development, and other identified organizational objectives. CABs are separate entities and are not required to utilize the DCS standard minutes form. A Sample meeting Agenda can be found in **Appendix Seven**.

Frequency of Meetings

CABs should meet on a consistent basis throughout the year in order to achieve the objectives of the CAB. Meeting at least nine times a year is recommended.

Meeting Minutes

Detailed and accurate meeting minutes promote transparency, good communication and effective CAB functioning. Minutes should include a list of meeting participants, an overview of all discussion and a detailed account of any action taken. Sample meeting minutes can be found in **Appendix Eight**.

Role of Resource Linkage Coordinators

Resource Linkage Coordinators (RLs) serve as the liaison to CABs and serve in a role critical to the success of the CABs. As a CAB is an independent entity, RLs attached to the CAB should not serve as a voting member of the CAB. In addition, RLs should be very familiar with DCS policy 4.10. Per DCS policy 4.10(A) (1) (m) "All employees of the Department of Children's Services are prohibited from...Engaging directly or indirectly in fundraising activities".

RLs should participate in CABs at a strategic level and assist CAB leadership in the following areas:

- Ensuring topics important and relevant to DCS are included in CAB meeting agendas
- Providing DCS updates and announcements to CAB members
- Gathering and reporting success stories
- Encouraging two-way communication between CAB members and DCS
- Encouraging collaboration among CAB members
- Participating in the development of resources to help meet community needs
- Participating in other community boards

RLs also assist with meeting logistics to include:

- Scheduling of meetings as needed
- Securing meeting space
- Sending out meeting reminders
- Maintaining an email list to assist with communication

- Any other logistic needs to ensure meetings run smoothly

CAB Effectiveness

Reporting of CAB activities and accomplishments is needed so that DCS can evaluate the effectiveness of the CABs in achieving organizational goals and objectives. Effectiveness can be gauged on an informal basis through routine check-ins at CAB meetings and through discussions between CAB members and community stakeholders. In addition to informal mechanisms for evaluating CAB effectiveness, the RLs in collaboration with the CAB, should also gather information and conduct a formal evaluation on a quarterly and annual basis using the tools described below. The completion of these tools/reports should be initiated by the CAB Leadership and/or Board Members of each CAB on a semi-annual and annual basis in accordance with each CAB's calendar Fiscal Year. Upon the completion of these tools/reports the CAB Leadership should provide the assigned DCS Regional Resource Linkage Coordinator with copies of said tools/reports within fifteen days (15) after their completion. DCS will utilize these tools/reports to review and share the effectiveness of each CAB in achieving organizational goals and objective with the Tennessee State Legislators, Governor, DCS Commissioner and other mandatory reporting entities such as, (The Council Of Accreditation; DCS Title IV B Annual Progress and Services Report; TN. Joint Task Force on Children's Justice/Child Sexual Abuse Membership; ETC.)

Reporting Requirements

Reports should be completed by the CAB Leadership and/or Board Members of each CAB on a semi-annual and annual basis.

Semi-Annual Report Requirements

- Summary of CAB activities and accomplishments
- Identification of any obstacles to successful CAB functioning and possible solutions
- Any needs identified that require involvement with other departments (Mental Health, Education etc.)
- Overview of goals for the following quarter

See **Appendix Nine** for Sample Semi-Annual Report.

Annual Report Requirements (if applicable)

- List of CAB members including, name, title, affiliation, and contact information
- List of meeting dates from the previous calendar year
- Agenda and Minutes for each CAB meeting
- Bylaws as of December 31 of prior year
- Budget
- Marketing materials generated by the CAB during the previous calendar year
- Comprehensive summary of CAB accomplishments
- Identification of any obstacles to successful CAB functioning and possible solutions
- Overview of goals and initiatives for the coming year

See **Appendix Ten** for Sample Annual Report.

Annual Effectiveness Survey

- A formal evaluation should be distributed to all CAB members on an annual basis. This survey can be conducted on-line and/or via paper distribution. Results of the initial survey will provide baseline information to which all subsequent survey results can be compared. The survey should be administered and completed within sixty days of the close of the CAB's fiscal year. Results of the survey should be submitted as an attachment to the CAB Annual Report.

See **Appendix Eleven** for Sample Effectiveness Survey.

Part IV: Appendices

Appendix Two: Sample CAB Membership Invitation Letter

INSERT DATE

Name

Address

City, State Zip

Dear _____:

I am writing to invite you to participate in the State of Tennessee Department of Children's Services, (DCS) Community Advisory Board (CAB) for (*insert location*).

