

# Technical Assistance Bulletin

Volume IV • No.2

June 2000



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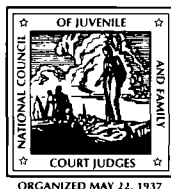
PERMANENCY PLANNING FOR CHILDREN DEPARTMENT

**NATIONAL COUNCIL OF JUVENILE  
AND FAMILY COURT JUDGES**

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Office of Juvenile Justice and  
Delinquency Prevention

**U.S. DEPARTMENT OF JUSTICE  
OFFICE OF JUSTICE PROGRAMS**

*Office of Juvenile Justice and  
Delinquency Prevention*

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## M2000M MILLENNIUM CONFERENCE

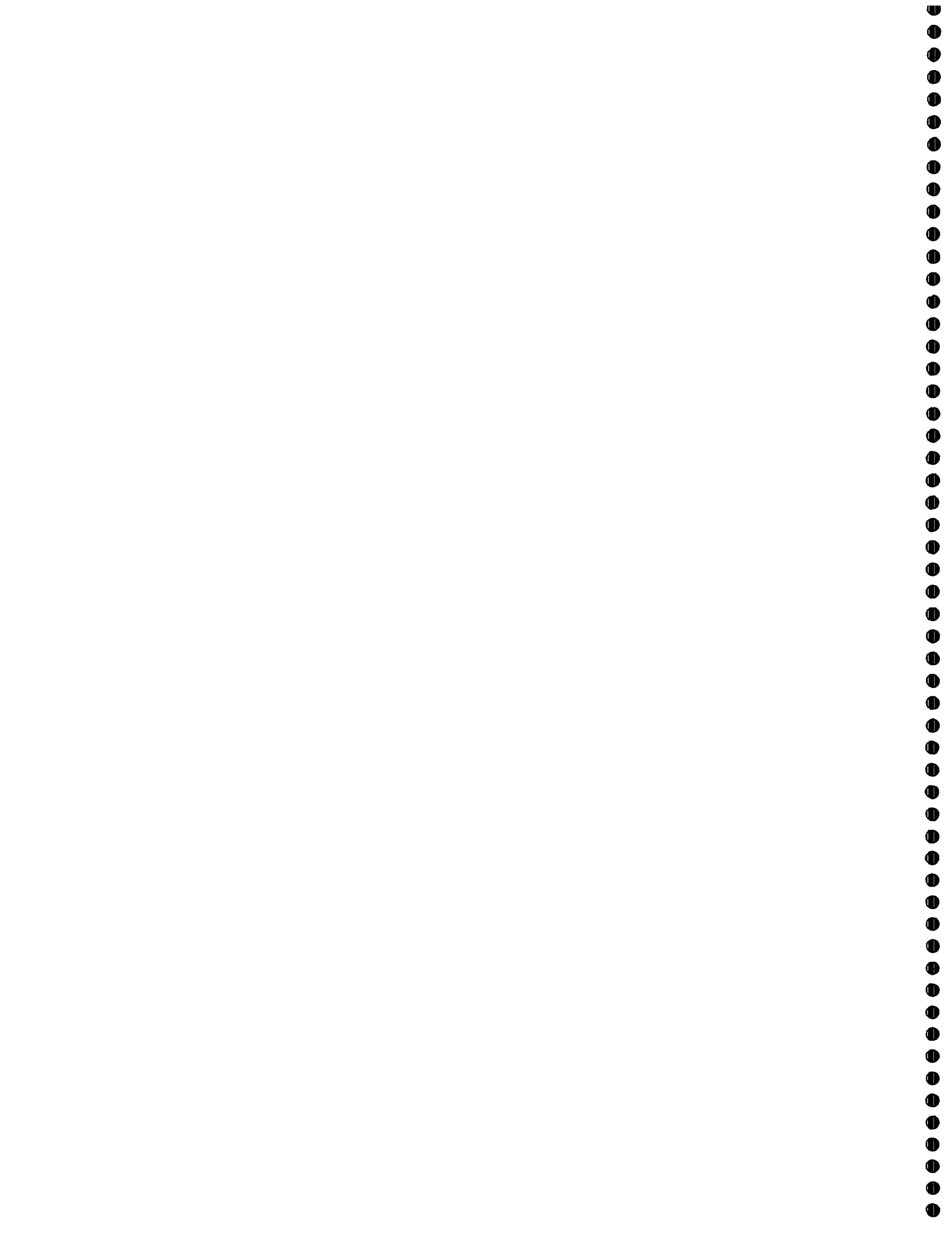
Launching Improved Court  
Practice in Child Abuse & Neglect Cases into the Next Century

National Council of Juvenile and Family Court Judges  
U.S. Department of Health and Human Services, Children's Bureau  
U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention

## Report and Results

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**NATIONAL COUNCIL OF JUVENILE  
AND FAMILY COURT JUDGES**



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## Report and Results

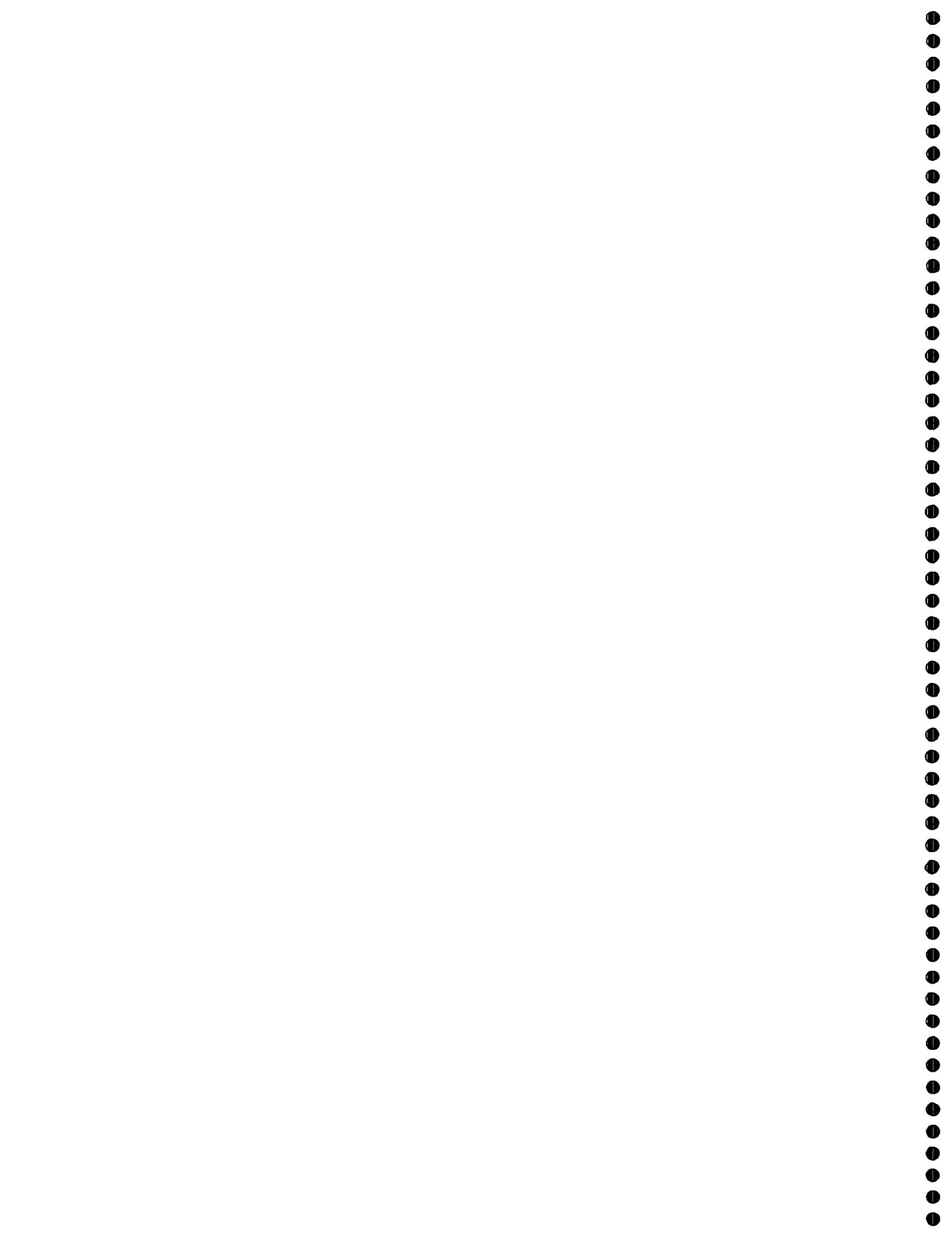
Patricia J. White, Senior Information Specialist

Technical Assistance Bulletin is a publication of the Permanency Planning for Children Department of the National Council of Juvenile and Family Court Judges. This publication is made possible by the contributions of faculty leaders and attendees who planned, implemented and participated in the Millennium Conference. We extend our gratitude to all who contributed to the gathering of information for this endeavor.

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National Council of Juvenile  
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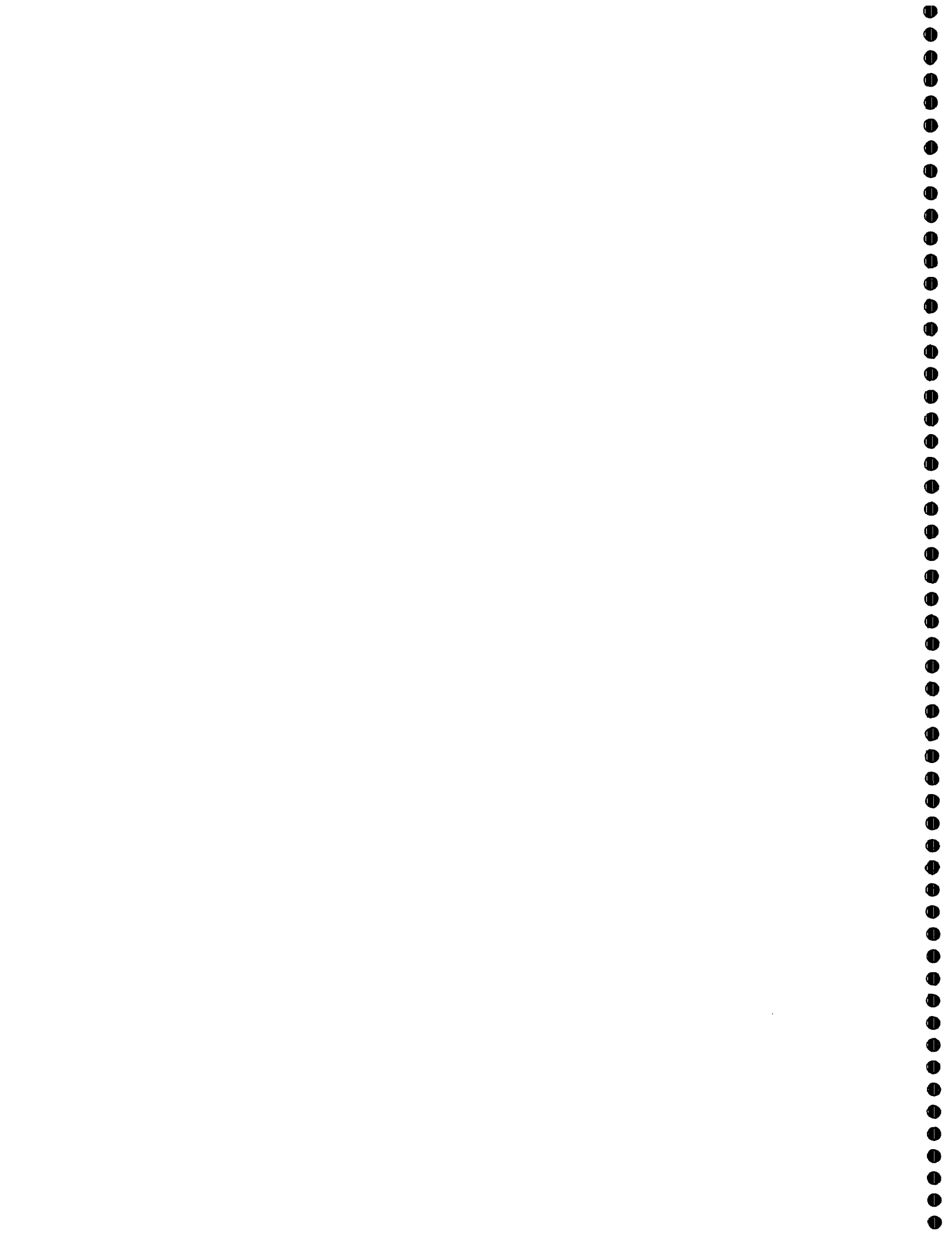
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# Introduction

At the close of the last century, an estimated 520,000 abused and neglected children remained in foster care in the United States. In November 1999, government and philanthropic leaders met in Washington, D.C. to share information and ideas on how to best serve these children and their families. Familiarly called the "Millennium Conference," the meeting was designed to coordinate, integrate, and thereby improve our nation's response to child victims in foster care. This conference report details the planning, implementation, and results of this national effort to launch improved practice in child abuse and neglect cases into the new millennium.]

**Conference Need** • Early in 1999, federal authorities from the Dept. of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Dept. of Health and Human Service's Children's Bureau called together both judicial and child welfare leaders to assess the nation's divergent public and private efforts to improve government's response to child abuse and neglect. Children throughout the United States who are victimized by abusive or neglectful families are typically sheltered in government-funded foster care, group homes or other placements. Children whose families cannot be rehabilitated and reunited too often spend months or years awaiting permanent resolution of their families' problems.

A number of state and national privately- and publicly-supported initiatives and national organizations had been at work on foster care problems for decades. Too often, these initiatives, while focused on the same goals within the same communities or states did not effectively communicate. The multi-faceted Millennium Conference was designed to improve inter-organizational and inter-initiative communication, and to:

- Network representatives of state and national initiatives by state, discipline and initiative;
- Present cutting-edge information from the child welfare field;
- Acquaint participants with resources and programs of national organizations and initiatives focused on court and child welfare issues; and to
- Provide participants with an opportunity to formulate goal-oriented plans to put into action upon their return home. ]

**PPCD Model Courts** • Recognizing the leadership role played by judges at both the local and appellate levels, federal authorities called upon members of the National Council of Juvenile and Family Court Judges (NCJFCJ) to join with them as co-sponsors and organizers of the Millennium Conference. The NCJFCJ's nationally-recognized "Model Courts" were to serve as examples of "laboratories for change" where innovative court handling of abuse and neglect cases is helping to accelerate the safe movement of children out of foster care into permanent placements such as adoption or, in some cases, permanent guardianships.

