



Citizen Review Panel
District of Columbia

ANNUAL REPORT

MAY 1, 2024 *MAY 13, 2025

*This report extended until May 13 instead of April 30 to allow inclusion of important updates

GRANT#S

DCRL-2022-U-0093 - FY 2023-2024

DCRL-2022-U-0093 - FY 2024-2025

SUBMITTED BY :

Margie Chalofsky, CRP Facilitator

DATE :

June 2, 2025

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Grant# DCRL-2022-U-0093

Citizen Review Panel Final Annual Report

Period of Report: May 1, 2024 – May 13, 2025 *(Please note that this is a small expansion of the traditional May 1- April 30 report period to cover important membership updates)*

Submitted by Margie Chalofsky, CRP Facilitator

I. Introduction/Overview

DC's Citizen Review Panel was established through the Child Abuse Prevention and Treatment Act (CAPTA), and DC Code: § 4-1303.51 established the DC-CRP.

The current facilitation team- Margie Chalofsky (Facilitator) and Toni Carr (Administrative Support) - are independent contractors. Grant funds are distributed to Margie Chalofsky who put them into a separate bank account strictly for CRP funds. This account is managed by Toni Carr who provides bi-monthly updates to Andrew Miller, the panel Treasurer.

This report will discuss, among other things,

- Current financial status
- Panel membership and recruitment
- Workgroups
- Meetings
- Relationship with CFSA
- Accomplishments
- Challenges
- Next steps

II. Grant expenditures to date and the remaining budget

For this reporting period, this financial report includes the fourth quarter of the previous grant year (May, June 2024), DCRL-2022-U-0093 - FY 2022- 2023 and the first, second and third quarters, (July, August, September 2024) (October, November, and December 2024) and (January, February March, April and May 2025) of our current grant year, DCRL-2022-U0093 - FY 2024-2025.

Previous grant year: DCRL-2022-U-0093 - FY 2023-2024 (May, June 2024)

The initial amount of \$50,000 was awarded for this grant year. Full payment has been received using the DC Vendor portal. The first invoice in the amount of \$37,192.65 was received on July 18, 2023, and the second and final invoice for this period was received on March 29, 2023, in the amount of \$12,807.35. The total expenditures for May and June 2024 were \$7,679.30.

May 2024 - The total cost for personnel salaries: \$3,583.33. The cost for the CRP National Conference totaled \$727.41. We had one panel member to attend, and this amount included \$690.33 for hotel expenses and \$37.08 for conference expenditure. Supplies/Printing & Technology and Website/Update and Maintenance expenditures totaling \$398.07 were taken from "Other Working Group Activities." At this time there were not enough funds in those line items.

This included Supplies: \$45.00 for Constant Contact, \$40.00 for Zoom, \$114 for the renewal of Board Sport (board portal) and Website/Maintenance: \$15.07, Homestead (website host) and \$184.00 for the renewal of Wix (website platform.) We have adjusted the budget for the FY 24-25 budget to cover supplies and Website/Update and

Maintenance. Adjustments were made. There were no other costs. The total cost for the month of May 2024 was \$4,708.81.

June 2024 - The total cost for personnel salaries: \$3,583.33.

Supplies/Printing & Technology and Website/Update and Maintenance expenditures totaling \$60.07 were taken from "Other Working Group Activities." This included Supplies: \$45.00 for Constant Contact and Website/Update and Maintenance \$15.00 for Homestead (website host). There were no other costs. The total cost for the month of June 2024 was \$3,643.40.

The year-to-date expenditure for this contract totaled \$46,267.19.

The remaining balance was approved to remain in the account to allocated to contract with a Data Evaluator for working groups for a panel member meet and greet.

Current Grant Year:

The initial amount of \$50,000 was awarded for this grant year. For this reporting period, this financial report includes the grant period of July 1, 2024, to May 13, 2025. Funds in the amount of \$37,192.65 were received on August 19, 2024, and the second and final funds received for this period was on February 5, 2025.

Due to a change with CFSA payments, this amount deposited on February 5, 2025, included \$12,807.35 for this reporting period as well as \$37,192 for the next grant if we decide to renew. The total amount deposited was \$50,000. On December 20, 2024, Lisa Minor Smith, CFSA instructed us that if the final option period is not exercised, any funds not expended from P2350328 shall be returned to the District by check to the DC Treasurer. Fiscal accounting for the first quarter, second quarter and third quarter was reviewed and approved by the

CRP Treasurer, and financial reports were sent to the CFSA Grant Monitor.