DCS was formed in 1996 with a mission to foster partnerships to protect children, develop youth, strengthen families and build safe communities. As the state's public child welfare agency, DCS protects children who are victims of abuse or neglect, strengthens families through services that focus on family support and preservation, provides permanency services to children in state custody, and works to develop community driven solutions to challenges faced by children and their families.

CABs were created by the State Legislature in 2006 with the overarching goal of harnessing the individual and collective talents and resources in each county to achieve the Department's mission. CABs are primarily focused on the following objectives:

Communication

Improving communication about DCS's goals and challenges, increasing awareness of DCS's resources and events, and promoting two-way dialogue between DCS and the community

Partnerships

Helping the Department work more strategically and effectively with its partners in the community

Resources

Developing community-based resources and services to help meet the needs of children and families, including youth transitioning into adulthood

It is very important that membership of the CAB be reflective of the community it serves. For this reason, representatives of a diverse cross-section of community stakeholders are invited to

participate including representatives of the court / legal system, law enforcement, non-profit organizations, schools, faith-based community, health department, mental health providers, healthcare providers, media, local governmental leaders, and DCS families.

We are confident that the Community Advisory Board will play an important role in helping DCS achieve its mission to protect children, develop youth, strengthen families and build safe communities. **We hope that you will consider joining the CAB to lend your skills, expertise and input to our efforts.** The CAB meets approximately nine times per year. I have enclosed for your review the CAB Bylaws and a list a current CAB members. Our next meeting will be held on (insert date) at (insert time) at (insert location).

Many thanks in advance for your consideration. If you have any questions – about the CAB or DCS – please don't hesitate to contact me. I hope to see you soon,

CAB Board Chair

Tennessee Code Annotated 37-5-607

The Department of Children's Services' Community Advisory Boards were created in 2006 in response to Tennessee Code Annotated 37-5-607, the statutory purpose of which is to "safeguard and enhance the welfare of children and to preserve family life by preventing harm and sexual abuse to children and by strengthening the ability of families to parent their children effectively through a multi-level response system using available community-based public and private services". CABs are specifically referenced in a stipulation of the code which states:

"In each county in which the multi-level response system is implemented, the department shall facilitate the formation of an independent local advisory board, which shall not be a part of the department, and which shall be composed of appropriate community representatives, including representatives from families in the community, local public agencies, including schools, health departments and other health care providers, juvenile court, and law enforcement officials, and other available community-based resources. Each local advisory board shall recommend ways to bring together the department, families, and available resource providers within that community and shall assist with the development of community-based resources that may be needed by families. The local advisory board may review individual cases, in its discretion, to the extent that such review may be done without jeopardizing the confidentiality of the records or the confidentiality obligations of those who provided the information. The department shall collaborate with the local advisory board and the community to identify or develop local formal and informal services for children and families."

Appendix Three: Sample Membership Application

SAMPLE CAB MEMBERSHIP APPLICATION			
APPLICANT INFORMATION			
Name:			
Date of birth:		Phone:	
Mailing address:			
City:	State:	ZIP Code:	
Race:		Please circle: MALE FEMALE	
INDIVIDUAL-AGENCY-ORGANIZATION-MINISTRY-INFORMATION			
Name:			
Organization address:			
Position:			
Office Phone:	E-mail:	Fax:	
Cell Phone:	Do not distribute cell number: Yes <input type="checkbox"/> No <input type="checkbox"/>		
City:	ZIP Code:		
Website:			
SERVICES AVAILABLE			
What specific resource does your agency provide to our Community? <i>i.e. Food Bank, Clothing, Counseling, etc.</i>			
What area or zip code of the county do you serve?			
Free services: Yes <input type="checkbox"/> No <input type="checkbox"/>	Insurances Accepted: Yes <input type="checkbox"/> No <input type="checkbox"/>	TennCare Accepted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Sliding Fee scale: Yes <input type="checkbox"/> No <input type="checkbox"/>	List Plans Accepted:		
SPECIALITY SERVICES			
Handicap accessible facility: Yes <input type="checkbox"/> No <input type="checkbox"/>	Language translation: Yes <input type="checkbox"/> No <input type="checkbox"/> List languages translated below:		
Hearing impaired capability: Yes <input type="checkbox"/> No <input type="checkbox"/>			
Language translated materials: Yes <input type="checkbox"/> No <input type="checkbox"/>			
I WANT TO GET INVOLVED BY: (SELECT ALL THAT APPLY)			
<input type="checkbox"/> Become a board member & volunteer my time	<input type="checkbox"/> Offer job shadowing opportunity		
<input type="checkbox"/> Provide an internship	<input type="checkbox"/> Hire a parent or young person		
<input type="checkbox"/> Provide housing assistance	<input type="checkbox"/> Offer legal services to a family		
<input type="checkbox"/> Grant or assist with access to healthcare	<input type="checkbox"/> Host a fair or community event		
<input type="checkbox"/> Provide or assist with educational needs	<input type="checkbox"/> Provide with transportation assistance		
<input type="checkbox"/> Provide free or discounts for products and services	<input type="checkbox"/> Provide tangible items		
<input type="checkbox"/> Becoming a certified volunteer with DCS	<input type="checkbox"/> Interested in being a foster-adoptive parent		
SIGNATURES			
<i>I authorize the verification of the information provided on this form and my signature means I agree to full participation in the CAB for the duration of my membership. A copy of this application is on file with DCS and provided for my records.</i>			
Signature of Applicant:			Date:
Signature of President, Executive Director or Supervisor if representing a specific organization (not required):			Date:

Appendix Four: Model Bylaws

BYLAWS XXX COUNTY COMMUNITY ADVISORY BOARD

ARTICLE I: NAME

The name of this organization shall be the XXX COUNTY COMMUNITY ADVISORY BOARD (hereinafter referred to as “Board”), and it will exist within the geographic boundaries of XXX County, Tennessee. The Board shall exist as a voluntary community service organization.

ARTICLE II: MISSION

The XXX County Community Advisory Board s to collaborate with the Department of Children’s Services’ (“DCS”) mission to protect children, develop youth, strength families and build safe communities.

ARTICLE III: PURPOSE

The Department of Children’s Services’ Community Advisory Boards (CABs) were created in 2012 in response to Tennessee Code Annotated 37-5-607, the statutory purpose of which is to “safeguard and enhance the welfare of children and to preserve family life by preventing harm and sexual abuse to children and by strengthening the ability of families to parent their children effectively through a multi-level response system using available community-based public and private services”. CABs are created by the following statutory language:

In each county in which the multi-level response system is implemented, the department shall facilitate the formation of an independent local advisory board, which shall not be a part of the department, and which shall be composed of appropriate community representatives, including representatives from families in the community, local public agencies, including schools, health departments and other health care providers, juvenile court, and law enforcement officials, and other available community-based resources. Each local advisory board shall recommend ways to bring together the department, families, and available resource providers within that community and shall assist with the development of community-based resources that may be needed by families. The local advisory board may review individual cases, in its discretion, to the extent that such review may be done without jeopardizing the confidentiality of the records or the confidentiality obligations of those who provided the information. The department shall collaborate with the local advisory board and the community to identify or develop local formal and informal services for children and families.

ARTICLE IV: MEMBERS

Section 1: *Admission of Members*. Membership on the Board shall be voluntary. The Board shall be comprised of appropriate community representatives including, but not limited to, representatives of families in the community; local public agencies, including schools, health departments, and other health care providers; juvenile court; law enforcement officials; and other available community-based resources.

Section 2: *Rights and Obligations*. Each member shall be entitled to one vote and shall have the same rights and obligations with respect to voting, dissolution, and all other matters as all other members.

Section 3: *Resignation*. A member may resign at any time by delivering to the Secretary of the Board a written notice of such resignation signed by the member, which shall be included in the minutes or Board records.

Section 4: *Termination of Board Members and Officers*. A board member or officer may be removed by the Board of Directors by majority vote, but notice and an opportunity to be heard shall first be given to the member as set forth below, and the removal procedure shall be fair, reasonable and carried out in good faith:

- (a) The member shall be given not less than fifteen (15) days prior written notice of the removal, and the reason(s) therefor; and
- (b) The member must be given the opportunity to be heard, orally or in writing, by the Board of Directors not less than five (5) days before the effective date of the removal.

ARTICLE V: MEETINGS

Section 1: *Annual Meeting*. The annual meeting of the members of the Board shall be held at (INSERT TIME) on the (INSERT DATE) in (INSERT MONTH) of each year, if not a legal holiday, and if a legal holiday, then on the next succeeding business day. The Board of Directors may, however, by resolution, fix the date of the annual meeting on any day within sixty days succeeding the foregoing date. At the annual meeting, members shall elect Directors, receive reports on the activities and financial condition of the Board, and transact such other business as may properly come before the meeting.