Representatives of nationally-recognized philanthropic foundations active in child welfare also were mobilized to provide private sector input into the Millennium Conference. These included such well-known charitable groups as the Edna McConnell Clark Foundation, Annie E. Casey Foundation, Dave Thomas Foundation for Adoption, David & Lucile Packard Foundation, American Honda Foundation, and the W. K. Kellogg Foundation.

**Planning Meeting** • Forty-eight public and private government and foundation leaders and staff met in May 1999 to plan a non-traditional conference linking public and private foster care initiatives. The "Millennium Conference" was structured to: aid in the integration of improved practice in court and social service systems nationwide; increase awareness of the need for thorough judicial review and timely resolution of each child abuse or neglect case; and improve permanency planning nationwide. Conference planners agreed to target state teams representing courts, child welfare agencies, advocacy groups, legislators and other state leaders from all 50 states and the District of Columbia.

The conference agenda was designed to feature state-based achievements, such as those in the NCJFCJ Model Courts, with the potential for replication across the nation.

**Millennium Conference Implementation** • Nearly 400 judges, child welfare professionals, attorneys, volunteer child advocates, legislators, foundation representatives, and local, state, federal government authorities joined in the Millennium Conference Nov. 14-16, 1999. Participants journeyed to Washington, D.C., equipped to inform each other about the best, most successful new methods of handling cases involving abused or neglected children. The three-day gathering facilitated networking among individual states and jurisdictions, and allowed representatives of various organizations to discuss, by discipline and by initiative, their specific roles in improving practice.

The three conference co-sponsors, the National Council of Juvenile and Family Court Judges (NCJFCJ), the Office of Juvenile Justice and Delinquency Prevention (OJJDP) of the U.S. Dept. of Justice, and the Children's Bureau of the U.S. Dept. of Health and Human Services (HHS), accurately illustrated the success of continuing public/private partnerships to improve government response to child abuse and neglect.

A variety of information exchanges were provided through plenary sessions, small breakout groups, mini-presentations and exhibits. Each group seating involved a specific configuration of participants, based on their involvement in specific initiatives, state representation, or professional association. This deliberate regrouping of the nearly 400 participants helped to maximize interaction and collaboration among diverse professionals and organizational representatives.

Among participants were representatives from federal, state and local court/systems improvement initiatives; representatives of private charitable initiatives; national professional associations; and numerous related organizations. These included:

- The Annie E. Casey Foundation
- The Edna McConnell Clark Foundation Community Partnerships for Protecting Children
- Co-education Residential Schools for Foster Care Children Edwin Gould Academy
- Indian Child Welfare Act Bureau of Indian Affairs/Office of Tribal Affairs Confederated Tribes of the Grande Ronde Community
- Administrators of the Interstate Compact on the Placement of Children, Interstate Compact on Adoption & Medical Assistance
- Juvenile Justice Clearinghouse
- Lawyers for Children America
- National Adoption Center
- National Association of Counsel for Children
- National Association of Foster Care Reviewers
- National Center for State Courts
- National Center for Youth Law
- National Clearinghouse on Child Abuse and Neglect Information
- National Council of Juvenile & Family Court Judges, Permanency Planning for Children Department, Child Victims Model Courts
- National Court Appointed Special Advocate Association
- National Mentoring Center at Northwest Regional Education Lab
- North American Council on Adoptable Children
- Office of Child Support Enforcement
- Office of Justice Programs Safe Kids/Safe Streets
- Office of Juvenile Justice and Delinquency Prevention Regional Children's Advocacy Centers
- Spaulding for Children, National Resource Center for Special Needs Adoption
- U.S. Dept. of Health and Human Services Children's Justice Act Programs
- U.S. Dept of Health and Human Services Court Improvement Projects
- U.S. Dept of Health and Human Services National Resource Centers

## Agenda-at-a-Glance

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SUNDAY, NOVEMBER 14, 1999

EVENING REGISTRATION/RECEPTION & INVOCATION

OPENING DINNER: "CHILDREN AND FAMILIES: WHY WE ARE HERE"

Presentation by Naomi Haines Griffith of Red Clay & Vinegar, Nashville, TN

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MONDAY, NOVEMBER 15, 1999

REGISTRATION/EXHIBITS/CONTINENTAL BREAKFAST

PLENARY SESSION: WELCOME AND CONFERENCE VISION

Conference Masters of Ceremony

Judge Richard J. FitzGerald, Louisville, KY

Judge Ernestine S. Gray, New Orleans, LA

Conference Co-sponsors:

Shay Bilchik, Administrator, Office of Juvenile Justice and Delinquency Prevention

U.S. Dept. of Justice

Judge Gerald E. Rouse, President, National Council of Juvenile and Family Court Judges

Patricia Montoya, Commissioner, Administration for Children, Youth and Families

U.S. Dept. of Health and Human Services

Keynote Address: "STRATEGIES AND NEED FOR SYSTEMS CHANGE: IMPROVING COURT  
PRACTICE FOR THE MILLENNIUM"

Chief Judge Judith Kaye, New York State Court of Appeals

GROUP DISCUSSIONS ON "YOUR STATE'S EFFORTS TOWARD COURT  
(AND SYSTEMS) IMPROVEMENT"

*Seating organized by state teams to help public officials and private agency representatives  
identify each other and their respective state initiatives and other program efforts.*

REPORT BACK TO FULL PLENARY SESSION

LUNCHEON DISCUSSION ON "YOUR ROLE IN PROMOTING AND EFFECTING SYSTEMS CHANGE"

*Seating organized by professional disciplines to promote exchange of expertise and comparative  
progress toward systems improvements.*

REPORT BACK TO FULL PLENARY SESSION

# Agenda-at-a-Glance (continued)

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## MONDAY, NOVEMBER 15, 1999 (continued)

PLENARY SESSION in Talk Show format: "CHANGE AGENTS HAVE A STORY TO TELL"

*Seating organized by professional discipline to promote continued exchange of expertise.*

### Talk Show Co-Hosts:

Ramona Foley, Administrator, Office of Services to Children & Families, Salem, OR  
Judge Leonard Edwards, Superior Court of Santa Clara County, San Jose, CA

### Talk Show Topics and "Guests":

#### Agency/Court Collaboration

Jess McDonald, Director, Illinois Dept. of Children & Family Services, Springfield, IL  
Judge Nancy Salyers, Presiding Judge, Child Protection Division  
Circuit Court of Cook County, Chicago, IL

### Community/Foster Parent Involvement

Judge Patricia Macias, Associate Judge, Children's Court, 65th Judicial District, El Paso, TX

### Links with Faith Community and CASA

Judge Stephen Rideout, Alexandria Juvenile & Domestic Relations District Court, Alexandria, VA

Participants were then free to select among 25-minute MINI-PRESENTATIONS offered by:

Annie E. Casey Foundation  
The Edna McConnell Clark Foundation  
Community Partnerships for Protecting Children  
Critical Needs of Sexual Minority Youth  
Independent/Transitional Living Programs  
Indian Child Welfare Act Bureau of Indian Affairs  
Office of Tribal Affairs Confederated Tribes  
of the Grande Ronde Community  
Interstate Compact on the Placement of Children  
Interstate Compact on Adoption & Medical  
Assistance  
National Council of Juvenile & Family Court  
Judges-Permanency Planning for Children  
Department Child Victims Model Courts

Office of Child Support Enforcement  
Office of Justice Programs  
Safe Kids/Safe Streets  
Office of Juvenile Justice and Delinquency  
Prevention-Regional Children's  
Advocacy Centers  
U.S. Dept. of Health and Human Services  
Children's Justice Act Programs  
U.S. Dept of Health and Human Services  
Court Improvement Projects  
U.S. Dept of Health and Human Services  
National Resource Centers

### KIDS AND PARENTS PANEL: "WHY SYSTEMS CAN AND MUST IMPROVE"

Moderator: Judge Nolan Dawkins, Juvenile & Domestic Relations District Court, Alexandria, VA  
Anne Wren Norloff, Guardian *ad litem*, Foster mother, Adoptive mother  
Debbie Oatman-Gaitan, Adoptive mother  
Isaias Salazar, Former foster child

### EVENING RECEPTION

## Agenda-at-a-Glance (continued)

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TUESDAY, NOVEMBER 16, 1999

MINI-PRESENTATIONS, EXHIBITS, AND QUESTION & ANSWER SESSIONS CONTINUE

PLENARY SESSION: "KEEPERS OF THE FLAME: PREPARING FOR INEVITABLE CHANGE"  
Michael Weber, CEO/President, Volunteers of America, Minneapolis, MN

SMALL GROUP DISCUSSION:  
"CREATING A PLAN FOR CHANGE: ACTION PLANNING BY INITIATIVE"  
*Seating organized by initiatives to provide introduction/interaction among public and private representatives of court improvement programs.*

REPORT BACK FROM REPRESENTATIVES OF SELECTED INITIATIVES

ADDRESS TO THE PLENARY SESSION: "PERSONAL COMMITMENT IS CRITICAL"  
Judge Nancy S. Salyers, Presiding Judge, Child Protection Division  
Circuit Court of Cook County, Chicago, IL

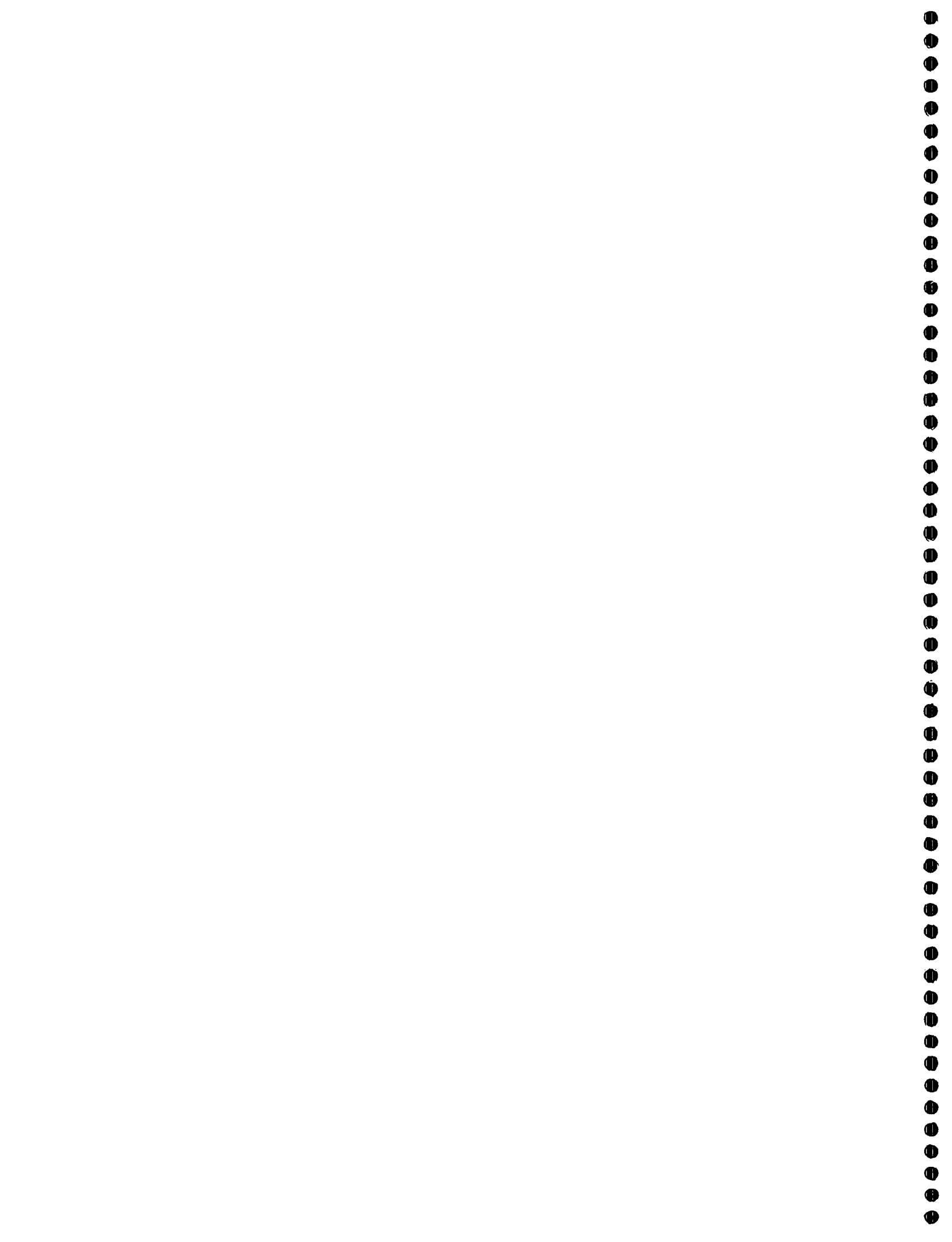
LUNCHEON DISCUSSION: "ACTION PLANNING BY STATE FOR FUTURE NETWORKING"  
*Seating organized by state teams to promote state-specific action-planning of immediate potential application to state and local government systems.*

REPORT BACK

FINAL REMARKS  
Terry Lewis, Acting Associate Commissioner, Children's Bureau  
Shay Bilchik, Administrator, Office of Juvenile Justice and Delinquency Prevention  
Judge Gerald E. Rouse, President, National Council of Juvenile and Family Court Judges

ADJOURN

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## Millennium Conference Faculty

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## Conference Highlights

Conference speakers, mini-presenters, discussion facilitators, and exhibitors were selected and invited to the Millennium Conference based upon their ability to address a wide range of private and public court and system improvement initiatives and to provide participants with state-of-the-art innovations in the field. Remarks from featured conference speakers are excerpted on the following pages:

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### Welcome and Conference Vision:

Shay Bilchik, Administrator, Office of Juvenile Justice and  
Delinquency Prevention Office of Justice Programs,  
U.S. Department of Justice

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... Working to ensure permanence for children is a difficult endeavor that requires continual dialogue, group problem-solving, time, opportunities to mentor and be mentored, and collaboration among us all – state and local courts, child welfare agencies, service providers, federal and state government, advocates and families. Indeed, the hard road we must travel will not be traveled alone – but the end results that we will gain will be worth more than the sometimes difficult path of working in a collaborative manner – across turf, across disciplines – doing the hard work that we make sound so easy and matter of fact when we say: “work together”...

... And when I think about your work I think about this quote: There are only two lasting things we can give our children – one is roots, to stabilize them, and make them strong – and the other is wings, to provide them with the opportunity to soar, and experience success. This is what you do. Day in and day out, you work to prevent and heal the horror, the terror and the loss felt by child and adolescent victims. You patch, mend, and make whole, young lives, out of the tattered remnants that maltreatment leaves in its wake. You help to hold the offenders accountable for their actions, and you restore balance and resolution to families in crisis. It is courageous and difficult work you do and I applaud each and every one of you for taking up the challenge.