Explanation of change: "While the current grant period is 7/1/2024 - 06/30/2025, the funding for it is fiscal year based. The \$12,807.35 for the period 07/01/2024 – 09/30/2024 should have been paid out from P2345694 (previous invoice.) Any work completed between the period 10/01/2024 – 09/30/2025 (which will include the period 07/01/2025 – 09/30/2025 from the next option period), will be invoiced and paid out against the current P.O. If the final option period is not exercised, any funds not expended from P2350328 will be returned to the District by check to the DC Treasurer. You would need to reach with Sandra Jordan (Sandra.jordan@dc.gov) in the OCFO Accounts Payable office to get the full re-payment process."

For the first quarter of this reporting period (July – September 2024) our expenditures were: \$11,083.31 for personnel salaries, \$219.00 for supply costs (\$169.00 Annual Zoom Renewal, \$50.00 (\$30.00 from previous FY) Website Management, \$45.21 and \$150.00 reimbursed to member for food and beverage during the National Conference. The amount of \$57.16 was charged to Meetings and Retreat cost as travel reimbursement and \$29.00 for overdraft fee due to the date funds being deposited into the bank account. There were no other expenditures for this quarter. The total amount for this reporting period was \$11,563.68 with a balance of \$38,436.32.

For the second quarter of this reporting period (October – December 2024) our expenditures were: \$11,249.97 for personnel salaries, \$50.00 for supply costs (Zoom Reimbursement (July-Nov @ \$10.00 per month), \$45.21 Website/Update and Maintenance and \$84.56 for meeting travel (Lyft -2

rides) reimbursed to facilitator. There were no other expenditures for this quarter. The total amount for this reporting period was \$11,429.74 The total expenditure to date is \$22,993.42. with a balance of \$27,006.58.

For the third quarter of this reporting period (January – March 2025) our expenditures were \$11,249.97 for personnel salaries, \$209.36 for supply costs which include \$149.36 for annual Wix website renewal, \$40.00 for Zoom- extra cloud storage. There was \$52.71 for website and maintenance.

The total expenditure for this reporting period was \$11,512.04 and total expenditure to date is \$34,505.46 with a remaining balance of \$15,494.54. Please note the *second drop of \$12,807.35 was received and deposited into account on February 5, 2025.

For the fourth quarter of this reporting period (April – May 13, 2025) our expenditures were \$7,499.98 for personnel salaries, \$10.00 for supply costs which include \$10.00 Zoom-extra cloud storage, and \$17.57 for website and maintenance. There were no other expenditures during the writing of this report.

The total expenditure for this reporting period was \$7,527.55 and total expenditure to date is \$ \$42,033.01 with a remaining balance of \$7,966.99.

III. Panel membership and recruitment

This year three panel members transitioned off the panel. Mattie Cheek (Mayoral appointment) had multiple commitments that made continuing to serve not possible at this time. Patrick Foley (Council appointment) and Dr. Meghan Schott (Mayoral appointment) moved out of DC. The panel decided to keep Dr. Meghan Schott's slot unfilled at this time to allow us to have space to recruit a birth parent with lived experience. Currently we have thirteen appointed CRP panel members, six from Mayoral appointment and seven from Council appointment. There are (three) openings on the Mayoral side, coming to a total of (fifteen) possible members.

CRP maintains an official roster to document and track the demographic status of panel members. Information is available by request on the names, email addresses, city wards, and dates of approval by either MOTA or resolution by the DC City Council.

Panel Leadership consists of:

- Chair- Pierrea Wallace
- Vice-Chair- Shana Bartley (note: On May 23, Elizabeth Mohler had the hearing to become appointed vice-chair; however, it still needs a final Council vote, tentatively planned for June.)
- Treasurer- Andrew Miller

Other current panel members are:

- Theresa Gibson
- Dr. Wanda Thompson
- Carolyn Woods
- Whitney Miller
- Dr. Tyra Moore

- Elizabeth Mohler
- Emily Bloomfield

Newly sworn in members as of May 13 are:

- Amanda Quiroz-Guajardo
- Deborah Kale
- Meg Marcelli

Demographic data documents the following:

- Eleven female and two male members.
- Ward membership: One member from Ward (1); Two members from Ward (2); One member from Ward (3); One member from Ward (4); Two members from Ward (5); One member from Ward (6); One member from Ward (7); and Four members from Ward (8).
- There are two members who were former DC foster youth.
- There are three DC foster/adoptive parents
- There is one DC kinship parent
- Other members are professionals in related fields

We are pleased that membership changes have calmed down, with those members who had to leave doing so for personal reasons, not because of displeasure with the CRP. Members have been having ongoing conversations about the specific needs we want to address in recruitment of new members. As stated above, we determined to hold one space for a parent with lived experience; for this outreach, we plan to reach out to community organizations as well as through our own public outreach activities planned for next year. Additionally, we have discussed that the level of work and commitment required to make community panels successful require time and focus that is hard on volunteers who are working full time jobs and/or

involved in many activities. This is especially true for the CRP because of its dependency on a bifurcated approval process that leaves the panel at limited capacity much of the time. This will be further discussed in the section about challenges. Therefore, we have identified that another area we should be looking at for recruitment would be members who have current employment that could be more related to CRP work, especially research and data.

IV. Workgroups

The panel has three standing work groups. When this facilitator team took over, there had been significant turnover as well as some hard challenges between the panel and CFSA. Therefore, one of our main purposes was to rebuild morale and regenerate excitement and for each member to choose the area that most interested them. Because of the small number of panel members at that time, our decision left each work group with a small number of members. We also had no way of knowing how long it would take to add our new members, nor how current times would pull our members' energy in so many directions. Therefore, in hindsight, perhaps if we had fewer groups we would be further along, but that was not how we landed at the time.

In addition to the standing work groups, we are excited to have recently launched a Public/Community Outreach committee.

Family Time: Family Visitation after CFSA involvement

The Family Time workgroup is examining efforts to reunify families through the lens of family time for children in care. The goal is to examine the quality and quantity of family time and their correlation to successful reunification rates, in alignment with federal guidance. Several variables are being tracked, including, but not limited to, the frequency and duration of family time, who supervises the visitation, who participates (e.g., mother, father,

siblings), the location of visits, the criteria for increasing time, and existing barriers. Initially, the plan involved conducting a comprehensive case file review based on a chart provided by the workgroup to CFSA, which outlined the specific data sought and relevant variables.

The Family Time Workgroup held multiple meetings with CFSA to define the project's objectives. Initially, CFSA provided a case file for review in response to the original request. It was quickly discovered that the specific information needed—such as the frequency and length of family time, the identity of the supervisor, and barriers to expanding visitation—was not easily accessible within the existing case files. Given the volume of cases and the fragmented nature of the data, collecting and analyzing this information at scale would not be feasible with the group's limited resources.

The workgroup is currently revising its approach, shifting from a quantitative analysis to a qualitative one, which will focus on a smaller sample of case files, using them primarily to provide context. As CFSA transitions to the STAAND system, the workgroup anticipates that a key recommendation will be the development of more consistent and accurate methods for collecting family time data for system-involved families. This recommendation reflects the recognized importance of family time in supporting successful reunification and strengthening relationships within birth families.

Data review is expected to begin at CFSA. The workgroup hopes to gain further insight into the new STAAND system and receive training to enhance its ability to conduct the smaller-scale case file review. To support effective data collection, the workgroup is requesting dedicated devices, a designated workspace, and a user guide.

Panel members in this workgroup are:

- Pierrea Wallace, Chair
- Dr. Wanda Thompson
- Dr. Tyra Moore

Youth Aging Out and Homelessness

Recognizing the CRP's capacity as a volunteer organization and the need to focus on a manageable project, the YAO work group is specifically studying factors related to homelessness that impact the District's YAO.

The work group is identifying national best practices utilized by other jurisdictions to prevent homelessness among youth aging out of foster care and examining the Child and Family Services Agency (CFSA's) approach to homeless prevention services for YAO as it relates to those best practices.

The work group is aware that data available to them relates only to youth still in care and therefore the study cannot look at longitudinal outcomes regarding homelessness. Thus, research will be focused on youth ages 18-21 and will compare the identification of the programs offered by CFSA with the extent to which these programs are known by the older youth community being served as well as by their resource parents and community providers.

Given the housing and other challenges youth face as they age out of care in DC, it is essential that CFSA provide every possible service to help YAO secure housing or have a housing plan while they are still under its care.

