



2012

Alaska Citizen Review Panel Annual Report

Table of Contents

Mission and Mandate	2
Mission.....	2
Mandate for the Group.....	2
Duties Assigned to the Group.....	2
Duties Assigned to OCS Related to the CRP	3
Membership and Staff Support	4
Meetings and Activities	5
Recommendations.....	8
Commendations	17

Mission and Mandate

MISSION

The Alaska Citizen Review Panel (CRP) is committed to reviewing and evaluating the practices and procedures of the Office of Children's Services (OCS) and in making recommendations relative to its findings to insure the safety and the well-being of the children of Alaska.

The CRP will achieve this commitment by examining the policies and procedures of the Office of Children's Services and collaborating agencies; examining, where appropriate, specific cases; evaluating the extent to which agencies are carrying out their child protection responsibilities; and preparing and making available to the public an annual report.

MANDATE FOR THE GROUP

The Citizens' Review Panel (CRP) is federally mandated through the Child Abuse Prevention and Treatment Act (CAPTA); Keeping Children and Families Safe Act of 2003. The CRP is also mandated through Alaska statute Sec. 47.14.205.

“By allowing the Panels to have complete access to child protection cases, by requiring Panels to publicize their findings, and by requiring states to respond to criticisms and recommendations of the Panels, the Committee intends to subject states to public criticism and political repercussion if they fail to protect children.” (United States Congress, House Report 104-081, 1995, p.1)

DUTIES ASSIGNED TO THE GROUP

Summary of duties The CRP shall examine the policies, procedures, and practices of State and local agencies and where appropriate, specific cases, to evaluate the extent to which State and local child protection system agencies are effectively discharging their child protection responsibilities.

CRP duties

- Evaluate OCS compliance with federal and state laws, examine policies and procedures for consistent statewide implementation, review cases with fatalities or near fatalities. The CRP shall evaluate the extent to which OCS is effectively discharging its child protection responsibilities under:
 1. the State Plan submitted to the U.S. Department of Health and Human Services under 42 U.S.C. 5106a(b);
 2. Child Protection Standards under federal and state laws; and
 3. any other criteria that the CRP considers important to ensuring the protection of children, including the level and efficiency of coordination of foster care and adoption programs in the state and a review of child fatalities and near fatalities.

In carrying out the responsibilities listed above, the CRP shall examine the policies, procedures, and practices of OCS, and, where appropriate, evaluate specific cases of child abuse or neglect.
- Maintain confidentiality. A person attending a CRP meeting or a CRP member or CRP staff may not make any disclosure related to information obtained during a review by the CRP. A violation is subject to a civil penalty of up to \$2,500 for each violation.
- Conduct public outreach. The CRP shall conduct public outreach and gather public comment on current OCS procedures and practices involving children and family services.
- Produce an annual report. The CRP shall prepare and make available to the governor, the legislature, and the public an annual report containing a summary of its activities and recommendations for the improvement of child protection services in the state.
- Meet at least every three months. The CRP is required by law to meet every three months. Additional meetings and/or teleconferences are scheduled as needed.

DUTIES ASSIGNED TO OCS RELATED TO THE CRP

HSS support. The Commissioner shall, by regulation, establish policies and procedures necessary to carrying out the duties of the CRP.

- Cooperation with state panel. OCS shall provide the panel access to information on child abuse or neglect cases that is necessary for the CRP to carry out its duties.
- Report response. Not later than six months after the date on which the report is released, OCS shall submit a written response that describes whether or how OCS will incorporate the recommendations of the CRP (where appropriate) to make *measurable* progress in improving the child protection system.

Membership and Staff Support

Required membership The panel shall be composed of volunteer members who are broadly representative of the state, including members who have expertise in the prevention and treatment of child abuse and neglect.