And it is a challenge to do this work well. Those of us who work in the courtrooms, who set policy and fund dependency court efforts, or work directly with families come to realize that while the courts and judges are at the center of the crucial decisions that affect families, we cannot truly help families if we continue to operate alone. We have the ability – and the responsibility – to improve the way we administer our work by using the *RESOURCE GUIDELINES* approach to improving court practice. But we also have the responsibility to do far more.

... As we grapple with how best to protect and provide permanence for the children and young people in our care and custody, we can no longer say, “this is not my job, not my responsibility, or it’s outside my domain of practice.” This is what is so terrific about the work that is happening in the model dependency court project, the state court improvement initiative, and more broadly as a result of ASFA...

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## Conference Highlights (continued)

***... Congress stated that "juvenile courts, foster and protective care programs, and shelter facilities are inadequate to meet the needs of children, who, because of this failure to provide effective services, may become delinquents" ...***

***... the (RESOURCE) GUIDELINES have provided the road map for dozens of courts that are working to make timely, informed decisions about the lives of children and their families.***

... First, the Juvenile Justice and Delinquency Prevention Act directs our office to work toward improving the functioning of the juvenile justice system. And, while some might think of juvenile justice in the context of delinquency courts, dependency courts are an equally critical component of the juvenile justice system and thus, we are committed to its improvement. Second, our mission includes addressing the victimization of children. And third, the research on child maltreatment has demonstrated an undeniable cycle of violence between the abused and neglected child and the delinquent child. This research confirms what many of you already know from your own work – the link between preventing harm to children and preventing delinquency, and how these connections have very significant implications for our work in policy-making and practice—from prevention programs to juvenile court reforms.

As far back as 1974, when the Juvenile Justice and Delinquency Prevention Act was enacted, the link between abuse and delinquency was articulated in Title I-Findings and Declaration of Purpose. At that time, Congress stated that "juvenile courts, foster and protective care programs, and shelter facilities are inadequate to meet the needs of children, who, because of this failure to provide effective services, may become delinquents," and that "emphasis should be placed on preventing youth from entering the juvenile justice system to begin with."

The Act authorizes OJJDP to engage in a range of activities, many of which relate directly to work such as NCJFCJ's permanency planning project. For example, under Section 223, States are required to submit plans that among other items: provide assurance that consideration will be given to, and assistance will be available for, approaches designed to strengthen the families of delinquent and other youth, including the involvement of grandparents or other extended family members to prevent juvenile delinquency.

And since the early 80's, OJJDP support for NCJFCJ's work on permanency planning has included funding, and training and technical assistance to judges and other court-involved personnel to help avoid unnecessary out-of-home placements, to reunify children with their families when feasible, and to facilitate timely adoption of children unable to be returned home.

With OJJDP support, the Permanency Planning for Children Project of NCJFCJ was established in 1983 in response to court needs generated by the Adoption Assistance and Child Welfare Act of 1980, an Act which placed new responsibilities on the dependency courts.

One significant result of this project is NCJFCJ's *RESOURCE GUIDELINES: Improving Court Practice in Child Abuse and Neglect Cases* which I referenced earlier. This seminal document provides a national blueprint for courts with step-by-step guidance for improving the administration of the dependency court. After years of intensive development and the experiences of the first Model Court in Hamilton County, Ohio, the GUIDELINES have provided the road map for dozens of courts that are working to make timely, informed decisions about the lives of children and their families.

## Conference Highlights (continued)

Today, there are 20\* Model Courts receiving OJJDP-funded training and technical assistance through the National Council. Collectively, they have put in place a variety of critical reforms and innovations that courts can adopt nationwide.

You will hear much about the Model Courts throughout this conference, and I think that you will agree that the results of their innovations are truly impressive, even in some of the most challenging court systems.

In Chicago, for instance, more than 58,000 children were under court supervision in 1996, when Lead Judge Nancy Salyers began to establish a Model Court. Three years later, in July of 1999, that caseload had dropped to 23,000 children. As a result of careful coordination between the court and the legal profession, community-based child welfare and adoption advocacy groups, and related government agencies, Chicago's Model Court has made tremendous strides on behalf of children.

What this work with courts nationwide shows us is that protecting children and ensuring them safe, permanent, healthy homes is the responsibility of us all, that our goals are achievable and perhaps even more significantly, how the juvenile justice system and the child welfare system are absolutely interconnected.

In fact, they are, and must operate, as a single system to which child welfare workers and administrators, judges, guardians ad litem, attorneys and court administrators bring different strengths, perspectives and resources. And there are others, beyond these practitioners I have mentioned, who are also our allies: prosecutors, law enforcement officers, mental health professionals, domestic violence advocates, nurses, school officials, child care providers, substance abuse professionals, employers, and families themselves.

Again, OJJDP is working to support you in building strong programs and strategies that engage all of these partners. We are providing support to help you establish truly comprehensive approaches to reduce both juvenile offending and victimization, as well as working in a more targeted way to strengthen Children's Advocacy Centers and multi-disciplinary investigative teams and Court Appointed Special Advocates. We are conducting training on the innovative Child Development Community Policing program -- that strengthens alliances between police and mental health clinicians. And, we are also offering training to develop exemplary family strengthening and delinquency prevention programs, including the Olds' Nurse Home Visitation Program.

From these few examples, you can see how essential partnerships are between the child welfare and juvenile justice worlds of practice, and I hope you also see how this Administration is doing its best to eliminate barriers and turf issues as we move to child and family-centered practice.

***... there are  
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prosecutors, law  
enforcement  
officers, mental  
health  
professionals,  
domestic violence  
advocates, nurses,  
school officials,  
child care  
providers,  
substance abuse  
professionals,  
employers, and  
families  
themselves.***

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\*As of March 2000, a total 22 jurisdictions in 20 states had been designated Model Courts by the Permanency Planning for Children Department of the National Council of Juvenile and Family Court Judges. Model Courts serve as "laboratories" where systemic court and agency improvements in case processing are developed and applied.

## Conference Highlights (continued)

***You are the people who can ensure that our children's lives are stabilized by giving them the roots they are so desperate to have – and the opportunities and skills in their lives to truly help them soar.***

Our goal is to see communities develop comprehensive plans of action along the continuum of a child's and youth's development – and to understand how reducing abuse and neglect today has both short and long term benefits . . .

. . . On the cusp of a new millennium, each of us has a unique opportunity to make a difference in our collective future. It is with firm belief and a solemn commitment to strong research, good practice, sufficient resources, and collaborative and comprehensive strategies designed to pull our communities together around our children and families, we will see the magnificence that is childhood, youth, adulthood, and old age, when it is safe and secure.

Ten to twenty years from now children will benefit from the work you have undertaken now, and they won't know who to thank -- so let me thank you today for your good work and your dedication; for not letting up -- for maintaining the intensity and urgency in your work, and in your message to your communities. You are the essential ingredient to get us where we need to go.

You are the people who can ensure that our children's lives are stabilized by giving them the roots they are so desperate to have – and the opportunities and skills in their lives to truly help them soar. And if anyone doubts our ability to achieve these goals, then have them look into the eyes of one child who you have helped in this way and they will know the truth of these words, the need to support this work, and why I am so optimistic that we will ultimately be successful in helping these children lead safe, healthy and whole lives . . .



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### Welcome and Conference Vision:

Patricia Montoya, Commissioner, Administration for Children,  
Youth and Families, U.S. Department of Health  
and Human Services

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... This is a critical time for child welfare reform – we know what needs to be done and we know what a better world for our children would look like. We have the framework and the blueprints for that better system, and your presence here, and the energy that I feel in this room attests to the fact that we have the will to make it happen.

The Adoption and Safe Families Act (ASFA) which was signed into law by the President in November 1997, established once and for all that our national goals for children in the child welfare system are safety, permanency, and well-being.

The key principles embodied in ASFA are: 1) The safety of children is the paramount concern that must guide all child welfare services; 2) Foster care is a temporary setting and not a place for children to grow up; 3) Permanency planning efforts for children should begin as soon as a child enters foster care and should be expedited by the provision of services to families; 4) The child welfare system must focus on results and accountability; and 5) Innovative approaches are needed to achieve the goals of safety, permanency and well-being.

Beyond these goals, however, we also have the blueprint to change our systems so that we can achieve these outcomes. First of all, ASFA lays out new requirements for State child welfare systems and clarifies existing requirements where needed. Some States were already revising their State laws to meet ASFA goals and timetables at the time it was enacted; and most other States have made impressive strides toward compliance with ASFA in the past two years.

Second, we have standards and guidelines that set goals and provide models for agency and court practice, including:

- the *RESOURCE GUIDELINES: Improving Court Practice in Child Abuse and Neglect and Cases*, produced by the National Council of Juvenile and Family Court Judges, and their Judge's Guidebook on Adoption and Other Permanent Homes for Children;
- the *Guidelines for Public Policy and State Legislation Governing Permanency for Children*, developed by our Department as part of the President's Initiative on Adoption and Foster Care;
- the American Bar Association's Standards for Counsel for Children, and their *Sample Court Rules to Achieve Permanency for Foster Children*;
- the *Guidelines for a Model System of Protective Services for Abused and Neglected Children and Their Families*, recently published by the American Public Human Services Association (APHSA); and the Child Welfare League of America's *Standards for Child Welfare Services and Organizations*.

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## Conference Highlights (continued)

***... now it is up to all of us to change our child welfare systems to provide a better future for children in the new millennium.***

***It takes time and patience to slow down and listen to someone from another agency or court, another discipline, or another level of government. It takes a "letting go of our own ego" to really hear what the other person is saying and to give up some of our "turf."***

Many of you in this room have worked long and hard to produce those standards and guidelines, and to keep them up to date with current practice innovations.

And that brings us back to you and your work. We have the framework, we have the blueprints, and we know what needs to be done - now it is up to all of us to change our child welfare systems to provide a better future for children in the new millennium.

We have been able, through the public and private reform efforts you represent, to identify barriers to safety, permanency and well-being and develop recommendations to better handle abuse and neglect cases, foster care and adoption in our agencies, courts and communities. The needs identified are great, and available resources are limited.

We hear a lot about collaboration and coordination and working together. I know I speak for all of us when I say, it's hard! It takes time and patience to slow down and listen to someone from another agency or court, another discipline, or another level of government. It takes a "letting go of our own ego" to really hear what the other person is saying and to give up some of our "turf."

But it is the only chance we have to achieve true system reform and better outcomes for children. We've planned an agenda for the next day and a half, which will provide you with time and opportunity to learn about the latest reform efforts in agencies, courts and communities. I hope you will be able to talk and listen to each other, learn about new and innovative programs, and receive inspiration from our speakers. The solution to the many problems in the child welfare system is not the sole responsibility of social workers, attorneys, judges, or health professionals. The responsibility for the safety, permanency and well-being of our children rests with all of us, in our professional lives, our communities, our houses of worship, and our volunteer activities.

We at the Department of Health and Human Services will continue to do our part in overseeing ASFA implementation, by: working with the State to help them meet ASFA requirements; consulting with State representatives and other experts in the field for guidance in ASFA implementation; providing training, technical assistance, and information through our national resource centers and clearinghouses; and continuing to work with the States on the development and reporting on outcome measures to assess our progress toward achievement of the ASFA goals.

Finally, let me close by thanking you for taking the time to come to Washington to join in this conference, to be willing to share and to learn. I'd also like to thank Shay Bilchik and Judge Rouse, and their staffs, for their considerable efforts and support in producing this Millennium program. Scott Peterson has demonstrated remarkable energy and ability to cut through the Federal red tape that slows down our working together. And without Mary Mentaberry and Emily Cooke's leadership and hard work we would not be here today. Thank you!! I pledge to you that I will do all that I can to continue the ongoing collaboration between our agency, the National Council and OJJDP on this important effort.

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## Strategies and Need for Systems Change: Improving Court Practice for the Millennium

Hon. Judith S. Kaye, Chief Judge  
New York State Court of Appeals

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... Family Court judges and practitioners have particular reason to be reflective as we approach the crossroad of the centuries. Born in Chicago exactly 100 years ago, the Juvenile Court is a quintessential 20<sup>th</sup> Century institution. And it's more than just its birth date. Throughout its hundred years of existence, the court has struggled to integrate two great concepts of the modern era—social science on the one hand, and due process on the other.

In its youth, social science had the upper hand, with paternalism—sometimes benevolent, sometimes not—the operative principle. In more recent decades, law has become ascendant, with the fairness of process and procedures a key concern.

From our lofty pre-millennial perch, it's easy now to recognize the dangers of Family Courts' initial approach of unbridled paternalism, of a focus on the ends of the court without equal concern for the fairness of its means. If any of you are hazy on this point, a quick review of *In re Gault*, decided by the United States Supreme Court in 1967, should refresh your recollection.

I'm sure you all remember how 15-year-old Gerald Gault—without the benefit of notice of the charges against him, or his right to counsel, or his right to confront his accuser, or his privilege against self-incrimination—was committed to a State Industrial School for seven years. This, for an act which if committed by an adult, carried a maximum punishment of a \$50 fine or two-month jail sentence. While acknowledging the high motives of the reformers who had pioneered the Juvenile Court, the *Gault* decision made clear that the principle of *parens patriae* could not excuse manifest unfairness. Or as Mr. Justice Fortas so succinctly put it: "Under our Constitution, the condition of being a boy does not justify a kangaroo court."

Unbridled paternalism—that's an easy danger to spot, especially with the 20-20 hindsight of more than three decades. But there's another risk inherent in Family Court, one that's less apparent but a danger all the same. It's a mirror image of unbridled paternalism. It's unbridled legalism, a focus solely on process and procedure without equal concern for the outcomes we're achieving.

There was a time, not that long ago, when many assumed that transplanting the traditional adversarial model to the Family Court would best enable the court to fulfill its mission. Well-matched, zealous lawyers sparring in the courtroom would elicit the facts of a family's situation. A remote, detached, neutral judge would review the legally pristine record and issue an order, confident that it would be fully complied with. Having resolved that case, the judge would then move on to the next case and repeat the process. That was the model anyway. It worked well for disputes about transactions, torts, trusts - why not for families and kids?

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## Conference Highlights (continued)

***Litigation often proceeds in a time frame that's great for attorneys and bureaucrats but not so for young children.***

***Foster care populations were soaring, and generation upon generation of families were growing up with the government as their parent.***

***. . . judicial leadership is key for championing change to ensure that children and families are better, not worse, off for being in the courts.***

And maybe, just maybe, had crack not hit the streets of our cities, or violence in our society not escalated, or the authority of so many community institutions not declined, the model might have worked well for Juvenile Courts too. I doubt it—but it doesn't matter, because the world didn't develop that way.