Section 2: *Regular Meetings*. The Board will conduct regularly scheduled meetings, no less than nine per year, to be held at a time and place specified by the Chair of the Board.

Section 3: *Special Meetings*. The Board shall hold a special meetings of its members upon the call of the Board of Directors or the Chair, or upon the written demand(s) to the Secretary by members holding at least ten (10%) of all votes entitled to be cast on any issue to be considered at the proposed special meeting. Any call or demand for a special meeting shall describe the purpose(s) for which the special meeting is to be held. Only business within the purpose(s) described in the meeting notice for the special meeting may be conducted at such meeting.

Section 4: *Notice of Meetings*. The Board shall notify its members of the date, time, and place of each annual and special meeting of members no fewer than five (5) or more than thirty (30), days before the meeting date. The notice of meeting shall also contain such other information which may be required by these Bylaws.

Section 5: *Waiver of Notice*: A member's attendance at a meeting:

- (a) Waives objection to lack of notice or defective notice of the meeting unless the member at the beginning of the meeting (or promptly upon arrival) objects to holding the meeting or transacting business at the meeting; and
- (b) Waives objection to consideration of a particular meeting at the meeting that is not within the purpose(s) described in the meeting notice, unless the member objects to considering the matter when it is presented.

Section 6: *Quorum*. A quorum shall consist of fifty-one percent of the members.

Section 7: *Parliamentary Authority*. The current edition of the Roberts Rules of Order shall be the final source of authority in all questions of parliamentary procedures.

Section 8: *Action by Written Consent*. Action that is required or permitted to be taken at a meeting of the members may be taken without such a meeting if all members entitled to vote on the action consent to taking such action without a meeting. If all of such members so consent, the affirmative vote of the number of votes would be necessary to authorize or take such action at the meeting shall be the act of the members, except as otherwise provided in these Bylaws. Such consent shall describe the action taken, be in writing or via email, be signed by each member entitled to vote on the action, indicate each signing member's vote or abstention on the action, and be delivered to the Secretary of the Board and included in the minutes or board records.

ARTICLE VI: BOARD OF DIRECTORS

Section 1: *General Powers and Qualifications.* All corporate powers of the Board shall be exercised by and under the authority of, and the affairs of the Board shall be managed under the direction of, the Board of Directors.

Section 2: *Election and Tenure.* Directors shall be elected by the members of each annual meeting of the members, and each Director shall be elected to serve for a term of two (2) years. Directors may be re-elected to serve additional terms but may not serve more than two terms consecutively. In the event of unforeseen vacancies of office holders, a special election can be held with 30 days written notice.

Section 3: *Indemnification.* With respect to claims or liabilities arising out of service as a Director of the Board, the Board shall indemnify and advance expenses to each present and future Director to the fullest extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted or amended.

Section 4: *Immunity.* To the fullest extent allowed by the laws of the State of Tennessee, both as now in effect and as hereinafter adopted and amended, each present and future director shall be immune from suit arising from the conduct of the affairs of the Board.

Section 5: *Vacancies.* A member of the Board who shall be absent without just cause and or prior notification to the board chair from three (3) consecutive regular meetings of the board, shall be personally contacted by the Chair or designee to discuss impediments to regular participation. If impediments cannot be resolved, the chair will ask for assignment of another representative from the group / agency to replace the member who cannot commit to regular attendance.

Section 6: *Code of Ethics.* Each officer and member of the Board shall act in a respectful and responsible manner while serving in a capacity representing the board. No board member may be involved in CAB projects through which they may personally or financially benefit or broker a personal or financial benefit to any other involved party. In consideration of and as a condition for participation in and partnership with the Board, each member agrees to:

- (a) Keep confidential any and all confidential information gained as a result of participation with the Board. Confidential information shall include, but not limited to, any and all DCS case records and party names. All members will sign a conflict of interest statement and a confidentiality statement.

ARTICLE VII: OFFICERS

Section 1: *Officers*. The officers of the Board shall consist of the Chair, Vice Chair, and Secretary and such other officers as may from time to time be elected or appointed by the Board of Directors.

Section 2: *Election*. At the first meeting of the Board of Directors after each annual meeting, the Board shall elect the officers by a majority vote of those Directors present, provided a quorum exists.

Section 3: *Term of Office*. The officers of the Board shall hold office for two (2) years. Officers may be re-elected to serve additional terms but may not serve more than two terms consecutively.