Current membership

Fred Van Wallinga, Chair, Willow
Carol Olson, Vice Chair, Anchorage
Pamela Dupras, Kodiak
Dana W. Hallett, Soldotna
Arthur S. Hansen, Fairbanks
Susan Heuer, Anchorage
Esperanza Redelfs, Ketchikan
Ralph Taylor, Nome

Former members who left the group during this reporting period

Shelis R. Jorgensen, Talkeetna

Desired membership The CRP would like to meet its requirement to be broadly representative of the state by widening the geographic and racial and ethnic diversity of the membership. The group is working to recruit new members from unrepresented areas of the state such as Barrow and Bethel.

OCS liaison Richard Nault, Field Administrator, is the current liaison between OCS and the CRP.

Staff support Staff support is provided by Sylvan Robb and Nancy Lowe of Information Insights.

Meetings and Activities

Group meetings

August 22, 2006	Teleconference
September 18-19, 2006	In person — Wasilla
October 4, 2006	Teleconference
December 6, 2006	In person — Anchorage
February 7, 2007	Teleconference
March 14, 2007	In person — Juneau
April 18, 2007	Teleconference
May 14-15, 2007	In person — Anchorage
June 5-6, 2007	In person — Kodiak

Other activities

June 27, 2006	Anchorage: Fred Van Wallinga, Dana Hallett, Carol Olson, and Sylvan Robb met with Deputy Commissioner Bill Hogan and Deputy Commissioner Tammy Sandoval
September 18, 2006	Mat-Su: town hall meeting
September 19, 2006	Wasilla: CAPTA training from Lois Ward, Region 10, Children's Bureau
September 20, 2006	Anchorage: participated in focus group with ACTION for Child Protection
November 29, 2006	Wasilla: Fred Van Wallinga, Dana Hallett, and Carol Olson met with Senator Lyda Green
November 29, 2006	Anchorage: presented at Alaska Native Indian Child Welfare (Bureau of Indian Affairs) Conference
December 4, 2006	Juneau: Fred Van Wallinga and Carol Olson attended Senior Leadership Team meeting and met with Joanne Gibbens, Program Administrator
December 7, 2006	Anchorage: Dana Hallett, Carol Olson and Sylvan Robb presented at Alaska Center for Resource Families foster parent training
January 30, 2007	Anchorage: Susan Heuer presented at Alaska Native Indian Child Welfare board meeting
February 5, 2007	Fairbanks: Fred Van Wallinga and Art Hansen met with concerned citizens
March 12, 2007	Juneau: met with Representative John Coghill and Rynnieva Moss (of Rep. John Coghill's staff)

March 12, 2007	Juneau: met with Commissioner Karleen Jackson, Deputy Commissioner Bill Hogan, and Deputy Commissioner Tammy Sandoval
March 13, 2007	Juneau: testified before House HESS Committee
March 13, 2007	Juneau: met with Attorney General Talis Colberg
March 13, 2007	Juneau: attended Tribal-State Caucus
March 22, 2007	Barrow: Art Hansen and Sylvan Robb attended Arctic Slope Native Association training and met with OCS staff
March 23, 2007	Bethel: Susan Heuer accompanied Deputy Commissioner Tammy Sandoval to staff meeting and meetings with community partners
April 11, 2007	Wasilla: Fred Van Wallinga met with James Steele
April 20, 2007	Wasilla: Fred Van Wallinga met with Richard Nault and James Steele
April 30, 2007	Fairbanks: Sylvan Robb attended Deputy Commissioner Tammy Sandoval's safety assessment training
May 3-4, 2007	Anchorage: Pamela Dupras, Carol Olson, and Sylvan Robb attended OCS five-year planning meeting
May 23-25, 2007	Lexington, Kentucky: National Citizen Review Panel conference

Annual activities

Although the CRP was formed in May 2002, the core of its current membership has been in place for approximately three years. The group meets approximately monthly, with every third meeting being in-person. Panel membership has remained steady this year with eight members, although one member left and another joined providing us better rural representation.