When caseloads skyrocketed, the shortcomings of the model became clear. Adversarialism, it turns out, can exacerbate as well as illuminate family problems. Litigation often proceeds in a time frame that's great for attorneys and bureaucrats but not so for young children. And when the child welfare system is so overburdened as to be verging on dysfunctional, simply issuing an order and moving on to the next case may not give the greatest assurance that the child's best interests will be protected.

If you looked only at process, the courts might seem to be doing a fine job. But if you took a step back and asked "How are the kids doing?" A different picture emerged. Foster care populations were soaring, and generation upon generation of families were growing up with the government as their parent.

So as we stand here at the crossroads of the centuries, and the hundredth birthday of the Juvenile Court, I want to suggest that the challenge of adequately integrating social science and law, of balancing ends and means, still remains a challenge. Without question, the tremendous achievements in due process must be preserved. We can never regress to the days before *Gault*. But we can't stop here. We need to now move on to the next step: ensuring that all of our processes and procedures are securing outcomes that actually improve the lives of children.

I want to make absolutely clear that I do not pretend to have the definitive answer to the question "How can we improve court practice for the millennium?" I wish I did. It would make life much easier for a lot of New Yorkers—lawyers, judges, and especially the hundreds of thousands of litigants who each year come to our Family Court seeking justice. Quite frankly, it's since the launching of the Court Improvement Project that we have been thinking about these issues in a more systematic way in the Empire State.

So I want you to understand that I am offering these comments not as revelations, but simply as reflections based on a work in progress, as an opportunity to share with you what we have learned thus far as we struggle together to answer the question of the day.

How can we improve court practice for the millennium? If I could boil our thinking down to one lesson, it would be this: judicial leadership is key for championing change to ensure that children and families are better, not worse, off for being in the courts. That may not sound like a remarkable discovery – *of course* we all want to make things better for children and families in the courts. But what I'm talking about goes to the very conception of the judges's role in the process.

Under the traditional adversarial model, as I've mentioned, judges are remote adjudicators—passive, detached. The parties frame the issues, set the pace, and if someone drops the ball and a case is delayed or a service not provided, well, that's not the court's problem.

## Conference Highlights (continued)

What I'm proposing is an alternative to the remote adjudicator model of judging. Call it a problem solving model of judging. That means a judge who looks at the issues that are driving the caseload, who looks at the results that are being achieved, and who uses a hands-on style to figure out how we might do better both in individual cases and on a systemic level. Sometimes that involves rearranging court resources or procedures to improve outcomes. Sometimes that involves reaching out to agencies, community groups to improve the functioning of the system as a whole.

So many of the issues involved in our child protective caseload are systemic. They occur again and again, sometimes within the same family. That means that if we're consistently coming up with non-optimal results in dealing with these issues, we have to start thinking about changing our approach. Albert Einstein defined insanity as doing the same thing over and over again and expecting different outcomes. I prefer the words of another rocket scientist, Presiding Judge Nancy Salyers of the Cook County Circuit Court Child Protection Division: "If you do what you've always done, you'll get what you've always gotten."

Take the issue of child neglect caused by parental substance abuse. That's a major problem—estimated to be associated with the placement of a majority of the children in foster care. We know these cases present special issues—like the need for appropriate drug treatment, the problem of relapse, the need for close monitoring. And we know that our traditional way of handling these cases has produced results that are less than optimal.

In New York, one problem solving judge who has been involved in our Court Improvement Project—Nicolette Pach of the Suffolk County Family Court—took a step back and asked, why not try setting up a court program that is specifically designed to deal with these kinds of cases. One that will be as smart as it can be with respect to issues of addiction and treatment alternatives, one that will provide the monitoring these kinds of cases need and build the community connections so that appropriate services are made available. And so the Suffolk County Family Treatment Court was born. Since then, we've started a second pilot Treatment Court in Manhattan Family Court, presided over by Judge Gloria Sosa-Lintner, which had its first "graduation" ceremony this past June and soon expects another.

Now, I'm a seasoned veteran of Criminal Drug Court graduations, and I know how moving the graduates' remarks can be. I've gotten quite adept at surreptitiously brushing away a tear or two when a former addict talks about how getting arrested was the best thing that ever happened to him because he landed before a judge who helped him turn his life around. But none of this prepared me for my first Family Treatment Court graduation. When the Moms and their children marched into the courtroom, I lost it. And then when one of the graduates, in her remarks, said "The best part about this is not getting my daughter back, but giving her the Mother she should have always had," there I was, fumbling for the Kleenex again.

With a targeted, problem-solving approach, these families were reunited in record time, saving the kids from the trauma of endless foster care limbo, restoring a sense of dignity and self worth to the parents, re-establishing connections with other family members and, in the process, saving taxpayers the substantial cost of substitute care.

***... a judge who looks at the issues that are driving the caseload, who looks at the results that are being achieved, and who uses a hands-on style to figure out how we might do better both in individual cases and on a systemic level.***

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## Conference Highlights (continued)

### ***How do you become a judicial leader, a problem-solving judge?***

How do you become a judicial leader, a problem solving judge? That's not something that's taught in law school. Indeed, in law school we learn the reverse: to follow and perpetuate precedents of all sorts. Let's face it: "innovation" and "leadership" are just not the first words that come to mind when you think of the judiciary.

I believe that some of the people here today, some of the stars of the system you'll be hearing from during this conference, were probably just born with the ability to be leaders, innovators, problem solvers. For the rest of us, coming to conferences like this, being open to learning from one another, is a great start.

I can't tell you how much we in New York have benefitted from the experiences of national benchmark courts, like Judge Grossmann's in Cincinnati, or Judge Edwards' in Santa Clara, California. And, of course, the staff of the National Council of Juvenile and Family Court Judges—Mary Mentaberry and Shirley Dobbin—have been enormously supportive. For a long time, I think that we thought we were beyond help in New York. Our case volume is so huge, our problems so complex—what could anybody teach us? Well lots, it turns out. So I must again give credit to the Council, to the Children's Bureau at HHS and to the Office of Juvenile Justice and Delinquency Prevention for encouraging us along this collaborative road.

A good example of how we've learned from others is our Manhattan Model Court Program, one of two Court Improvement Project pilots, which operates under the leadership of Judge Sara Schechter. Our second Model Court Program, presided over by Judge Sharon Townsend in Erie County, is flourishing too.

Building on elements gleaned from the benchmark courts, and using the National Council's *RESOURCE GUIDELINES* as a blueprint, in Manhattan we have created a model permanency court that provides better up-front case planning, speedier case resolution, more detailed disposition plans for both parents and children, as well as enhanced dispositional follow-up. All this, right in the heart of New York City. . .

. . . Let me just describe one final problem-solving initiative that has grown out of our Court Improvement Program. In New York, our highest court (the Court of Appeals) designated a group that I have chaired for eight years—the Permanent Judicial Commission on Justice for Children—to spearhead our court improvement efforts . . .

The Commission was instrumental in securing legislation to improve New York's early intervention efforts for young children with developmental delays. And it established the nation's first statewide system of Children's Centers in the courts that provide both quality drop-in child care for litigants and links to such vital services as Head Start, WIC and the Child Health Plus insurance program. We now have 26 Children's Centers statewide, serving tens of thousands of children each year.

. . . The Commission was aware of national research documenting that foster children are far more likely to have fragile health, and far less likely to receive the treatment they need. The numbers are stark: some 80 percent of foster children have one chronic medical condition and nearly a quarter have three or more. At least half have significant developmental delays or emotional and behavioral problems that require clinical intervention.

### ***Building on elements gleaned from the benchmark courts, and using the National Council's RESOURCE GUIDELINES as a blueprint, in Manhattan we have created a model permanency court. . .***

## Conference Highlights (continued)

But at the same time, studies found that a significant proportion had no routine health care and one third had unmet health needs. Many, of course, lacked a child's single greatest medical resource: a consistent, devoted care giver to watch and follow up. Given that the goal of child protective proceedings-under New York law and ASFA-is to protect both the safety and health of these children, this seemed like one area where we could definitely do better.

I'm proud to share with you today the Commission's first step in responding to this issue-a booklet entitled *Ensuring the Healthy Development of Foster Children: A Guide for Judges, Advocates and Child Welfare Professionals*. It outlines the scope of the problem, and provides a ten-point checklist of the basic medical services foster children require for healthy development. It asks basic questions, like: has the child had a vision test, a hearing test, screening for lead exposure? Are immunizations complete and up-to-date?

The Commission's next step will be to use the booklet in training sessions-for judges, lawyers, CASAs and so on-to expand awareness of the importance of these health issues for these children's life prospects. Addressing these needs will both enhance their physical health and decrease the probability of placement disruption. That means it will increase the likelihood that these children will grow up in stable, loving, permanent homes.

I should make clear that our goal is not to turn child protective proceedings into full blown medical inquiries. It is to make sure that at least one person involved in the process-a judge, a lawyer, a social worker-asks the kinds of questions that you would ask for your own children.

In most instances, we hope that shining a spotlight on basic health needs will itself secure the necessary services. But we're realists, and we expect that it will also uncover gaps in services. And in those cases, it may take further exercises in judicial leadership, or problem solving, or just plain miracle-making to see that those gaps are filled. We hope that you too will use this booklet and add it to your toolbox for improving outcomes for foster children.

... Juvenile Court now has a full century of experience in dealing with this nation's troubled children and families-a full century of experience in melding the lessons of social science with the structures and protections of the law. That was a challenge when the court was born a century ago. It remains a challenge today.

As we stand at the crossroad of the centuries-a fork in the road-I am reminded of the words of that great philosopher Yogi Berra: "When you reach a fork in the road, take it." As with much of Yogi's wisdom, I'm not exactly sure what his precise words mean, but I sure do feel the spirit of them.

When you reach a fork in the road, take it. Move ahead. It's no time for indecision. This is a portentous, exciting time, especially for Family and Juvenile Courts, which are poised to effectuate change that can make a real difference in the lives of children and families. We have the motive to seek change because we know these children's futures are in our hands. We have the opportunity to seek change because we uniquely see all the parts of an otherwise disjointed system. We have the motive, we have the opportunity, and we have the resolve. I'd say we're in for a great century of progress in this nation's Family and Juvenile courts.

**... our goal is not to turn child protective proceedings into full blown medical inquiries. It is to make sure that at least one person involved in the process—a judge, a lawyer, a social worker—asks the kinds of questions that you would ask for your own children.**

## Conference Highlights (continued)

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### Conference Speaker:

Michael Weber, Chief Executive Officer  
Volunteers of America, Minneapolis, Minnesota

Presentation:

*Keepers of the Flame - Preparing for Inevitable Change*

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**... how do we  
assure that some  
critical mass of our  
work outlasts us  
and our initiatives?**

... Much of what is here at this conference will not persist long into the new millennium. Most of the initiatives are *by design* time-limited, and as initiatives will not persist. All of us are time-limited, and many will not persist in these initiatives long into the new millennium. For some, this will be a matter of choice. For others, it will be precipitated by external factors. So, how do we assure that some critical mass of our work outlasts us and our initiatives? ... How do we prepare for the coming change? How do we sustain our momentum into this change?

These questions assume a condition of change. As we're increasingly aware, change will be *the* constant in our society ... We've heard many descriptions of the changes occurring during the lifetimes of our parents (space travel, computer, Xerox, pantyhose, aluminum siding, TV.) We've heard about the exploding growth rate of knowledge. Most management books have a chapter on living with or managing change. .

Change is also already in the midst of this assembly. Sponsoring a conference with this many family court and juvenile judges and this many child welfare leaders is a relatively new experience. I've been active nationally in child welfare circles since 1982 and I've seen a dramatic change in the cycle of leadership. "In the good old days," national leaders were routinely on the scene for 10 or 12 years. Now, I understand, the career expectancy of state child welfare directors is about 2 years. I think there's a similar pattern with judges ...

... National political policy, too, is ripe with change - and therefore without uncertainty. How often in the past 12 months have we heard President Clinton launch a new initiative? And this is replicated in both Houses of Congress and in 50 gubernatorial offices, and in 99 Legislative houses. But how many of these initiatives stay on the radar screen for any length of time?

Now, the Foundation community has always been seen as a constant. The Clark and Casey Foundations will always be active with us! But, a year ago, who would have expected the Kellogg Foundation to close it's children's programs?

Let's come closer to home - back to this assembly. How many of you were active with the same program or initiative five years ago? Answer for yourself whether you anticipate being with the same program in three or five years. Let's also see a show of hands from the programs or initiatives whose founder or original chairperson is still on board?

The judges, child welfare directors, legislators who had the longevity and prominence and (yes) the power to found your initiative - are they still there?

**Answer for yourself  
whether you  
anticipate being  
with the same  
program in three or  
five years.**



## Conference Highlights (continued)

So change persists! What does this mean for the initiatives, for the innovations being shared during this conference? With the past as a predictor, they will go as quickly as they have come. And with the *increasing* pace of change the future will likely bring, we can anticipate these initiatives passing on even more quickly, predictably to be replaced by a new quick-fix initiative championed by a short-termmer.

Is this scenario of a series of initiatives revolving like a computer screen saver *predictable*? I would suggest "Yes." And I hope a significant number of you can share that specter because seeing the potential of that scenario can be a powerful motivator to shift that *predictable* scenario to a more optimistic one . .

### Motivators

Why would we want to preserve these initiatives? Or, more importantly, why should we want to preserve the most effective elements of these initiatives? Because of the successes! I'm not talking about the outcomes or the statistical measures we put in our quarterly reports, important as these are . . . I'm talking about the success stories we heard yesterday afternoon: the Isaias Salazar's who are successful high school graduates, successful college students, and who can stand comfortably before an audience like this with a judge's arm around his shoulder for reassurance; the adopted infants with AIDS who weren't supposed to live beyond age 5 and are now 13; the Ashley's who aren't visited in nightmares by wolves at 4 a.m. anymore . . . each can add your own success stories - the kids who are safer and are with permanent families. Those of you in administrative positions - you also have your success stories. Although not first hand, but nevertheless on your watch. Learn these stories. They are the reasons we continue. And as you meet someone new here, don't just ask about the job and the initiative - ask about the successes. We need to celebrate these successes as our motivation.

And we have to remember our failures. Most of us who have run a CPS program, or have been a prosecutor, or a public defender, or a judge have our failures - The child who should not have died - in my own experience I can point to two - and the children who were hurt again, and sometimes again - and the children who should have had their permanent family years earlier. These, too, are our motivators.