Section 4: *Powers and Duties of Officers*. The powers and duties of the officers shall be as follows:

- (a) *Chair*. The Chair will preside over the meeting of the Board and will set the Agenda for each meeting. The Chair shall see that all orders and resolutions of the Board of Directors are carried into effect. The President shall also report on the activities and financial condition of the Board at all annual meetings.
- (b) *Vice-Chair*. The Vice Chair shall have such powers and perform such duties as may be assigned to him or her by the Board of Directors of the Chair. In the absence or disability of the Chair, the Vice Chair will perform the duties and exercise the powers of the Chair.
- (c) *Secretary*. The Secretary will record the business conducted at meetings of the Board in the form of minutes, will issue notice of all meetings and perform such duties as assigned by the Chair. In the event the Secretary is absent for some reason from any meeting where minutes are to be prepared or is otherwise unable to take such minutes, the presiding officer of such meeting shall appoint another person, subject to the approval of those present and entitled to vote at such meeting, to take the minutes thereof.
- (d) *Removal*. The Board of Directors may remove any officer at any time with or without cause.

Section 5: *Vacancies*. Any vacancies occurring in the offices of the Chair, Vice Chair, or Secretary shall be filled by the Board of Directors as soon as practicable.

Section 6: *Delegation of Powers and Duties*. In case of the absence of any officer of the Board, or for any reason that the Board of Directors may deem sufficient, the Board of Directors may delegate the powers of such officer to any other officer or to any other Director for the time being.

Section 7: *Indemnification*. Except as to breach of fiduciary duty or alleged criminal acts, with respect to claims or liabilities arising out of service as an officer of the Board, the Board shall indemnify and advance expenses to each present and future officer to the fullest extent allowed by the laws of the State of Tennessee, both as now in effect or as hereafter adopted or amended.

ARTICLE VIII: COMMITTEES

Section 1: *Committees*. The CAB may establish such standing and/or special committees as deemed appropriate for the conduct of its business. Committee membership shall be voluntary. Committee members shall elect the committee chair.

Section 2: *Executive Committee*. The Executive Committee shall oversee the day-to-day operations of the Board and shall consist of the Chair, Vice-Chair, and Secretary.

Section 3: *Dissolution of Committees*. Committees shall be discharged by the chair of the board when their work has been completed and their reports have been presented as information to the full board, or, when in the opinion of the Executive Committee, it is deemed wise to discontinue the committee.

ARTICLE IX: RECORDS AND REPORTS

Section 1: *Board Records*. The Board shall keep at all times a copy of:

- (a) Its Charter and all amendments thereto;
- (b) Bylaws and all amendments thereto;
- (c) Resolutions adopted by the Board;
- (d) The minutes of all meetings and the records of all actions taken without a meeting for the past three (3) years;
- (e) The past three (3) years' annual financial statements;
- (f) A list of the names and business or home address of its current Directors and officers.

Section 2: *Annual Financial Statements*. The Board shall prepare annual financial statements that include a balance sheet as of the end of the fiscal year, an income statement for that year,

and such other information necessary to comply with the requirements of the applicable provisions of the Act.

ARTICLE X: APPROVAL AND AMENDMENTS

Section 1: *Approval*. These Bylaws will become effective upon approval by a majority vote of the eligible voting members present.

Section 2: *Amendments*. Thereafter, these Bylaws may be amended or repealed at any regular meeting or special meeting called for that purpose by a majority vote of the eligible voting members present, provided that the proposed additions, deletions, or changes have been submitted in writing to all CAB members not less than ten (10) days and no more than thirty (30) days prior to the meeting at which formal actions on such amendments are sought. Written notice may be made via email.

ARTICLE XI: MISCELLANEOUS PROVISIONS

Section 1: *Fiscal Year*. The fiscal year of the Board shall be fixed by resolution of the Board of Directors.

Section 2: *Limitation of Authority*. No action by any member or committee shall be binding upon, or constitute an expression of the board, until it shall have been approved or ratified by the board or Executive Committee.

Section 3: *Notices*. Whenever notice is required to be given to members, Directors or officers, unless otherwise provided by law, the Charter of these Bylaws, such notice may be given in person, teletype or other form of wire or wireless communication, or by telephone, electronic mail, mail or private carrier. If such notice is given by mail, it shall be sent postage prepaid by first class United States mail or by registered or certified United States mail, return receipt requested, and addressed to the respective address that appears for each such person on the books of the Board.