The CRP decided to focus its efforts on two areas this year. The first was facilitating an improved relationship between OCS and tribal agencies. The second was facilitating an improved relationship between OCS and foster parents. A large part of this effort was beginning the process of educating people about the existence and role of the CRP. To this end, the group continued to maintain a public website at www.crpalaska.org to provide information on Alaska's CRP, as well as citizen review panels in general. The group also developed a brochure and a Power Point presentation for use in educating more people about the CRP and its mission.

We were able to include an introductory article in the January foster parent newsletter published by the Alaska Center for Resource Families. In the past year, as part of our

requirement to conduct community outreach, the CRP held a town hall meeting in Wasilla.

We worked with OCS and the Ombudsman's Office to finalize our procedures for responding to individuals with issues on a specific case. We have a letter and form to send to these individuals to inform them about their option to file a grievance with OCS or open a case with the Ombudsman's Office. We also worked with the Ombudsman's Office to obtain their data on OCS related cases they encounter.

Recommendations

We believe this year has marked a turning point for OCS. Some people might argue that the biggest event for OCS this year was that Department of Health and Social Services Commissioner Karleen Jackson hired an outside firm, ACTION for Child Protection, to conduct a sweeping audit of OCS. We would posit instead that the reaction of OCS to that audit was by far the biggest event of the year for the agency. The only reason the audit will have the impact we anticipate is that OCS has chosen to publicly share the report and all the areas it finds that OCS needs to improve as well as those areas in which OCS is performing well. The CRP finds this an incredibly positive step. By acknowledging that the system does need substantial improvement and fully and publically sharing the audit results, OCS has already taken the hardest of the steps needed in order to become the agency we believe Deputy Commissioner Tammy Sandoval desires it to be.

Additionally, we have been very pleased by the positive change in the relationship between the CRP and OCS. Both sides have worked hard to improve the relationship and we believe the CRP and OCS are now working as a team to achieve our mutually desired result of a strong child welfare system that protects all of Alaska's children. We appreciate Deputy Commissioner Tammy Sandoval's continued willingness to work closely with the CRP.

In past years the CRP has made recommendations to OCS based on its findings through its activities. This year we elected not to include any additional recommendations of our own, but to reiterate the comprehensive set of the recommendations produced by ACTION for Child Protection as a result of their audit of OCS. Our primary reason for including all the recommendation is to support OCS in its efforts to make changes suggested by a neutral party. An additional reason is to give the people an opportunity to review all the recommendations made by ACTION for Child Protection. The full text of the four ACTION for Child Protection reports is available on the OCS website at <http://hss.state.ak.us/ocs/>.

We support the findings in the audit reports and find them to be very consistent with what we have seen and heard during our activities around the state. While we truly believe OCS desires to make these changes, we would be derelict in our duties if we did not monitor their progress. In that vein we recognize the fact that OCS cannot possibly implement all the recommendations included below in the upcoming year. Therefore we request that OCS create a list of priorities for implementing these recommendation and provide it to us. If priorities of the recommendations have not yet been established among the recommendations, we recommend including community partners in the decision-making process regarding priorities. Additionally, we would like to obtain the implementation plan and timeline for implementing these changes. Finally, we would

like to see documentation on how the ACTION for Child Protection recommendations will be integrated with OCS's five-year plan.

Recommendations contained in the report *An Expert Review of Community Relationships* by ACTION for Child Protection, Inc., released by OCS March 28, 2007.