Furthermore, it is crucial to address any barriers to the participation of YAO in services and programs to give them the strongest possible foundation for facing the significant challenges ahead.

YAO submitted its preliminary abstract to CFSA in March 2024 and integrated their feedback into a final proposal and plan to move forward.

The group applied for and received an IRB exemption and was very appreciative of the time and attention we received from Dr. Brandynicole Brooks in this process. The exemption was given with our commitment to administer surveys using methodology that protect individual youth's identities. The group met with CFSA to identify best venues for administering surveys and was pleased with CFSA's responsiveness and lack of defensiveness about this project.

Progress has been slow but consistent, as there have been many moving parts that have impacted the speed at which the group could move forward including going through the IRB exemption process and then trying to devise a strong plan to administer the surveys in order to get enough of a sample while keeping youth identities protected. Therefore, the group had to create a multiple-layered plan for administration of the surveys. Additionally, the group had capacity issues; one member found the necessity to leave the panel when her appointment was up and another member had a job change with significant travel and therefore inability to be at most of the meetings. Specifically, this year, capacity has been an issue throughout the panel as members have found many pulls on their time responding to the many needs currently in the DC community and elsewhere. Additionally, as has been mentioned throughout this report, the long time it takes for the approval process leaves groups with limited numbers of members who have the official status to be privy to full information, or to participate in meetings with CFSA. More will be discussed in the challenges sections.

Despite these challenges, the surveys for youth as well as foster parents are in final stages to be administered, and plans are to distribute them this summer. Special acknowledgement is due to Theresa Gibson, the group's Chairperson who has consistently led the charge forward.

Panel members in this workgroup are:

- Theresa Gibson, Chair
- Carolyn Woods
- Andy Miller
- Shana Bartley
- Deborah Kale- new member
- Meg Marcelli- new member

Community member: Rick Bardash (former CRP member)

Prevention (Secondary)

Keeping families together is a very positive goal that the workgroup supports and also acknowledges that some children may remain vulnerable if appropriate resources are not provided. The prevention workgroup has been planning to look at those situations in the triage process in which a call to the CFSA hotline has been made, but no case is opened. They are interested in data around calls that are screened out, whether there is a tipping point regarding number of calls, what constitutes a call being screened out or screened in and what services are offered to those families who are screened out entirely. They were hoping to look at these data points.

1. Triage policy and procedures
2. Incoming call reports with their dispositions
3. Data on repeat calls and relationship if any to triage determination
4. A list of resources available to families when “screened out
5. A list of Warmline services related to child protection and any gaps in such services determined so far

Based upon this data, the work group had planned to conduct interviews and/ or surveys with staff who make the determination of whether to open an investigation and/or removal to assess consistency of CFSA's guidelines; with staff who provide families the resources needed to keep the family out of the system; and with stakeholders from whom the largest cluster of calls originate.

Unfortunately, this workgroup has had significant challenges with capacity due to the fact that the two retiring members are from this group. Additionally, some of the current members have been very overwhelmed with other responsibilities during this grant year. Due to these challenges, we are at a decision-making crossroads. We are trying to assess if we can narrow this proposal to make it achievable with the limited capacity or if we should put it on hold and reassign members to help the other groups in the meantime. Although putting it on hold seems like the most efficient way to go, some members feel very committed to this topic and would rather start again by meeting with CFSA and trying to narrow the scope of the work. One new positive development is that one of the newer members is very interested in this group and has had a lot of experience in related areas.

We are looking at all the possibilities and will provide an update to our monitor when we have landed on a final decision.

Panel members in this workgroup are:

- Elizabeth Mohler
- Whitney Miller
- Emily Bloomfield
- Amanda Quiroz-Guajardo- new member

Retiring panel members:

Dr. Meghan Schott

Patrick Foley

Public Outreach committee

During this grant year, CRP Chair Pierrea Wallace took the lead to initiate a panel committee to work on Public Outreach and began to facilitate meetings to start the planning process. Some of the value that members see for a CRP role in Public Outreach include:

- Helping to ensure what the panel produces is filtered through lived experience
- Providing checks and balances for workgroups to get input from the general public to give feedback and input into the projects we are currently working on.
- Providing recommendations for new areas of research.
- Educating members about what is going on in the community.
- Being a venue to share with the public about the work of CRP and CFSA.
- Facilitating the recruitment of new members and volunteers.