### What to do - Three Jobs. . .

1. Our first job is to kindle the flame. We have to be able to articulate the heart, the core of our initiatives. What we're doing is not just a laundry list of activities, not just a slightly related set of steps. Rather, what we're creating are a set of core elements that should burst into flame - a guiding beacon - because of the synergy among them. And we have to be able to articulate that synergy, the common denominator of success among the initiatives.
2. Our second step is to feed the flame. This is a large conference. But the initiatives engage only a handful of agencies, foundations, and jurisdictions. What percentage of the 3 million children reported abused annually, or of the 9 million actually abused, are affected? If the initiatives featured here are leading to our success stories, we are bound to widely market these successes. We have to feed the flame, be driven by our mission.

***. . . each can  
add your own  
success stories—  
the kids who are  
safer and are with  
permanent  
families.***

## Conference Highlights (continued)

***Some currently critical person will not be there to sustain the momentum or to take the initiative to the next stages. So we have to groom new protectors of the flame.***

3. Finally, our third job is to groom new protectors of the flame, new stakeholders for the initiatives. We have to act as if the current projectors of the flame - ourselves and other current critical stakeholders - will not be in a position to guard the flame for long. Some currently critical person will not be there to sustain the momentum or to take the initiative to the next stages. So we have to groom new protectors of the flame.

### How to Do It . . .

1. The first step is to be able to articulate our mission, to be able to compellingly describe the flame. It's not enough to *know* that we have a winner; we have to be able to put words to it. A few years ago Lisbeth Schorr wrote a book, *Within Our Reach*, regarding child welfare reform. The title comes from her conclusion that what's needed for success is *not* a secret - it's within our reach. It's the sixth of seven elements common to the most successful initiatives. Identifying and being able to articulate these elements is what enables the flame to emerge. These elements are the common denominator of success among the initiatives featured at this conference. While we're here we can't just learn about the various initiatives. We have to tease out those common elements critical to success. . .

2. The second step is to build a system that can be mission driven, a system that can feed the flame . . . Let's look at three sectors we could engage in this task. First, the business sector. By definition, it is driven by profit. It will be mission driven only as long as profit is the mission. And that's *okay* - it's a core element of a democratic free-market economy. But it also means that the corporate sector will not pursue our mission, because it is not profitable. Only insofar as part of our mission can be reduced to tax-reducing efficiencies can we look to this sector.

The second sector we can look to is government. Governmental units *can* be driven by a mission like ours. But I would suggest that this is steadily becoming less common, in favor of government being poll driven. I was in the public sector for 20 years. My experience was that I could get commitments for causes that were good for kids more readily at the beginning of that 20 years. More recently . . . government has become more driven by public polls. And so we can't look to the government sector to fuel our flame *except* insofar as political leaders shape and lead public opinion rather than react to it *OR* insofar as public opinion has already embraced our mission.

The third sector we can look to is the independent sector. I would include here: politicians who shape and drive missions and who are not driven by opinion polls; government officials who pursue a programmatic mission and who have a clear ethical line which they will not cross; judges who see themselves as independent officials entrusted to pursue the public good as *they* read the law; foundations, with a mission, a vision - and our endowment . . .; non-profits, community collaboratives, neighborhood organizations, parent groups, and individual citizens—those whose role in our society permits them to go beyond profit, to turn their backs on public opinion polls, and to unilaterally embrace a mission like ours.

## Conference Highlights (continued)

And so the second *step* in *how* to assure that our flame burns into the new millennium is to engage this independent sector to bring their resources to fuel the flame, to be driven by this mission of ours.

3. And the third step in assuring the continuity of our mission is to engage *new* stakeholders. We need to assure that our mission . . . outlasts the Clinton administration, the Ventura administration, the current foundation board, the current child welfare administration, the current chair of the community collaborative. Yes, we even need to assure that the mission will outlast Judge FitzGerald.

We need more believers in our mission. If we believe in it - and if we can articulate it - and if it's good for children and families and the common good - we can sell it. And unless we see ourselves as invulnerable and sufficient for success, we *must* sell our vision to others if it is to persist.

To whom do we sell it? Whom do we engage as new stakeholders? Everyone who can help: the Independent sector . . . ; the general public, so that public opinion polls embrace our mission and bring along the politicians driven by the polls; the corporate executives, who with their *business hats* can support us only where our initiatives show tax savings, but who also wear the hat of philanthropists, community leaders, and influential private citizens . . .

### Conclusions . . .

1. We have a product. Not just random findings. We have a mission, and can articulate it. (Our mission is empirically based, supported with a chain of logic.) We have a flame!

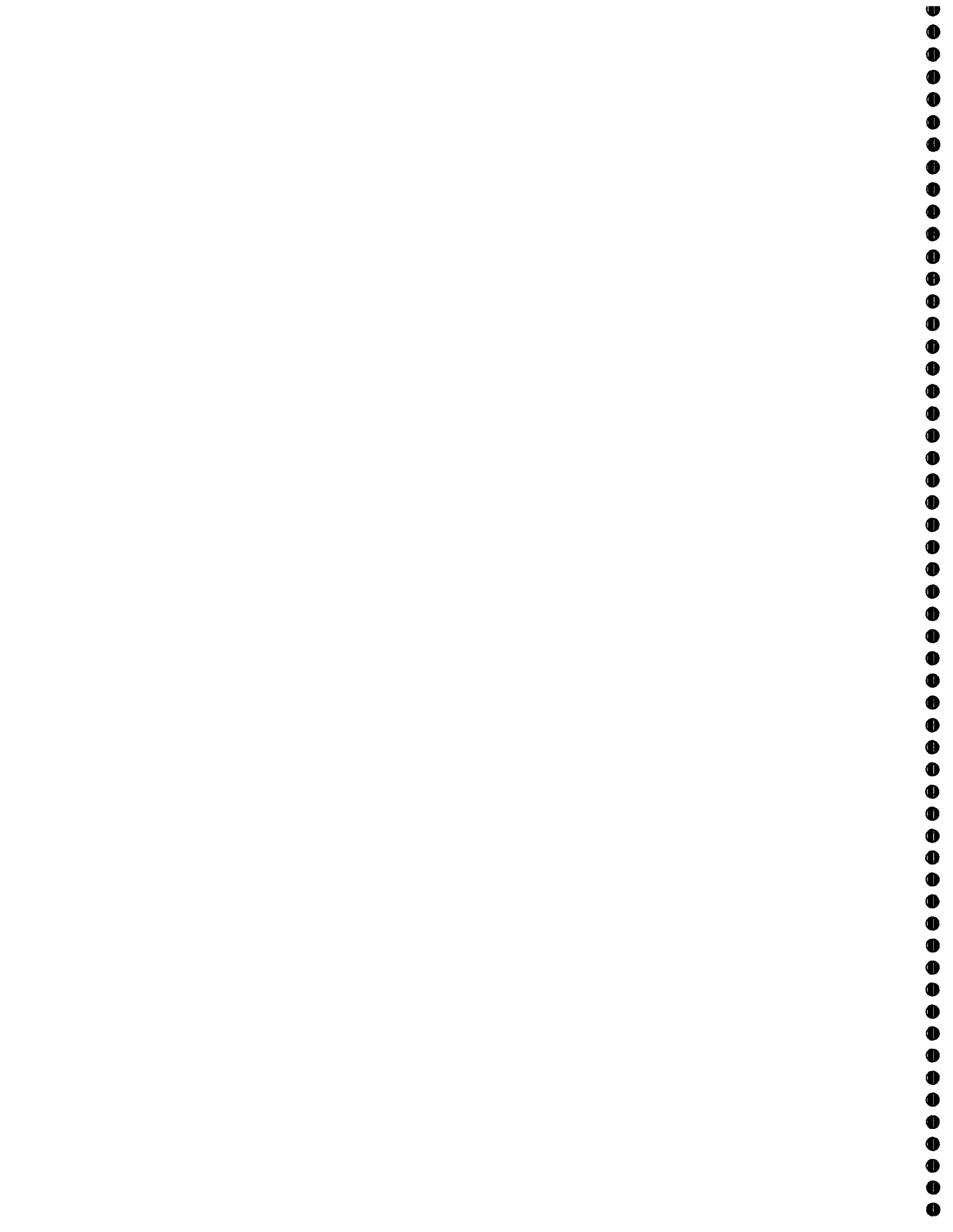
2. We constitute a system that is mission driven. We know it's not enough to "build it and they will come." We know our product, and we are marketing it. We are feeding the flame!

3. We are not just conference attendees! We are a sales force with a product we believe in. We are the keepers of the flame! . . .

And now I should jump up on the podium and lead a rousing chorus of "Light My Fire" or perhaps more sedately "This Little Light of Mine." But I'm not that emotional and our judges must keep some decorum. And I'm not a sales guru or a promoter. But I am a believer. We have learned how to protect children. We know some things that will assure that once someone outside a child's family learns that he/she has been abused it won't happen again.

That's our flame to protect. I hope my comments this morning make it more likely that the flame will persist and flourish into the new millennium!

***We need more  
believers in our  
mission. If we  
believe in it—and if  
we can articulate it  
—and if it's good  
for children and  
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common good—  
we can sell it.***



## Conference Work Products

The nearly 400 Millennium Conference participants represented all disciplines within the fields of juvenile and family law, social work and child advocacy. During their two and a half days of study and deliberation, participants were asked to provide feedback on four occasions, answering questions specific to their individual states, professions, and court and systems improvement activities.

For the first Work Group session, participants were divided according to states. The four questions posed to each group were designed to elicit information on what types of activities were underway, or were organized on a state-by-state basis. The most frequent and notable among their responses are highlighted below, and complete tables of all responses are included on the following pages.

### **RESULTS of Work Group No. 1** *Your State's Efforts Toward Court (and Systems) Improvement*

<b>HIGHLIGHTS</b>			
<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
Regional training Unified Family Court Court and Detention Center innovations Comprehensive, integrated mental health services Guardian <i>ad litem</i> standards Dependency Drug Court Enhanced judicial leadership Case processing timeliness Family group conference Domestic violence study Assessing current court practice Legislation in response to Adoption and Safe Families Act	Early, safe permanency for kids Reduce trauma to child victims by coordinating investigations Address "reasonable efforts" Outcomes identified and analyzed Increased efficiency using mediation Reduced caseloads Collaboration among disciplines Joint data exchange More children placed for adoption	Funding running out Judicial leadership needed statewide Inadequate resources Judicial rotation and turnover Dual court system Need for bipartisan planning and consensus Addressing Court Improvement Initiatives in light of other court projects Worker caseload, judicial caseload	Overall good Has a way to go Fragmented Need more involvement of children's and parents' attorneys Depends on local community Improving but not adequate

# Work Group Discussion No. 1

## Your State's Efforts Toward Court (and Systems) Improvement

### Responses from work groups representing 30 states and the District of Columbia

STATE	What are the specific court and systems improvement goals and activities currently at work in your state?	What are the desired outcomes of each effort?	What challenges are currently being encountered?	What is the current level of communication and collaboration among organizations and agencies within the state?
Alabama	Dependency case task force Regional training Unified family court Madison 6 Pilot Project Computer Applications/TIAAP Integrated, data-based information system	Collaboration and communication Educate key players on goals To unify family court matters to encourage one judge, one family court Provide a replicative model to make process more efficient	Getting people to meet Repetitiveness Major constitutional and statutory changes Funding running out/lack of resources No computers/training/y2k emphasis	Overall good
Arizona	Implementing model court reform thru state Data collection system Statewide attorney standards for representing parents and children Mandatory judicial training Education and support for relative placement Expedited behavioral health delivery sys. Alternative dispute resolution in A.G. office Child family advocacy centers (3 operating- 4 in planning stages around state) Families for Kids going statewide Pima County SAMHSA grant to provide comprehensive integrated mental health services for SED children	Early, safe permanency for kids-reasonable efforts Assess and measure Informed judicial competence and leadership Reduce trauma to child victims by coordinating investigations Address reasonable efforts, positively work toward reunification and ultimately achieve timely safe permanency for children	Promptly develop judicial leadership statewide Support complex funding Lack of adequate training Rural and urban Statewide implementation-getting judges to buy into the concept of judicial leadership in dependency matters Need for improved training for all involved in handling child abuse and neglect cases	Some good Some need improvement-especially statewide
Arkansas	Training Guardian <i>ad litem</i> standards-state funding CASA, mediation Angela 'R' MDT-more emphasis on juvenile court Child advocacy	Permanency Safety Well-being Shared awareness Philosophical change Shared vision	Turf Diverse funding System-drive	Has a way to go Education of legislators Quarterly meetings Provide platform for local involvement

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Colorado</b>	Improvements in data and information Case processing timeliness, permanency Quality and improved communication	Identification and analysis of outcomes; improvement in compliance with time frames/early permanency; better trained professionals, less adversarial	Judicial rotation and turnover Perceptions	Fragmented
<b>Connecticut</b>	Efforts to improve the quality of representation for children and parents Court and detention center renovations Court-based mediation programs Concurrent permanency planning initiatives and training Improve quantity/quality of parent/child representation (request for proposals pending) Safe home for initial placement ASFA-related tighter time lines Focus on outcomes, adoption recruitment	Quality representation of children and families Adequate space/resources for court hearings, etc. Increased efficiency using mediation to resolve cases Comprehensive, multi-disciplinary assessment of all children entering foster care Achieving permanence more rapidly	Inadequate resources Dual court system (probate, juvenile, family, criminal) Need for bipartisan planning and consensus Courage to invest in prevention and advocate for children Think longer-term Overcome gender fractionalization-human services primarily female, law enforcement-male	Good collaboration and communication (court, agency, AAG, child advocate) Need more involvement of children and parents attorney's Communication between court, child protection agency, office of child advocate, attorney general (Sometimes parents are left out-along with their attorneys)
<b>Delaware</b>	Timeliness-institute statewide process responsive to child's sense of time and urgent need for permanency without sacrificing due process Gatekeeping-strengthen court role in managing the flow of cases Enhance judicial leadership System approach--involve all stakeholders in problem-solving and prevention	Well-defined sequence of court proceeding within specific time frames One judge for life of a case Evaluation/diligent data collection Interdisciplinary training Attorney representation for parents CASA representation for children Interdisciplinary communication Updated rules and statutes Consistent statewide court procedures	Timely access to services Maintaining momentum \$ for representation of parents Managing judicial caseloads Adapting data collection system to child-based approach Addressing CIP initiatives in light of other projects of the unified family court	Frequent meetings between judge/agency in 1 county Periodic meetings between chief judge/agency director CIP Steering Committee and multi-disciplinary workgroups Variety of statewide multi-disciplinary committees, and task forces (CJA Abuse Intervention Comm; Interagency Adoption Comm; Adoption; Atty Gen Task Force on Child Victims; Child Abuse Accountability Commission, etc).