- By all accounts, OCS has dedicated and competent staff at all levels. The challenge is in retaining good staff in direct service positions and having sufficient resources to achieve manageable workloads. Without addressing these two issues, it will be very difficult for OCS to provide quality services on a consistent basis and to carry out its child protection responsibilities in a highly effective manner.
- In addition to the issues of staff retention and workload, there are other steps OCS can take to improve community relations and to increase its effectiveness. One of the most frequently cited complaints about OCS was lack of responsiveness on the part of line workers. Failure of staff to return phone calls in a timely manner impacts their ability to work effectively with other professionals on individual cases and also impacts the agency's ability to establish positive working relationships with other agencies. Without discounting the impact that heavy workloads have on the ability of workers to return calls in a timely manner, it should be made clear to staff that it is unacceptable for phone calls not to be returned. One small step that could reap significant benefits in terms of public relations is to improve responsiveness at the line level. Establishing clear expectations and standards for the return of phone calls and sending a strong message to staff about the importance of returning calls in a timely manner would be a good first step.
- The need to improve the public image of OCS was one of the top recommendations that emerged from the focus groups and key informant interviews. A concerted effort to educate the public about the work of OCS and to share information on high profile cases are two important components of a public relations campaign. Public awareness efforts should include media outlets, e.g. newspaper, television, radio, as well as community presentations.
- Support and encourage local offices to conduct community outreach activities to educate professionals about their role and responsibilities and the legal constraints they are working under. Regular brown bag lunches and other forums where an open dialogue can occur between OCS staff and community professionals can go a long way in improving working relationships. These forums could be organized in a way that provides an opportunity for OCS staff to present on a particular topic or "hot issue" as well as for informal discussion.
- Develop a system to gather feedback from key organizations and professionals on a regular basis. This could be done most efficiently at the Regional Office level using both in-person and telephonic conversations. A list of questions/issues to be addressed could be generated similar to the process used for key informant

interviews in this study. A process such as this will help to identify areas that are working well as well as hot issues that need to be addressed. It could also help to highlight inconsistencies between local offices.

- Develop a system to gather feedback from families that have been served by OCS. Gathering feedback from families served will accomplish the dual purpose of helping to create a culture of customer service in offices and to identify areas needing improvement.
- Another stakeholder group that it is important to gather feedback from on a regular basis is foster parents. Given the critical role that foster parents play in the child protection system, it is important to get their input on what is working well and areas needing improvement. Foster parents could also be some of the best ambassadors for the agency if they feel their work is valued and that they are part of the team working on behalf of the children in their care.
- Supervisors are the key to ensuring good practice and decision making. They also set the tone for interactions with community professionals and how collaboratively staff works with other agencies. To a large extent, supervisors establish the culture in a unit and office which can promote positive relations with community professionals or work against the development of positive relationships. And, perhaps most importantly, supervisors influence the attitudes of workers towards the families they serve. Attitudes can range from a belief that all families need support and the potential for child maltreatment exists in every family to parents who maltreat their children are “bad” people and no amount of services are going to turn them into “good” parents. Efforts should be made to focus on the supervisory level for staff development and training.
- Given the high percentage of children in care coming from Alaska Native homes, it is important to continue efforts to improve coordination and communication with the tribes. Cultural sensitivity training for workers and supervisors is also critical to OCS’s ability to serve Alaska Native families effectively.
- Develop clear expectations and guidelines on the sharing of information on cases. A common complaint that emerged from focus groups and interviews was the unwillingness or failure on the part of some OCS staff to share information on cases. Areas where breakdowns in communication or disagreements are most likely to occur regarding the sharing of information are multi-disciplinary teams, schools and foster parents.
- Encourage local and regional offices to work in an open and transparent manner with other community agencies. Of particular importance is for OCS offices to keep community agencies informed about constraints they are working under. Community agencies want to work in partnership with OCS and to share the responsibility for serving families and keeping children safe. To feel like full partners, community agencies want to be kept informed about barriers to quality service, e.g. workload, legal constraints and to work with OCS to address those barriers. Many of the professionals who participated in the study said that they would be more accepting of decisions that are made or action taken by OCS that they might not agree with if they understood the basis for that action.

Recommendations contained in the report *An Expert Review of Curriculum In Support of Practice and Decision Making During Investigation* by ACTION for Child Protection, Inc., released by OCS March 28, 2007.