Section 4: *Waiver of Notice*. Whenever any notice is required to be given under the provisions of any statute, or of the Charter or these Bylaws, a waiver thereof in writing signed by the person entitled to such notice, whether before or after the date stated thereon, and delivered to the Secretary of the Board and included in the minutes or corporate records, shall be deemed equivalent thereto.

Section 5: *Advise*. Advice or consultation on the operation of the CAB shall come from the Tennessee General Assembly, Tennessee Code Annotated, and the Tennessee Department of Children's Services as expressly dictated by Tennessee Code Annotated.

MODEL

Appendix Five: Sample Confidentiality Agreement

CONFIDENTIALITY AGREEMENT

In consideration and as a condition of my participation and partnership with the Decatur County Community Advisory Board (the "CAB") mandated by the Tennessee Compilation of Selected Laws on Children Youth and Families 37-5-607, I hereby agree to the following confidentiality agreement.

I agree to keep confidential any and all information (the "Confidential Information") gained as a result of my participation with the CAB. In this instance Confidential Information shall include, but is not limited to, any and all case records, party names, or projects specifically organized by or with the CAB.

Upon the termination of my relationship with the CAB I agree to promptly surrender and delivery any and all documents, records, notes, or other Confidential Information to the CAB. Nothing herein shall be construed to restrict me from sharing the information with any federal, state, or local governmental or law enforcement official as required by a court of competent jurisdiction.

Dated: _____

By: _____

Signature

Printed Name

Appendix Six: Sample Conflict of Interest Statement

Conflict of Interest Policy XXX Community Advisory Board

The purpose of the following policy and procedures is to complement XXX Community Advisory Board's ("CAB") Bylaws, to prevent the personal interest of staff members, board members, and volunteers from interfering with the performance of their duties to the CAB, or resulting in personal financial, professional, or political gain on the part of such persons at the expense of the CAB or its supporters, and other stakeholders.

Definitions:

Conflict of Interest ("Conflict") means a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a person in a position of trust. Persons in a position of trust include staff members, officers, and board members of the CAB.

Board means the Board of Directors.

Officer means an officer of the Board of Directors.

Volunteer means a person -- other than a board member -- who does not receive compensation for services and expertise provided to the CAB and retains a significant independent decision-making authority to commit resources of the organization.

Staff Member means a person who receives all or part of her/his income from the payroll of the CAB.

POLICY AND PRACTICES

1. Full disclosure, by notice in writing, shall be made by the interested parties to the full Board of Directors in all conflicts of interest, including but not limited to the following:
 - a. A board member is related to another board member or staff member by blood, marriage or domestic partnership.
 - b. A staff member in a supervisory capacity is related to another staff member whom she/he supervises.
 - c. A board member or their organization stands to benefit from a transaction or staff member of such organization receives payment from for any subcontract, goods, or services other than as part of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the bylaws and board policy.
 - d. A board member's organization receives grant funding from the CAB.
 - e. A board member or staff member is a member of the governing body of a contributor to the CAB.
 - f. A volunteer working on behalf of the CAB who meets any of the situations or criteria listed above.
2. Following full disclosure of a possible conflict of interest or any condition listed above, the Board of Directors shall determine whether a conflict of interest exists and, if so, the Board shall vote to authorize or reject the transaction or take any other action deemed necessary to address the

conflict and protect the CAB's best interests. Both votes shall be by a majority vote without counting the vote of any interested director, even if the disinterested directors are less than a quorum provided that at least one consenting director is disinterested.

3. A Board member or Committee member who is formally considering employment with the CAB must take a temporary leave of absence until the position is filled. Such a leave will be taken within the Board member's elected term which will not be extended because of the leave. A Board member or Committee member who is formally considering employment with the CAB must submit a written request for a temporary leave of absence to the Secretary of the CAB Board, care of the CAB office, indicating the time period of the leave. The Secretary of the CAB will inform the Chair of the Board of such a request. The Chair will bring the request to the Board for action. The request and any action taken shall be reflected in the official minutes of the CAB Board meeting.
4. An interested Board member, officer, or staff member shall not participate in any discussion or debate of the Board of Directors, or of any committee or subcommittee thereof in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. However, she/he may be present to provide clarifying information in such a discussion or debate unless there is an objection by any present board or committee member.
5. Anyone in a position to make decisions about spending the CAB's resources (i.e., transactions such as purchase contracts) – who also stands to benefit from that decision – has a duty to disclose that conflict as soon as it arises (or becomes apparent); she/he should not participate in any final decisions.
6. A copy of this policy shall be given to all Board members, staff members, volunteers or other key stakeholders upon commencement of such person's relationship with the CAB or at the official adoption of stated policy. Each board member, officer, staff member, and volunteer shall sign and date the policy at the beginning of her/his term of service or employment and each year thereafter. Failure to sign does not nullify the policy.
7. This policy and disclosure form must be filed annually by all specified parties.