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Georgia</b>	CJA, CIP, Med. Project, First Place, Best Pace, family conferencing, Office of Adoptions (GALAs), foster parent regional training conferences	CJA-up med. standards, up % students participating, best practice guide for treating sexually abused children CIP-increased standards, automation, legislative reform Med--better results, less adversarial process FP/BP-guides, more stable placements Office of Adoptions-(GALAs) Foster parent training	Lack of child welfare system infrastructure- 63% caseworker turnover Perceived non-uniformity of practice-highly political atmosphere Lack of communication among agencies and key players	Improving but need for increased communication with political decision-makers
<b>Hawaii</b>	Ohana family group conferencing expansion Continue second-year adoption expo Big 5-continue collaborative efforts, system improvements Bench book--with CIP collaborative effort Drug Court--CPS cases	Reduces caseload-quicker caseload resolution-family-based decision-making Increased recruitment of adoptive homes, community involvement, more adoption Continue open communication Better systems practice, better decisions by non-judges Better monitoring	Lack of resources Worker caseload, judicial caseload Trying to set up CPS drug court with appropriate supportive services/training Need to get drug training funds prioritized toward families in CPS system	Better and getting better, lot of room for improvements and we know it! Need to have better coordination between CAN and juvenile justice
<b>Idaho</b>	Goal: Reduce delays for children in foster care Activities: Survey and site visits to assess current court practice	Collaboration among disciplines; ASFA compliance; shorten time frames; improve training for consistent statewide practice	Early in process identify key change agents; shorten time frames to complete work; identify judicial leadership; conduct training	Depends on local community In some communities, there is no communication
<b>Illinois</b>	Continued support-growth of CASA Consistent judicial leadership Collaboration with community-based providers IV-E waiver programs and implementation	Creating a seamless network for children and family services	Geographical differences/needs Consistent public/private quality of services Top leadership buy-in from all 3 levels of government	Uneven



<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Iowa</b>	Improved training and evaluation of lawyers/judges Improved community services and collaboration Improved appellate court response Redesigning funding streams-bundled services Family as part of decision-making process-active participation	Effective representation for children and families Expedited case handling while retaining quality Avoid duplication and confusion Most bang for buck Improve outcomes/impact for family (positively)	Legislative barriers/short-term reactions to problems, conflicting perspectives Multiple, sometimes un-coordinated systems reform Lack of funding/inadequate distribution of funding Trust deficits-all players Resistance to change Managing the information-speaking the same language	Improving but not adequate Need to reduce competition for same funding resources
<b>Kentucky</b>	Line information system SRS process-oriented, ASFA-driven Training for GALs, judges, prosecutors Case management, docket management Adequate representation Community Partnership for Protecting Children (court and social services reform in processing CPS cases) Adoption Opportunity Project (ASFA implementation with concurrent planning for high-risk families- also considering separate Drug Court) Dependency Drug Court Statewide Family Courts-rollout of family courts to 10 total courts Truancy Diversion program Adoption Wednesday to finalize adoption of foster children	Better coordination between court and social services Better integration of information Safety, permanency, well-being Increased collaboration between agencies Reduce time in foster care-expedite permanent placement Drug Court: increase family reunification through intensive treatment Statewide family courts: improved outcomes for families and children through specialized courts Prevent truancy Reduce dependency issues Expedite adoptions	Case planning: (outcomes v. process) Precise definition of measurable outcome Coordination of services Stable staff for private providers Coordinate delivery and development of services Management of decision-making Technologically-coordinated agencies working together Statewide expansion of Family Court Lack of resources/providers	Court/SRS/Private/JJA Communities Saturday Judges Meeting
<b>Maryland</b>	Standards for child representation Training for judges Statutory changes MAJIC	Collection and analysis of statistical data Clarify role and improve representation Improve performance of court Meaningful CINA	Resistance/fear of change Politics turf waiver Mis-communication Lack of coordination and information dissemination	No answers provided

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Michigan No. Dakota So. Dakota</b>	<p>Improve investigative process</p> <p>Establish Drug Court, CASA program</p> <p>Tribal Court, Gov's Task Force, using mediation in placement planning</p> <p>Developed bench book 4th year of CIP</p> <p>MI: CIP project report-improvements in CPS interdisciplinary training, developing training for dependency attorneys, governor's commission-legislative change &amp; recommendations</p> <p>SD: Developed bench book 4th year of CIP</p> <p>ND: CIP projects-time study of dependency cases/scheduling and collaboration</p> <p>Tribal representatives: establishing drug courts, CASA programs</p>	<p>To know what other parties are doing</p> <p>How I fit into it?</p> <p>Can we make it work for children?</p> <p>Goal is everyone knows each others' roles and does own job well</p> <p>MI: What other projects, professionals are doing and how they collaborate and coordinate toward a common goal (needs are identified and people know where they "fit")</p>	<p>Jurisdiction issues-tribal court vs. state court, more enrolled members living off-reservation than on</p> <p>MI: training issues for tribal officials, difficulties in working with jurisdictions, sovereignties</p> <p>Moving trial judges into role of "family court" model judges and getting them prepared and attitudinally tuned to the new approach</p>	<p>MI: Using mediation prior to formal court action</p>
<b>Minnesota</b>	<p>Pilot projects in Hennepin and Dakota counties; Hennepin goal-review hearings every two months</p> <p>More frequent review in long-term foster care</p> <p>Domestic violence study</p> <p>Open Court pilot projects</p> <p>Training efforts (interviewing, etc.)</p>	<p>Foster care as last resort</p> <p>Court seeing long-term foster care as not good solution</p>	<p>Subsidy payment can be barrier to adoption</p> <p>Why always talking about system improvement?</p>	<p>Judges/court improvement</p> <p>people didn't come here!</p> <p>Recent effort to train judges on child development issues</p>
<b>Nebraska</b>	<p>CASA being adopted by metro jurisdictions</p> <p>Juvenile coordinator rewrite</p> <p>Family group conferences/mediation</p> <p>Training sponsored by Nebraska Center for the Court, Children, Families &amp; Law</p>	<p>Better advocacy for children</p> <p>Better case coordination</p>	<p>Hits (staff) turnover</p> <p>Computers</p>	<p>Slowly improving</p> <p>One benefit: Nebraska's small population-easier to establish working relationships</p> <p>One problem: majority of state is rural</p>

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Nevada</b>	CIP-Passport Project and Children's Attorney Project Model Court Project-representation of children in bifurcated pilot project Project: Children in adult prisons	CIP-improve tracking of child health care/rep. of children Model Court- improve representation of children Bifurcated project-improve service delivery Improve data/tracking of children who become adults in prison	Funding Data systems- antiquated/inadequate	Agencies working together- need more OJJDP representation
<b>New Hampshire</b>	Protocols based on RESOURCE GUIDELINES and ASFA Legislation in response to ASFA and recommendations of work committees Case flow management-"Tickler for Time Frames" Annual statewide multi-disciplinary training Collaboration with judges/Bar/agencies for each of the above	Bring state law into compliance with federal mandates Produce a working guide for judges to use on the bench Ensure that cases are handled efficiently and timely Well-informed judiciary, law, DCYF staff	Legislative climate-shift of focus for parents rights to children History of relationship between the court and agencies Lack of resources for families and children Too few judges, too few DCYF direct service staff Lack of communication among players as to reasonable efforts, concurrent planning, parents rights, permanency	Regular meetings and opportunity for communication, but not always open and honest Slow to change underlying philosophy and policies
<b>New York</b>	2 Pilot Projects: Manhattan Family Court Overall goals for all dependency cases and Specialty parts: Model Court, Drug Court, Abandonment Court New technology: JCATS	Erie County Family Court: focus on post-termination cases and adoptions including court and agency systems change Joint data exchange and collection by JCATS Model Court to begin in 1/2000	Absence of OCFS at the table Rural vs. small, urban vs. NYC-replication of ideas across the state (use technology as a bridge)	Manhattan: site visit to Newark Model Court Trouble shooters group, e-mailing orders through ACS Erie County: CIP steering committee; larger stakeholder committee; break into 10 subcommittees

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>North Carolina</b>	<p>Family Court Pilot Project (Six as of 2-1-00, rural and urban)</p> <p>Court improvement pilot project</p> <p>Statewide information systems</p> <p>Boost for Kids program</p> <p>Mecklenburg County managed care project</p> <p>Judicial training</p> <p>Goals: efficient, kinder approach to families; jurisdiction over all family issues; one judge/one family calendar; coordinate services available in community; staff (case manager) to move cases through process and manage them</p>	<p>Improved efficiency and safety for children and families</p> <p>Permanency sooner</p> <p>Coordinated information (helping us see the farthest)</p> <p>Reduced red tape/bureaucracy</p> <p>Coordinated mental health services for families</p> <p>New procedures, processes to achieve uniform results</p> <p>Community training modules to address kids' needs</p> <p>Fund pilot projects thru state</p> <p>Information system to serve juvenile courts with automation</p> <p>Implement AFSA-collaborative effort involving many</p> <p>Drug courts across state</p>	<p>Lack of coordinated information system</p> <p>Lack of family/fragmented family (people often have accepted lack of money instead of aggressively seeking it-rely on social services to serve them)</p> <p>Lack of understanding of child welfare agencies: local leaders and other players need to take ownership of problem</p>	<p>Good on a lot of levels (state and local)</p> <p>New leadership, communication at OJJDP and AOC</p> <p>DSS vs. mental health conflict</p> <p>Multi-disciplinary commissions and groups statewide assist and promote efforts</p> <p>Fragmented communication (hit and miss) right mind and left mind don't know what each other is doing</p>
<b>Ohio</b>	<p>"Consumer friendly" family code: streamline and capsulize</p> <p>Coordinate proceedings: Pilot "family courts"</p> <p>Judicial Education: family law-cross system</p> <p>Dave Thomas Adoption Law Center: creates special track of law specialty</p> <p>Expedited appeal process: Supreme Court rules/legislation</p>	<p>Authority, leadership and information</p> <p>Coordination of cases</p> <p>Continuity and parity of services</p> <p>Adoption jurisdiction into juvenile, continuity of child's life</p> <p>Cross-system collaboration</p>	<p>Lack of information (data) interface</p> <p>Fear of change/unknown common turf issues</p> <p>Generate "home town" leaders, particularly judicial</p> <p>Small town "rescue" mentality to prevent abuse</p> <p>Can we get legislation for open adoption?</p>	<p>Poor but work in progress</p> <p>Wish list: attorney certification, data network . . .</p>

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Oregon</b>	Take the time campaign-commission on children, families and communities Formation of statewide tribal court organization Klallamas County Juvenile Court Multnomah County District Attorney and SOSCF Partnership JCIP-Judicial education projects - including developing Bench Book, advocating on representation issues/juvenile code revision project	Community-wide campaign to build assets for children Develop CASA program for tribal courts and ICWA cases Implementing Family Drug Treatment Court Earlier identification of adoptive resources and concurrent case planning on potential TPR cases Raise level of knowledge and consciousness on abuse and neglect cases	No answer	No answer
<b>Rhode Island</b>	Dependency/neglect/abuse (DNA) & termination of parental rights (TPR) Petitions are currently case managed, individually assigned (judge specific), time-tracked and mediated.	Expedited time case DNA & TPR petitions are in our court system Reduced numbers of trials Less daily volume resulting in more time available for court cases	Too few public defenders to staff court calendars Attorney schedule conflicts Poor system support, capability, computer, info/management system	Much improved between CJ & NCYF director Daily communication between court, staff, & dept. staff Court initiatives are designed as collaborative efforts and include all stakeholders-from the initial planning stages to implementation
<b>Tennessee</b>	Foster Care Review Board and permanency planning training across the state Attorney/GAL Training Additional DCS attorneys Establishment of Centers for Adoption	Educated review board members and judges, attorneys, GALs Facilitate effective communication Increased permanency planning-more TPR petitions filed More children placed for adoption achieve permanence faster	Finding money to support initiatives Lack of attorneys for parents and children Lack of communication between counties and "state agencies" Lack of adoptive homes for older special needs children, children of color, and sibling groups	Rural counties-no collaboration and communication is hampered Urban counties-more collaboration, degree of communication & working together to help children achieve permanence

<b>STATE</b>	<b>What are the specific court and systems improvement goals and activities currently at work in your state?</b>	<b>What are the desired outcomes of each effort?</b>	<b>What challenges are currently being encountered?</b>	<b>What is the current level of communication and collaboration among organizations and agencies within the state?</b>
<b>Utah</b>	Goal #1: Establish formalized "Table of 5" Adoption-accountability of court and agency Concurrent planning-role of attorneys and court Family Drug Court Coordination with domestic violence courts and providers	Expediting permanency after TPR Reduce placement changes, expedite permanency for children Implement "therapeutic justice" model for child protection cases Coordination with domestic violence (DV) services	Communication: barriers, hostility among stakeholders, particularly with leadership of agency and AG/GAL Concurrent planning-needs to get off the ground, requires agency buy-in Breaking ground on DV issues	Very good among "court players," i.e., AOC, AG, GAL, but agency and community service providers need to be involved Developing collaboration with DV side of courts and agency
<b>Virginia</b>	Training/presentation (evaluation) of court improvement process and forms, developing, evaluating courts Technology enhancement at local level Model Court program in Alexandria Statutory changes consistent with ASFA goals of expedited permanency planning and safety for children	Clarify process, improve documentation, improve permanency planning Tie-in other social service agencies to the courts	The need for technology systems that can provide communication bridges Incremental changes between systems, "everybody wanted it yesterday" old computer systems Funding from state and local decision-makers	Great levels of communication between DSS and courts in some localities Child welfare advocates need to take advantage of the VA governor's interest in technology
<b>Washington</b>	Court improvement, child advocacy center initiative, foster care assessment project (FCAP), foster care task force, child advocacy clinic (Univ. of USA), permanency summit CIP: educated judiciary, effective representation; improved case management FFK: 5-year permanency framework, increase community education and involvement in meeting needs of children in the child welfare system CNA: multi-disciplinary education and collaboration, improved representation Tribal courts: improved communication among tribal courts; state courts, agencies	(CACI)-Enhance coordination (FCAP)-Enhancing foster care placement based on child assessment Court improvement- improving case management efficiencies by more court involvement Improve communication in general Timely permanence	Finding ongoing funding for staffing Lack of shared data and information Inconsistency in implementation Lack of resources, leadership Fiscal resource limitations-tribal court decrease to CIP programs	Very high communication, lots of overlap Good tribal & state relations collaboration Current expansion efforts in education Communication and collaboration are extremely effective through representation of various initiatives on advisory boards, task forces, etc.