- Consider being more selective about what is discussed related to the history of CPS. In terms of the audience, perhaps more attention should be given to how past and present legislation and regulation affect workers directly in doing their job. It may be worthwhile to spend more time focusing on how current legislation has implications for practice and decision-making. Balance must be considered about teaching content that does not obviously or immediately apply to a person's job.
- Employ Adoption and Safety Family Act (ASFA) as a foundation or framework from which to rationalize concepts and practices within curriculum. The training section that discusses ASFA does not thoroughly address how the legislation has had remarkable implications for safety intervention throughout the life of a case. In fact, there is very little commentary on how ASFA has resulted in specific safety intervention requirements both for investigators as well as ongoing CPS.
- The discussion related to the agency's mission and service delivery is important and really could afford further attention. Having staff consider the mission with respect to implications for intervention is crucial because the mission influences an agency's concept for change which in turn dictates the goals, outcomes and objectives for service delivery. If the mission relates fundamentally to child protection then this relates to safety intervention. It is necessary that workers and supervisors have a greater appreciation for how their roles and responsibilities within an agency are integrated throughout all CPS functions for the purpose of achieving the mission.
- The curriculum might benefit from being structured in more of a linear format. Rather than teaching topics in isolation (i.e., information collection and interviewing), young staff may benefit from receiving learning material directly within the context of what they need to know in order to do the jobs in which they are assigned. In other words, thoroughly teach a new worker how to conduct investigations instead of having them learn different aspects of the job without a "how to do" the job context. This would involve providing new hires with an overview of the investigation process including safety intervention. Then proceed step-by-step in teaching them everything they need to know about the purpose and objectives for the investigation; everything they need to know once they receive a case; everything they need to know in preparing for an investigation; everything they need to know for information gathering including what they need to gather and why it is important; everything they need to know to assess safety; and everything they need to know at the conclusion of the investigation in order to make effective decisions.

- Establish an information collection standard that is consistent with family system thinking and necessary for effective safety assessments.
- Consider what concept or concepts form the fundamental basis for CPS intervention. Determine how to promote consistent conceptual application at key decision-making points throughout the life of a case.
- There needs to be a clear distinction in the curriculum regarding the difference between maltreatment, risk and safety, and how each has a unique importance to intervention and influences the delivery of services. If OCS is moving toward a more purely safety intervention approach it may be well to actually reduce the profile of risk within training. In other words spend more time assuring that staff understand safety concepts and don't be very concerned about risk concepts (if they are not be used during intervention for decision making.)
- Select key terms and establish effective definitions for relevant concepts. It is absolutely critical for staff development that the curriculum discontinue the use of numerous terms and concepts interchangeably.
- Given that OCS is moving to a safety-based approach to intervention, it is imperative that safety concepts, processes, practices and decisions be the hallmarks of training.
- Determine and consistently use definitional standards and criteria for safety intervention decision-making (i.e., safety assessment, safety analysis and safety planning).
- The curriculum should outline the safety intervention process and thoroughly describe the relationship between safety assessment, safety analysis and planning.
- The curriculum is noticeably void of significant information related to safety planning. Much more extensive time needs to be devoted to safety planning. Supervisors and workers must have knowledge about what constitutes a sufficient safety plan. Supervisors and workers must have skill in developing sufficient in-home safety plans. Neither knowledge nor skill development related to safety planning is emphasized in the curriculum.
- Adjustments to curriculum design should occur as soon as new policy and procedures are put in place. In so far as possible current curriculum should be adapted in ways that emphasize anticipated changes in policy and procedure.

Recommendations contained in the report *An Expert Review of Policy that Regulates Practice and Decision Making During Investigation* by ACTION for Child Protection, Inc., released by OCS March 28, 2007.

The recommendations offered here are simple, straightforward and brief:

- Identify a philosophical base from which OCS operates which includes a belief and values system, mission, purpose for intervention and who OCS seeks to serve.