Signed by:

(Date)

(Print name)

Appendix Seven: Sample Meeting Agenda

Community Advisory Board Meeting INSERT DATE, TIME and LOCATION	
I.	Welcome and Introductions
II.	Approval of the Minutes
III.	Financial Report <i>(if applicable)</i>
IV.	Communication <ul style="list-style-type: none"> - DCF programs / initiatives - Community announcements - Community input / feedback - Success stories
V.	Partnerships <ul style="list-style-type: none"> - Updates - Partnership "Spotlight" <i>(1 or 2 CAB participants per meeting to provide brief overview of their organization / area of interest)</i>
VI.	Resources <ul style="list-style-type: none"> - Discuss family / community needs - Identify resources / services to meet needs
VII.	Data presentation / discussion
VIII.	Old business
IX.	New business
X.	Conclusion and Adjournment
Next Meeting: <i>insert date, time and location</i>	

CAB Mission Statement:
To harness the individual and collective talents and resources in each county to achieve the Department of Children's Services' mission of protecting children, developing youth, strengthening families and building safe communities

Appendix Eight: Sample Meeting Minutes

Meeting of the XYZ Community Advisory Board Day, Month, Year Minutes

CAB Members Present: insert names

CAB Members Absent: insert names

Approval of the Minutes:

The meeting was called to order at INSERT TIME. Board chair (INSERT NAME) asked if there were any corrections to the Minutes from the XYZ meeting (insert dates of previous month's meeting). There were none. XXX moved that the minutes be approved as submitted. XXX seconded the motion, which was unanimously approved.

Financial Report:

The Financial Statements for the period ending XXX were distributed. XXX (insert Board Chair) asked if there were any questions or comments regarding the Financial Statements. When no questions or comments were heard, XXX moved that the Financial Statement be accepted as presented. XXX seconded the motion, which was unanimously approved.

Communication:

- DCF programs / initiatives:
 - XXX gave an overview of the InHome Tennessee initiative. XXX presented materials about this initiative, which is aimed at improving the way DCS, the community, and service providers help children and families. XXX answered questions about the initiative and invited CAB members to participate in an upcoming training to learn more about the program.
 - XXX gave an overview of a recent change to DCS policy regarding XXX. More information on this policy update is available at www.tn.gov.
- Community announcements:
 - XXX announced that Head Start is now taking applications. For more information contact XXX at (555) 555-5555.
 - XXX announced that a community needs assessment will be administered in the coming month. CAB members will be asked to complete a brief on-line survey. More information will be provided at the next meeting.
 - XXX provided information on the TN Healthier Schools Challenge for all CAB members to review.
- Community input /feedback:
 - XXX announced that teachers in the community have expressed the need for a structured mentorship program for young people ages 12-17. A subcommittee was appointed to research possible resources; the subcommittee will present their findings to the CAB within 60 days.
- Success stories:
 - XXX gave a report on the recent clothing drive. Mission Hills Baptist Church collected \$1,200 from the community and undergarments were purchased at Wal-Mart.

Partnerships:

- Updates:
 - George Beckett, Health Information Technology Coordinator, State of TN Dept. of Finance / Administration explained the statewide process of Health Information Exchange. The mission is to improve access to health information through a statewide collaborative process by providing services and infrastructure for the secure electronic exchange and use of health information. Mr. Beckett explained that State and Federal

funding is available for HIE providers and he provided an overview of the eligibility requirements. For more information visit www.tn.gov/ehealth/

- Partnership “Spotlight”:
 - XXX with Overcoming Services gave a brief presentation. Overcoming Services is an Alcohol and Drug Treatment Program designed for adults as well as juveniles. Overcoming Services has partnered with Buffalo Valley, Inc. to offer drug testing, hair follicle testing, in-home counseling, transportation, residential treatment, job training / placement and housing. For more information on Overcoming Services visit: www.overcomingservices.org.