During the second Work Group, Millennium Conference participants were divided into small discussion groups according to their professional disciplines. These divisions included: advocates; attorneys; Court Improvement Program and court administration representatives; government administrators; judges; and social service system representatives. Each group responded to four questions on how participants viewed their current court and social service systems, and how they might envision a future in which all would serve as "change agents," putting both community-based, and government-level improvements to work.

## RESULTS of Work Group No. 2

### *Your Role in Promoting and Effecting Systems Change*

<b>HIGHLIGHTS</b>			
<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, and shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines, do you need to collaborate with to achieve your vision of any improved system?</b>
Re-design system from scratch "Team advocacy" Realistic standards Adequate resources All aspects of child welfare system held equally accountable Coordination through technology Transfer of court improvement systems statewide Improved case processing and tracking Partnership with community Judicial training, leadership	Bring people together Facilitate community ownership of children's issues Be squeaky wheel Finding and approving more funds Draft legislation Training for attorneys Advocating Expanding Court Improvement Project Use of technology for system response Individual casework Encourage innovation Raise awareness Connect programs with resources	Lack of data Improving training Funding consistency Manageable caseloads Increase respect for this area of the law Child abuse and neglect cases should be recognized as the most important in the system Evaluation, teamwork and coordination of services Secure permanent funding Technology needed to measure outcomes	Judges Social workers Churches Schools Parent groups Substance abuse service providers Mental health services Adoptive families Data specialists County commissioners Educators CADAs/GALs Domestic violence advocates

## Small Group Discussion No. 2

### *Your Role in Promoting and Effecting Systems Change*

Responses from Advocates, Attorneys, Court Improvement Program/Court Administration Representatives, Judges and Government Administrators.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Advocates</b>	Re-design system from scratch. System reform, use one strategic approach. Better format for getting information on child to court. Team approach, reduce staff turnover, increase salaries, decrease caseloads. Increase training. Prevention of abuse. Stability, educational advocacy, contact with case workers, attorneys and CASA	CJA funds, CASA & CACs, increase training, technical assistance; litigation for systems change, bring people together for coordination; increase family/professional partnerships, support parents/guardians; question status quo; help disciplines see need for interdisciplinary work	Better job of undergraduate education (i.e., strengths and resiliency of kids, intervention opportunities, cultural competency, team work, roles of other disciplines.)	Broaden partnerships to include wider community (churches, schools, parent groups.) Reduce actual numbers of people who have contact with child.
	Every child has an advocate; domestic violence issues incorporated into court improvement; courts will follow legally free children without identified family resource until permanent placement; educational needs of kids in care are a concern of the court; all players practice policies.	Facilitate community ownership of children's issues. Bring different stakeholders to the table. Be squeaky wheel, not tied by the government restraints.	More ombudsmen for cases. Lack of data limits your ability to be effective.	Bring more stakeholders to table-to support change. More funds for courts to follow kids. Effective interdisciplinary, collaborative training. More foundations involved. Pew Charitable Trusts-get Kellogg back.



<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Advocates</b> (continued)	Improved collaboration, "team advocacy," working together. CASA/GAL programs in every community. Forensically sound assessments and data for courts. Increased staff salaries, reduced caseloads, adequate training and more permanent staff. Stability in the system. Focus on abuse prevention. Revamp the system to focus solely on child. CASA, other advocate for every child.	Increasing children's advocacy centers and CASA programs in the state by finding and approving more funds	Accepting the role of the advocate in the system and acknowledging their efforts. Improving training, education of advocates and providing more resources. Example: intervention-assessment opportunities, cultural and economic, sensitive, certificate-type program trainings, include understanding of all system roles to improve collaboration efforts.	Foster care workers and social workers. Attorney's, judges, medical personnel, legislators, community leaders, and parents.
<b>Attorneys</b>	Staffing-OCC, courts, social services, unified family court system-evaluate post-adjudication team. Legislative changes: hearsay statements, social worker removal. GAL Program.	Draft legislation-join committees and cross train.	1. Staff 2. Court system changes, judicial training continuity 3. Recognition of severity of situation of neglected children	Domestic violence, child support, custody and delinquency, social services.
	Specialization of attorneys-not rotating list, requirements for training, caseloads standards.	Training for attorneys. Compendium of adoption law. "Children's Platform" for elected officials. One attorney-one child.	Funding consistency- increase attorney fees-manageable caseloads. Increase respect for this area of law. Attorney involvement in all aspects of cases-not just show up in court. Increase judges demanding accountability.	Substance abuse staff, mental health, schools, medical.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Attorneys</b> (continued)	Standards of representation to advocate for adequate resources. Expansion of CASA. Adequate representation for child, parent and agency. Adequate pay for attorneys. Children recognized as "people" in juvenile court.	If attorneys are adequately trained and compensated they can serve as strong advocates. Convincing judiciary that adequate representation will improve the system. Moving juvenile court judges to acknowledge/follow the law.	Compensation for children's attorneys. Minimum standards-improved training. Involvement of judges. Independent and neutral counsel for children.	The Judiciary The Social Worker The Legislature Cross-training on role of child's counsel
	Realistic standards, adequate resources. Reasonable pay to attorneys. CASA representation to additional parties.	Minimum qualifications and training of judges. Indepth and neutral counsel for children and to be treated as real people in court.	Motivate social workers. Reasonable compensation. Educate court to use law. Training for social worker on court counsel role.	Legislature, Judges, agency.
	A court system that achieves permanence for children in as timely a manner as possible, based upon specific needs of the individual child. A system accessing needed services to stabilize the child and minimize trauma.	Input in individual cases. Participation on task forces, committees.	1. Development/monitoring of standards of practice. 2. Better training for attorneys/judges. 3. Adequate funding.	Social work - child protection agencies, substance abuse, mental health.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Attorneys</b> (continued)	Expand the family focus in court system in which different separate court systems handle various issues. Relational database to track entire families with one judge policy-family court concept.	A statewide system-A.G. and GAL have positive impact on quality of representation, supervising staff of attorneys and juggling heavy caseloads. (Court coordinator supports judge.)	Need to use concurrent planning/reunification services & planning for TPR. Avoid finger-pointing on difficult issues-TPR when no adoptive home, pendulum is swinging back toward inappropriate reunification efforts. Back up in courts-support attorneys with paralegals, establish liaisons with adoptive parents	Improved recruitment of adoptive families/resources. Attention should focus on funding for attorneys to emphasize this goals. Challenge of unionized attorneys when less than competent. Need more effective attention paid to abuse/neglect cases, better training for defense counsel.
	<ol style="list-style-type: none"> <li>1. Staffing all around-judges, lawyers, &amp; social workers</li> <li>2. Past adjustment teams</li> <li>3. Explore potential for unified family court</li> <li>4. Legislation regarding neglect/abuse cases</li> <li>5. Separate Bar for representation of children-establish attorney teams</li> <li>6. Use of court-appointed decision-makers, e.g. Massachusetts-very effective.</li> <li>7. Expedited per agency for all children with fair ASFA juvenile processing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Advocating on micro and macro basis the facts necessary for courts and legislation to make decision for best interests of children.</li> <li>2. Attorneys-court and receivership help to draft legislation bringing more experience to the table.</li> <li>3. Cross training is needed for parents' attorneys, children's attorneys, and social workers.</li> </ol>	<p>Staffing in all areas- cases are not being covered. Court system changes and training for judges, continuity. Child abuse and neglect cases should be recognized as the most important in the system. Why aren't they taken more seriously?</p>	<ol style="list-style-type: none"> <li>1. Need to learn collaboration among organizations/courts, etc.</li> <li>2. Reunite statutes/legislation to place everything under one text.</li> <li>3. Other models from other states, e.g., Massachusetts.</li> </ol>

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Court Improvement Program/Court Administration Representatives</b>	All aspects of child welfare system held equally accountable for success and failure. Coordination: Law enforcement, criminal prosecution and child welfare system. Resources: Adequate time available to provide quality/substantive hearings.	Frequent meetings with collaboration-not just discussion.	Data collection-(hire the NFL data specialists) For collaboration, not just discussion. One judge/one family-more time for each court. Effective/adequate availability of services-especially to meet ASFA time lines. More treatment alternatives.	The Judiciary. Educators. Data specialists-information specialists. County commissioners (local govt.) Juvenile justice system. Consumers of services. Service provider liaison - "family assessor" to evaluate needs of the children and family.
	An improved system would hold all accountable including court itself; the civil and criminal systems would coordinate; interviewers would be trained; quality, timely resources would be available and provided.	Bringing people together; keeping "politics" out of decision-making.	Data collection of one judge- one family. Evaluation, teamwork and coordination of services. All need to make commitment to achieve the primary goal of improving lives of children.	Educators, MIS folk, county commissioners, other funding sources, juvenile justice kids, parents, children; and an employee who knows resources, can evaluate services, educate judges on such matters.
	<ol style="list-style-type: none"> <li>1. Adequate funding for courts, social services.</li> <li>2. Recognize need for state and local minimum service levels.</li> <li>3. Have court system where procedures are never delayed for permanence.</li> <li>4. Achieve safe, permanent home in timely manner. (Include child's own home.)</li> </ol>	Legislation, education, advocacy, funding, collaboration, and cattle-prodding.	<ol style="list-style-type: none"> <li>1. Identify major goals and determine how to measure them.</li> <li>2. Secure permanent funding.</li> <li>3. Technology needed to measure outcomes.</li> </ol>	Legislators, social services, schools, GALs, system players, enhanced communication between state and local court systems

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Court Improvement Program/Court Administration Representatives</b> (continued)	Everyone signs on to some vision: more child protection services. Less adversarial process for cases-mediation and family conferencing-truly invest in the infrastructure.	Judicial leadership/voice in community for our kids, listens to people's frustrations with courts and agency.	Courts should receive same status as general crime/civil courts, same pay (or more), same resources, more judges should be exposed to other judges from other states.	Social service agency, substance abuse treatment groups, family violence groups, groups which can help with data management (universities).
	Collaborative process, seamless approach. Everyone signs on to the goal of serving the child instead of just fulfilling their roles/ more child protection resources-terminating more quickly is not the answer-need more drug tax resources, every case gets family group conferencing mediation.	As an irritant and stimulation, education, technical asst., exercising judicial leadership, voice for kids, teaching the community, gatherer of data, listening to people about frustration with courts and agencies.	Improve the status of judges and juvenile courts.	Agency, substance abuse service providers, domestic violence advocates.
	<ol style="list-style-type: none"> <li>1. Focus on the child</li> <li>2. Integration of the system/focus on children</li> <li>3. Getting judges involved</li> <li>4. Specialization of judges</li> <li>5. Provide information to build support</li> </ol>	<ol style="list-style-type: none"> <li>1. Make sure the child is not forgotten</li> <li>2. Work to improve system</li> <li>3. Keep people involved</li> <li>4. Add judges with legislation</li> <li>5. Get the word out</li> </ol>	<ol style="list-style-type: none"> <li>1. Get all stake holders involved</li> <li>2. Put teams together to work for children</li> <li>3. Develop a continuum of services</li> </ol>	CASA, substance abuse, mental health, GALs judges, court clerks, court attorneys, school systems, probation staff, police

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Court Improvement Program/Court Administration Representatives</b> (continued)	Coordination thru technology. Integration of systems. "Systems approach" focused on children. Coordinating cases for multiple children in one family. Focus on child, work system to meet needs. Interdisciplinary task force on state, local level. Increasing public awareness. Being involved in political process.	Expanding court improvement project. Focusing discussions on impact on children. Being facilitators of management system and policy making. Keeping all stakeholders informed.	Getting all stakeholders, especially judges to multi-disciplinary discussions by overlapping conferences. Giving continuous judicial education. Information systems management. Creating available appropriate continuum of care for foster care children.	Guardian <i>ad litem</i> , law enforcement/police, CASAs, school systems, department of social services, mental health and substance abuse, truancy officers, county and state attorneys, legislators.
	Better information systems. More organized scheduling for various court calendars. Better utilization of staff resources.	Design various courts initiatives, train staff and stakeholders on intricacies of the program, oversee implementation of some programs and revise these as we progress.	Improve communication among stakeholders and constantly revise CIP initiatives to meet changing demands. Priority must begin with judicial leadership and commitment.	Our Chief Judge, agency directors and their staff and all those who have a daily share in our various programs, including court staff personnel.
	Coordination of all stakeholders. Improve: staff resources, communication, collaboration, cross-training, resources, technology; case-tracking, judicial leadership, system uniformity, partnership in serving kids, breaking down barriers between groups.	Training all stakeholders and disciplines, coordinating activities, informing judges, breaking down resistance, developing assessment tool.	Different standards used by agency; courts assertive FCR boards; additional resources-staff, money, technology.	Schools, mental health, communities, juvenile justice, and social services.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Court Improvement Program/Court Administration Representatives</b> (continued)	To provide pre-court, community-based programs which involve families and their support systems. Focus on family strengths, address children's needs. Use courts as last resort, not first option. Support, validate front-line social workers-education, trauma, salary. Public policy validating importance of the court, legal, and social professions, work with children in family unit.	Partnerships/committees involuntary courts, legal, and social workers and community-based organizations/individuals. Use measurable outcomes as educational tools, as basis for change and future planning, not as a basis for blame.	Technology to assist in measuring outcomes. Communication among professionals. Judicial training. Improved legal representation for children and parents. Greater team work/coordination between social service and legal protections.	Mental health, education/ school system, business community, legislative, executive, judicial branches of state governments.
	Transfer of court improvements statewide, improved case processing and case tracking. Increased collaboration among key stakeholders in county and statewide. Less adversarial systems.	Use of technology for system response to develop a "statewide vision" and to expand pilot/model initiatives to other court and state systems. Increased system collaboration.	Reduce adversarial attitudes. Early identification of realistic permanency options. Resources: court, services, adoption recruitment. Increased collaboration among stakeholders.	Children services, education.
	An improved system would include timely decision-making for children. Proceedings and timely provision of services to prevent further trauma while awaiting permanence.	Individual casework. Participation on committees, task forces.	Improve quantity and quality of representation for children and parents.	Child protection agencies- social work. Clinical support on cases (psychological, psychiatric).