- Design and adopt an official systematic approach to intervention that fully operationalizes the OCS philosophical base and spells out, in detail, the basis for intervention; how intervention is to occur in a systematic scheme; standards for information and practice; a decision-making framework; and roles, responsibilities and relationships of those carrying out intervention. This might be effectively done in a position paper that fully describes or “pictures” the approach to intervention which then could influence the development of policy, and also curriculum design, quality assurance, information management, etc.
- Collect examples of policy from selected states to evaluate content, format, writing level and style, organization, precision, understandability, etc. in order to formulate OCS’s approach to policy.
- Write new policy. Consider current policy only for the purpose of identifying any content that fits and contributes to advancing or explaining the OCS intervention approach. Do not revise current policy.
- Employ criteria to be applied when developing and writing new policy. An example of criteria used for evaluating current policy is available in Appendix A. Criteria or ways to judge and measure the quality and value of policy can include writing level and style; formatting; use of terms and concepts and so forth. The idea is to establish rules for writing policy that you continue to consider and apply in order to make sure that what is being written complies with expectations you have for what constitutes acceptable policy.
- If necessary, search out resources, guides, literature and examples that provide guidance, direction and specific help concerned with policy development and writing for OCS policy writers in order to enhance their competency and increase their comfort and confidence in formulating and writing policy.
- Seek consultation and technical assistance for OCS policy writers to assist in policy formulation, organization, formatting, design and writing.
- Establish a method for reviewing policy drafts to assure that they meet criteria and effectively provide direction, regulation and support for the OCS intervention approach.

Recommendations contained in the report *An Expert Review of The Office of Children’s Services Organization and State Office – Local Office Interface* by ACTION for Child Protection, Inc., released by OCS March 28, 2007.

Because the findings were consistent across the three methods, there is a tendency to ignore the variations and differences across the state. However, given the idiosyncrasies of the dynamics occurring in each local office and region, please note that what works in Juneau may not work in Mat-Su Valley or Anchorage. The reader is encouraged to read the full report as it contains details about differences within offices and across the state and more recommendations for specific geographical locations and offices.

The general recommendations are:

Increase capacity at the line level

- Increase clerical staff, identify their duties, and who is to monitor and evaluate their work.
- Assess paperwork responsibilities and consider assigning those duties to clerical staff so case managers can work with children and families.
- Offer a support group for workers to allow them to talk about concerns/morale.
- Develop an exceptional training program for new and experienced workers.
- Based on the OCS workload study findings and any other analysis that may be available, continue to examine ways and means to reduce demand and increase capacity related to case managers.
- Re-assess the MSW requirement for supervisors. Although this may be ideal, it is hindering hiring and retention efforts.
- Make sure the work environment is clean and well maintained.
- Have a person/wizard in every unit who knows the answers to all of the questions so workers are not running around looking for answers particularly in reference to ORCA.
- Train ORCA experts in each field office so that workers receive the assistance needed.

Improve management and administration

- Clarify and make explicit to all employees the boundaries between the Field Office and Regional Office, beginning with the respective responsibilities, levels of authority, and accountability of the CSM, Staff Manager, Administrative Manager, Intake and Permanency Supervisors.
- Most Central Office staff assume a great deal of responsibility in their positions. What is needed is a clear and transparent identification of the levels of authority each person has to make and/or enforce decisions.
- Hold people accountable for doing their jobs. Accountability should occur within a top to bottom process which demonstrates to all staff the universal need for accountability. Participatory management is encouraged which includes an effective balance between staff participation and buy-in and accountability. A spirit and approach that encourages, expects and requires competent performance regulated courageously by management and in particular supervisors is an important consideration.
- Physically separate field offices from regional offices (Juneau and SERO).
- Hire an Intake Supervisor and move the Staff Manager to SERO only (Juneau and SERO).