Members also identified potential challenges regarding implementing successful public outreach. These include but are not limited to:

- Deciding on outreach events that align with realistic capacity of members to do them.
- Decisions as to how to reach as much public as possible with resources and people power that we have.
- Separating CRP from CFSA and “the system” necessary to build trust with community.

- Ensuring that the next steps after our public sessions are meaningful and respectful of the time and effort we are asking people to give.

Members also identified target audiences for outreach. They include but are not limited to:

- Anyone who plays role in prevention of abuse and neglect- young people, parents, foster parents, social workers, civic and faith leaders, educators, counselors, CFSA, community organizations.
- Workgroup specific target populations

V. Meetings

Meetings have remained virtual per member preference. They are held every other month on the second Tuesday from 6:30 pm -8:30 pm. At our last meeting we decided to change the start time to 7:00 pm because of the schedule of a member of our panel leadership team. This does not impact our compliance with our legislation. In order to build teamwork and collaboration on the virtual platform, the facilitators initiated a “member sharing” portion of many of our regular meetings. During this short portion, individual members have the opportunity to share things about themselves that they would like others to know, professional experiences, family life, interests, other activities, etc. In addition, during the grant year prior to this one we were able to host a successful in-person dinner with the purpose of bringing members together. We tried to host another one during this grant year but were not successful in finding a date that most everyone could attend. Therefore, we are changing course and plan to organize informal smaller events over the summer so that members have choice and options as to dates and locations to gather.

VI. Relationship with CFSA

The relationship with CFSA has been going smoothly and lacks the ongoing tension, defensiveness, or resistance, that we've learned existed in past years. This year, CFSA has collaborated with us to provide the necessary data and answer our questions. However, it was noted that some of the data we had hoped to collect is not being consistently tracked and therefore could not be analyzed. Specific examples will be outlined in the recommendation section.

We attribute much of the smooth nature of the relationship to our wonderful CFSA liaison, Roni Seabrook, who consistently makes herself available to support, help us get what we need, and facilitate communication. She understands the importance of the CRP and CFSA being independent from each other, while still maintaining a collaborative partnership.

VII. Accomplishments

Accomplishments this year include:

- The panel welcomed seven new members (three on Mayoral side; four on Council side), building panel capacity significantly
- Workgroup progress has been continuing and data collection ongoing
- Youth Aging Out workgroup received IRB exemption
- Panel member attended last National Conference and presented information to the full panel
- Andrew Miller has been trained as Treasurer and has taken over role from retiring member Patrick Foley
- Elizabeth Mohler has stepped up to become Vice- Chair and awaiting Council appointment in that role
- Panel members kept informed on DC legislation and important information through presentations and written communication

- Public/Community Outreach committee launched with support of full panel

VIII. Challenges

As mentioned in previous reports and throughout this report, the most significant challenge we face is the cumbersome and bifurcated process of member appointments. Although CRP's across the country use a variety of methods to appoint new members, our research indicates that the District is part of a very small, unique pool with an unusually complex appointment process.

There are multiple components that add to this challenge including:

- According to MOTA, appointments must be approved by the Mayor herself, resulting in too much time between application and appointment/swearing in. As the Mayoral plate is very full, this is certainly something that should be delegated. Additionally, during that time, after a very brief few minutes to ask questions during the applicant interview, the CRP facilitator is not permitted to reach out directly to the applicants until the appointment has been approved, and from what we have been told by those applicants, communication from MOTA may not keep them up to date.
- The bifurcation of having members appointed from both the Mayoral and Council side leads to confusion both in confirmations and reconfirmations due to different processes of application and appointment. Most importantly, this leads to long delays, leaving vacancies unfilled longer than necessary and thus depleting the panel's capacity.
- The actual terms can be very confusing. Dates may differ depending on whether someone is filling a term vacated by another individual, and it is not always clear what the term dates are. This is especially

true on the Council side, where there are multiple steps from the hearing to the vote, to the appointment, and to when the appointment is registered.