Resources:

- XXX with DCS presented a concern about children coming into state custody without adequate socks and underwear. This is a concern because DCS case managers are no longer allotted funds to purchase the needed items for children, but rather must locate clothing for the children from local donations or clothing closets. CAB members discussed the feasibility of conducting a community drive to collect needed items. A sub-committee was appointed to organize a drive in conjunction with Child Abuse Prevention Month in April.
- An overall need for food, gas and financial assistance was identified. Possible fundraising efforts were discussed to bring awareness to the issue and to help better unite community partners and stakeholders. It was suggested that XXX with CFD be invited to the next CAB meeting to further discuss the issue and assist in the identification of services / resources to address the problem.

Old business:

XXX gave an update on an issue discussed at the previous meeting regarding a problem with landlords in Bedford County who were disregarding maintenance issues which contributed to poor living conditions, ultimately causing families to have contact with DCS. XXX reported that CAB members contacted the Housing Authority, and discussions are on-going to determine what measures can be taken to assist families in obtaining safe and affordable housing.

New business:

Child Abuse Prevention month activities were discussed. Each school in the county will participate, and the theme will be “What Makes Me Special”. DCS workers will collect the entries from the schools, and winners will be chosen as the April 10 CAB meeting. Each winner will receive a certificate and a prize.

Conclusion and adjournment:

There being no further business, the meeting was adjourned. The next meeting will be held on (insert date, time and location).

Appendix Nine: Quarterly Report

Community Advisory Board Quarterly Report

I. GENERAL INFORMATION

CAB Name:	
Name of CAB Chairperson:	
Your Name:	
Your Email:	
Date Report submitted:	

II. CAB ACTIVITIES: (Provide a listing of CAB activities for the preceding quarter)

--

III. ACCOMPLISHMENTS: (Provide a summary of accomplishments for the preceding quarter)

Communication:
Partnership:
Resources:
General:

IV. OBSTACLES AND SOLUTIONS: (Identify obstacles to successful CAB functioning and potential solutions)

v. GOALS: (Provide an overview of CAB goals for the next quarter)

Communication:

Partnership:

Resource:

General:

Please submit your completed Semi-Annual Report to (insert contact) by (insert deadline)

Appendix Ten: Annual Report

Community Advisory Board Annual Report

I. GENERAL INFORMATION:

CAB Name:	
Name of CAB Chairperson:	
Your Name:	
Your Email:	
Date Report submitted:	

II. CAB MEMBERSHIP & STRUCTURE:

Is this CAB a 501(c) (3) organization?	YES	NO	
Total number of CAB members			
List CAB Meeting dates for reporting year			

III. DOCUMENTATION: (Please upload the following documents with your Annual Report as applicable and indicate applicability for each item.)

	ATTACHED	NOT APPLICABLE
Current Membership Roster including name, title, affiliation, and contact information for each member		
Meeting Agendas for the reporting year		
Meeting Minutes for the reporting year		
Bylaws		
Marketing materials (flyers, newsletters, etc.).		
Budget		

IV. ACCOMPLISHMENTS: (Provide a summary of accomplishments for the reporting year):

Communication:

Partnerships:

Resources:

General:

V. OBSTACLES AND SOLUTIONS (Identify obstacles to successful CAB functioning and possible solutions)

VI. GOALS: (Provide an overview of goals for the coming year)

Communication:

Partnership:

Resource:

General:

Please submit your completed Annual Report to (insert contact) by (insert deadline)

<C:\Users\ei09906\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\Y4KP8KNO\Toolkit\Revised 5-1-14 - TN DCS CAB Toolkit - Appendix Eleven - Annual Effectiveness Survey.docx>

Appendix Eleven: Annual Effectiveness Survey

Annual CAB Effectiveness Survey

The overarching goal of CABs is to harness the individual and collective talents and resources in each county to achieve the Department’s mission of protecting children, developing youth, strengthening families and building safe communities. In order to achieve this goal, CABs focus on improved communication, strengthening partnerships and development of resources and services for children and families.

Effectiveness:

In your opinion, how effective has the CAB been during the past year in achieving the following objectives:

Objective	Very Ineffective	Ineffective	Average	Effective	Very Effective
Improving communication with the community about the Department’s goals and challenges					
Increasing awareness in the community of DCS resources and events					
Promoting two-way dialogue between DCS and the community					
Helping the Department work more strategically and effectively with its partners in the community					
Developing community-based resources and services to help meet the immediate needs of children and families					

CAB Functioning:

Please rate your response to the following statements.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The CAB has a clear sense of purpose and direction					
The CAB works well together					
I find it easy to coordinate my work with the work of others on the CAB					
The roles and responsibilities of members of the CAB are clear					

Is there anything additional you would like to share about CAB effectiveness or functioning during the previous year?