- Assess whether WIC fits within OCS. Consider including WIC but in a different structure. Admittedly intervention/infant learning program may not fit naturally within the CPS context but WIC was the only program specifically identified by information sources. With respect to the other prevention program, interviewees could see the benefit of being in OCS.
- Build upon the work begun by the Senior Leadership Team (SLT) by promoting the mission of OCS and develop clear strategies to promote the five priority areas. Every public, stakeholder and staff meeting should repeat the progress being made on the five areas.
- Involve employees at all levels of the agency to develop tactics and strategies that address the five priority areas.
- Develop and lay out an internal communication strategy. An internal communication strategy should be linked to the mission of the agency. In other words, it should be based on respect, compassion, dignity, etc. It should describe the various types of communication used within the agency and when each should be used, i.e., e-mail vs. phone calls, vs. conference calls, etc. Sensitive issues should be communicated face-to-face, for example, rather than in an e-mail. And then it should address process issues. For example, it might describe who should talk to whom about what. It may be useful to intentionally create an informal strategy where that encourages people to talk to one another regardless of position. Of course all communication options should be mindful and respectful of the lines of authority. It is acknowledged that this recommendation obviously involves a highly complex area of administrative/management. Therefore some thought should be given to acquiring consultation and technical assistance that can support OCS in development or revision to its approach to internal communication.
- Provide more valid, timely information on practice at all levels.
- Supervisors/managers should listen and value the opinions of their workers and support their decisions.
- Hire an executive coach for the Deputy Commissioner in order to facilitate her professional growth and development in the agency.

Add services to children and families

- Work on prevention services where kids are everyday so they never enter CPS.
- Never let a child leave the system without a permanent connection.
- Have discretionary funds that could be used to help kids stay at home. It is very cumbersome to get extra services for families.
- Recruit and train more foster homes and more foster/adoptive placement options; emphasize recruitment of therapeutic foster/adoptive placements that take sibling groups.
- Increase subsidy payments to equal therapeutic foster care payments.

- Expand the Family-to-Family program statewide.
- Evaluate what contributes to over-representation of Alaska Native children in CPS custody and develop with tribal entities strategies to influence over-representation.

Commendations

All OCS employees for their selfless efforts to protect the children of Alaska.

Members of the House Health, Education, and Social Services Committee of the Alaska Legislature (listed below) for their interest in and support of the CRP on behalf of the children of Alaska.

Chair: Representative Peggy Wilson, District 2

Vice-Chair: Representative Bob Roses, District 19

Members: Representative Sharon Cissna, District 22

Representative Anna Fairclough, District 17

Representative Berta Gardner, District 24

Representative Mark Neuman, District 15

Representative Paul Seaton, District 35

Commissioner Karleen Jackson for her vision to commission the audit of OCS by ACTION for Child Protection.

Representative John Coghill and his staff member Rynniewa Moss for their unflagging support of the children of Alaska and the Citizen Review Panel.

Deputy Commissioner Tammy Sandoval for her vision and perseverance.

Field Administrator Richard Nault for his instrumental role in supporting positive change in the Mat-Su office.

Program Administrator Joanne Gibbens for inviting the CRP and other community partners to participate in the strategic planning meeting.

Respectfully submitted by the Citizen Review Panel:



Electronically signed
June 22, 2007

Fred Van Wallinga, Chair



Electronically signed
June 22, 2007

Carol J. Olson, Vice Chair



Electronically signed
June 22, 2007

Pamela M. Dupras, Member



Electronically signed
June 22, 2007

Dana W. Hallett, Member



Electronically signed
June 22, 2007

Arthur S. Hansen, Member



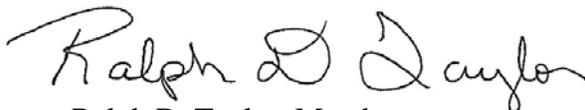
Susan Heuer, Member

Electronically signed
June 22, 2007



Esperanza M. Redelfs, Member

Electronically signed
June 22, 2007



Ralph D. Taylor, Member

Electronically signed
June 22, 2007

Never doubt that a small, dedicated group of citizens can make a difference.

Indeed, it is the only thing that ever has...

~ Margaret Mead