In addition to the challenges of the appointment process, varying messages from the DC government regarding requirements caused some avoidable confusion for members. During March and April 2025, the facilitator team had multiple communications with BEGA regarding their notification that legislation had been passed, requiring our members to complete financial disclosure statements and Ethics training. Some members had concerns about volunteers being required to give out financial information publicly. Additionally, the provided form was designated for DC employees and did not seem appropriate for individuals outside the government, as it included business and employment questions that may be acceptable internally but felt intrusive or irrelevant for those outside the system. The requirement and the form itself were both questioned, as they appeared to be misaligned with the role of non-government participants. However, BEGA communicated that the use of this form was mandatory and failure to submit by May 15 would result in a \$300 penalty. This information was subsequently relayed to members. Accompanying the financial disclosure requirement was a mandate for ethics training. In response, BEGA was invited to provide this training at our May meeting. However, on the evening before the meeting, we were informed that the Council had passed emergency legislation the previous week, effectively pausing the rulemaking that required Citizen Review Panel members and those of similar bodies to file financial disclosure statements until 2026. As a result, the stress members experienced—as well as the time and effort they invested—proved to be unnecessary. Ironically, even as the communication rescinding the requirement was received, at least one

member continued to receive emails from BEGA indicating that compliance was still required.

Another challenge the panel faces is that it is comprised of caring, committed, and dedicated volunteers who are actively involved in the community and often juggle multiple other responsibilities. Therefore, work progresses more slowly than desired. As noted in the previous section on membership, the facilitator has discussed this issue with current and former members, who shared that in the past, those with related experience in their employment were most able to take leadership roles in advancing research and reports. This insight will guide our approach moving forward.

However, it must be acknowledged that this year has brought unforeseen challenges to our members, including funding cuts affecting their employment, and numerous community demands competing for their limited time. We remain hopeful that the addition of new members and a larger panel will help better balance these capacity demands.

In closing, I would like to affirm that, despite challenges, this facilitator sees this panel as having substantial value in the DC landscape, which will only grow over time as workgroups continue to delve deeper into the work and gather concrete data.

IX. Recommendations

Although the workgroups are not far enough in research to have recommendations from completed projects, we do have recommendations about data as well as programmatic issues that came up in our initial exploration for each proposal.

1. Based upon national data showing a correlation between family time and successful reunification, we recommend that for families in out-of-home care—especially those with a goal of reunification—the length and frequency of family time be frequently tracked throughout the case, from the beginning to the end. Additionally, any barriers to increasing family time or transitioning to unsupervised family time should be consistently evaluated and documented.
2. We recommend that CFSA begin designing a pre-test and then implement periodic post-test measures to assess the factors they want to see present in families prior to reunification, based on the qualities and traits they have observed in successful reunifications.
3. To our knowledge, the only housing data CFSA has for youth aging out of care is on the actual date they leave care. We recommend that youth be followed for a year to better understand outcomes regarding housing
4. To our knowledge, although CFSA may offer older youth many resources, none are required and all are voluntary. Although we understand wanting to build youth autonomy and empowerment, as most parents know, older youth often don't know yet what they will need in their future, so parents need to place some requirements. As

CFSA holds the parental authority regarding what is required of youth and what cannot be, we recommend that there be ongoing decision-making on this issue that balances the interest in giving youth choice with preparing them for the future.

5. Youth aging out of care require a full District effort. We recommend that CFSA lead a process to ensure that all other District agencies- DBH, DCHA, DHS, etc.- share responsibility for our vulnerable youth as they face adulthood on their own and work together to ensure positive outcomes in housing, vocational opportunities, etc.
6. We recommend that CFSA track recidivism on cases that were not opened as investigations i.e., if a family has received multiple reports but none rise to the level of CPS involvement, we recommend tracking data on whether the resources being offered actually decrease future foster care involvement.
7. We recommend that CFSA management support the panel in its efforts to work with the Council and MOTA on the appointment process.
(Please note we have not requested CFSA's involvement prior to this recommendation.)

X. Summary and Next Steps

We are very pleased with the direction of the CRP at the time of the writing of this report. New members are on board, and the two most recent members who left the panel only did so because they moved out of the area. In stabilizing our current membership and simultaneously bringing in new members, it feels like we have finally succeeded in building our capacity. Significantly, both retiring members plan to continue to help on their

workgroups as public volunteers, and we welcome that continued involvement.

The most important priorities for this coming year are to continue to move the workgroups forward from data collection to analysis to reports; to build the public/community outreach component of our work; to see Elizabeth Mohler confirmed as Vice Chair thus filling out the new leadership team, and to fill the last three slots on the Mayoral side to hopefully bring us to full capacity for the first time in many years.