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Government Administration</b>	Appropriate implementation of CSA. Coordination among ACF staff at federal level. Perspective on same achievements within state. Support from families.	Legislative perspective-legislation to support family centers, fund early childhood education. Essential to get information to judges. Coordination among agencies to provide the same message.	Delivery of information. Coordination. Interdisciplinary training to coordinate efforts.	Need to identify who is in "wide" base in order to ensure we include who we collaborate with. Vision: take leadership role in bringing together agencies, groups to look at families holistically. Work together.
	Court and agency- "problem solving" with collaboration and timely resolution. Outcome-focused collaboration. Each child has an individual plan/ best interests of each child.	Encourage innovation, fund demonstration programs. Supporting effective replication-serving as an ally.	Review cases-"good case management." Improve MIS and case tracking. Replicating proven models on a natural level.	Public and private funders working together. Involve U.S. Dept. of Education. Faith Community-HUD- ... everybody.
	Child and family-centered system-not centered as agency. Raise level of child's needs as a priority. Include all kinds of families, kin, adoption, etc. Stability and permanence for children. Greater level of skill and professionalism--raise the level.	Raise awareness, connect programs with resources. Put family issues centered on the table, keep in forefront. Develop technical assistance, guidelines, cross-training. Bring voice of those impacted by system to the table: children, families, workers, etc. Consider all angles and all constituencies.	Collaboration for collaboration's sake-keep vision/forms. Flexibility and resources within systems for all kinds of families. Skill-building in system. Improvement in outcomes and products. Better organization and timely implementation of services.	Substance abuse, domestic violence, parent and family support, schools and social work, law schools, psychologists, medical schools, public awareness, grass roots support.



<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Government Administration</b> (continued)	Look at problem from all constituent agencies. Keep perspective/voice of children & families. Don't let legislature lose sight of who is affected by laws. Child and family-centered. All outcomes, strategies focus on the child-always keep family needs upper most. Reunification: have to be careful as we pursue permanency planning. Formulate not just natural fp/cs concept. Form needs to be expanded. Single people to adopt.	Help federal programs think like this (i.e., family is the center). Help people keep eye on the big picture and find the resources to help them do that. Work with staff to have direction written into guidelines. Have technical assistance available to help agencies.	Collaboration for the sake of collaboration not good. Sometimes lose sight of the goal. Benefit the children-their basic problems are not being addressed. Need support after the placement-e.g., support for grandparents who want to help the children but are intimidated by the demands.	Need to think more about problems related to substance abuse and domestic violence-parent and family support systems. Focus on products not process. Vision: better organized system. Substance abuse services have to be at just the right time. Delays are the biggest roadblocks to permanency. Basic competence and skill of workers, supervisors, lawyers, judges. Make this a real field in social work and the law.
<b>Judges</b>	Every child to have permanent, safe, loving, caring, family home.	Gatekeeper/change agent. Provide leadership. Hold entire system accountable. Pull system together to achieve vision. Convene community.	Adequate time for each child's case. Cross-training. Adequate services immediately available.	"All usual suspects"-public health, M.D., special education, mental health, faith community, volunteer groups, non-profits, service organizations, foundations, legislators, educators.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Judges</b> (continued)	Open all proceedings to the public. Get children through the system faster. Limit court cases only to the most difficult. Deal with others outside of the courts. Decision: research-based, data driven.	Judges assist in preventing abuse/delinquency before it occurs. Educate the public about our problems.	Help shift from a "rescue" mentality to a "prevention" - "quality of children's lives" mentality. Confidentiality/privacy issues	Work with other agencies to get services provided.
	Adequately compensated and competent legal representation for children and parents. Judicially-controlled case management; improved appellate practice; improved services to families & access to them by courts for families' "family" decision-making whether thru "unified" family court model or not.	Judges play key role-through leadership, training initiatives, modeling, communication with legislature about courts'/children's needs.	<ol style="list-style-type: none"> <li>1. Selection of interested and qualified juvenile/family court judges.</li> <li>2. Adequate judicial resources to meet caseload needs.</li> <li>3. Unified family court.</li> <li>4. Case management-enhanced technology.</li> </ol>	Legislature; social services agency, public, media, legal community.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Judges</b> (continued)	Unified family court system with educated, committed judges.	Back to basics-back to law schools and re-emphasize importance of recruiting good judges, guardians, foster families. Enhance visibility of results of work. Public awareness. Facilitate legislative changes to improve system resources. Initiate collaborative efforts-be a leader.	Elevate status of family court and its work. Decrease use of non-judicial officers in this area. Educate and re-educate judiciary.	Family law bar and NCJFCJ. Law schools and public schools. Public-child advocates, human service agencies, law enforcement, legislative branches, mental health.
	Universal acceptance of the "problem." Government, social services, the public, etc. Prevention.	Convening groups together. Talk to other judges. Establish respect for disciplines. Go out into the community.	Improve communication "between hands." Substance abuse treatment availability. Assess strengths and weaknesses. Communicate court expectations to litigants.	Legislative leadership, social agency, law guardian/CASA, foster parents, health and educational community, legal community.
	Judges move cases to permanency-lead and collaborate. Families leave system with supports in place-don't come back.	Manage the system internally and externally-develop collaboration.	Multi-disciplinary training. Collect data-assess process-evaluate outcomes and programs.	Child protective services, service providers, education, law enforcement, domestic violence advocates, faith community.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Judges</b> (continued)	Judges need to be activists and collaborate with agencies. Lessen the adversarial role in courts. Judges are responsible to move the child toward permanency.	Managing the system internally and externally. Develop collaboration (with available resources) with child protective agencies, service providers, educators, law enforcement, domestic violence advocates.	Training. Collecting data on successful programs.	Child protective agencies, service providers, educators, law enforcement domestic violence advocates, faith community.
	Partnership with community. Early intervention-holistic approach-prevention. Increased funding for families. Greater resources (services).	Activist-convenor, facilitator. Must have a vision. Use of power of court to compel change. Educate community as to needs of children. Lead community by stepping out of court.	1. Collaborate with other agencies 2. Change perspective-overcome resistance, educate, cross-train; cultural competence; reduce racial bias 3. Greater advocacy with legislators, funders	Education, mental health, and other service providers, human services, tribal courts, public, legislature, and local government.
	Get out of "crisis management" mode; do prevention and diversion. One case/one judge, with a judge who "wants" to do this business. Fewer judicial ethics barriers.	Catalyst-take broader view-bring people together. Use "front-loading" to ask prevention questions. Frequent "compliance reviews."	Findings-specificity/time constraints. Identify and "convert" more judges to do this work with therapeutic justice model. Judges who "want" to do this. Be available to "teach" attorneys, etc.	Appellate judges need to understand, buy into ADR, mediation, family decision-making. Schools, police, mental health, medical agencies, service providers, court staff. Requires "pro-active" family court judge.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Judges</b> (continued)	Identify future projects and time goals. Social working, judiciary training-leadership. Summits-conferences. Involve family participants in conferencing. Accountable technology. Front-ending assessment and success.	Convening groups. Judges heavily involved outside goal-setting. Bring people to visit court system. Talk to other judges. Establish respect for disciplines.	Improve communication "between hands." Substance abuse treatment availability. Improved quality of representation. Remove unnecessary delay. Assess strengths and weaknesses. Improve court communication.	Legislative leadership, social agency heads, foster parents groups, "decision-makers," Bar representation, educated community, law enforcement.
	Family leave system with supports in place. Judges need to be activists. Vision: judicial collaboration with DSS and agencies. Consolidate court systems. One family-one judge. Create caseloads and calendars so judge responsible for permanency. Lessen the available role in the court and move to collaborative process.	Managing system internally and externally. Develop collaboration with resources available. Who do we collaborate with: child protective agencies, service education, law enforcement and domestic violence advocates?	Collective data to give people who we are serving better service. Mandatory training for juvenile judges and other disciplines.	No answers provided.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Social Service Systems</b>	Cultural change in all partners. Collaborative system, shared responsibility. Community partnership both formal and informal systems; public-private; citizen and consumer engagement. Family focused, strength-based, child-centered, holistic approach to child abuse/neglect, substance abuse, domestic violence, self-sufficiency. Technology coordinated-accuracy in tracking across agencies.	Leadership we bring resources, knowledge and expertise. We bring facilitating skills; CBO-social services-bring legislative advocacy; experience and expertise in networking. Bring data that can drive the direction of vision.	Training. Collecting data on Technology, substance abuse services, information system across disciplines, recruitment and retention of staff, data outcome measurement and accountability and to lower case loads.	Schools, substance abuse, domestic violence community, local residents, public/private sector, mental health, CPS, courts, parents, and consumers. Technology side/balance with confidentiality issues.
	Emphasize prevention. Community-based system. Systemic approach to change. Focus on long-term outcomes. Funding to allow seamless service delivery. Improved leadership/communication across systems: child welfare, education, mental health, child welfare, judges, social workers. Full involvement of people receiving services; children and families. Accountability to families served.	Work with the legislature. Share data/outcome reports with field staff. Build involvement/ownership among judges. Bring your critics to the table to discuss issues, develop solutions. Promote model programs, practices.	No answers provided.	Children and families, business, education, mental health, judges, housing, community-based organizations. Each other!

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Social Service Systems</b> (continued)	Improve collaboration with key players. Transition children out of foster care. Help families support their children. Improve training to understand needs of children. Stronger intervention/prevention and family support.	Provide direct services. Overuse funding to ensure innovative practices. Be good role models-build on strengths of clients. Diligent advocating for change.	1. Standardized training for social work practitioners. 2. Set ED standards for practice. 3. Accreditation standards.	Teachers, legislation, LE, attorneys, mental health, parents, faith com, other state agencies.
	Family conferencing, advocate together (CPS and juvenile court compliment each other, better balance between CPS/family preservation, better use of resources more youth involvement in planning. Use knowledge of all participants.	Thorough assessments of family. Strengthen family power. Define roles, purpose, limits, teach roles. Partner with community. Relevant data, take risks, conform structures to family.	Administration and supervisors don't know families, get removed. Educate legislators. Tensions exist-must be acknowledged. Good systems takes planning.	All systems-families, schools, court, managed care, providers, health, mental health, substance abuse, domestic violence, churches, and day care. Collaboration needs a driver.
	System focused on early prevention and intervention services. Efficient system with easy administration, focused on outcomes. A coordinated, collaborative, inter-organizational system. All members of the case planning process have equal input.	Bring different disciplines together and facilitate their interaction in order to produce change. Support continuous improvement, leading to empowering others and policies. Risk taking and leadership. Provide tools that synthesize the best practices to help facilitate and support changes.	1. Leadership needs to speak with a common voice, a governor or chief justice. 2. Joint training of CW and court staff and others-social service. 3. Information to drive decision making.	Social Services, courts, including probation officers, CASA, education, mental health, substance abuse, tribal officials, relative, adopt parents, foster parents, state legislatures, and media. All stake holders.

<b>PROFESSIONAL ROLE</b>	<b>What is your vision for an improved system?</b>	<b>What role do you play in promoting, facilitating, &amp; shaping systems change and realizing your vision of the future?</b>	<b>In relation to your profession, what areas of improvement need to be addressed? How would you prioritize these areas?</b>	<b>Who, and what other disciplines do you need to collaborate with to achieve your vision of an improved system?</b>
<b>Social Service Systems</b> (Continued)	All players involved (children, parents, court, social services) Unified court system (judge stays with family). Comprehensive funding with blending of money. Specialized services for families. Comprehensive intervention system.	Lead-follow or get out of the way.	Collaboration, joint funding, more family child focus, individual based on assessment, cross training of disciplines.	Schools, substance abuse, Family court, mental health, medical community, law enforcement, social services, education.
	Complimentary systems- CPS/court. Better balance between CPS/family preservation. Pooling, combining, blending resources. Problem solve to remove barriers. Involve youth in process. All participants need common knowledge of established outcomes. Family group conferencing.	Good assessments "speak for family/child," strengthen family. Not all cases go to court-the vast majority do not. Meet with our criteria-use common vocalization. Educate others.	Administration/supervisors- need to understand the field. More creative problem-solving. Still building with regard to advocacy. FC pages at legislation. Legislative branch primary investors. Rural vs. urban.	All. Families, educators, churches, managed care system, substance abuse, domestic violence, need to plan, not react to the problem, legislature is sometimes done "piecemeal."
	Cross-systems, best case practices. Better alignment with public expectations of the system relative to available resources. Children first in providing care equal to or better than what parents would/total community involvement.	Acknowledge short terming. Engage all pertinent disciplines in networking in how to work together. Be realistic about what can be accomplished.	Work force development issues- attorney's case workers, etc., turnovers. Improved advocating and involvement of service providers. Work with the teachers.	Educational system, mental health, alcohol and substance abuse, medical, legal, faith community, law enforcement, legislature, media, corporate.



Participants were separated for the third Work Group according to the type of initiative they represented. These divisions included Court Improvement Programs; other related but distinct federal/national initiatives; and Model Courts at work with the National Council of Juvenile and Family Court Judges' Permanency Planning for Children Department. Groups responded to five questions designed to prompt specific action-planning by individuals within these types of initiatives.

## **RESULTS of Work Group No. 3**

### ***Creating a Plan for Change: Action Planning by Initiative***

#### **HIGHLIGHTS**

**How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?**

Child Advocacy Centers  
 Coordinate information  
 Increase public awareness  
 Social worker in all schools involved with foster care  
 More contact with decision-makers, funders, foundations, non-profits  
 Build a tool kit for staff  
 Expand focus beyond delinquency to include dependency  
 Intensify current collaborations  
 Bring court improvement folks to state task force

**How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?**

Raise profile and priority of abuse and neglect  
 CIP encouraged Supreme Court involvement, raised status of these cases  
 Changing court rules—appellate level  
 Field suffering from lack of good data  
 Both (court and agency) support, early, effective intervention  
 Develops statewide best practice

**What are the key pieces, or fundamental elements, of the particular initiative?**

Judicial leadership, education & training  
 Procedures and systems that operate within a child's sense of time  
 Model innovative programs  
 Coordinate civil and criminal training, policy planning

**What are some common challenges of implementation?**

Lack of accurate data  
 System inertia and resistance  
 Judicial leadership-need motivation  
 Foster parents left out  
 Finding sufficient time for cases

**What are some possible strategies for overcoming challenges, resistance, etc.? What lessons have been learned? What advice might you give?**

Training-auditing ASFA compliance  
 Support judicial leadership  
 Multidisciplinary training of all the usual suspects  
 Don't be afraid to file  
 Question confidentiality issues  
 Leave the office and go see your partners  
 Pick up the 'phone and ask  
 Motivate change  
 Have guardianship subsidies  
 Interagency agreements on time frames

## Small Group Discussion No. 3

### Creating a Plan for Change: Action Planning by Initiative

Responses from representatives of Court Improvement Programs; other federal/national initiatives; and PPCD Model Courts

INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
Court Improvement Programs	Child advocacy centers, other CIP managers, law enforcement, child welfare, HHS should be permanently funded.	Raise profile and priority of abuse and neglect cases, from an initiative to a culture-a family court	Assessment, 10 Gaps, responding with training, technology	Lack of accurate data; system inertia and resistance, lack of awareness, competition for limited judicial resources	Judicial leadership ...champions (include chief judge), public awareness champion, volunteer, and case weighting
	Social work-MSW; education system; coordinate information, collaboration, communication; involve local OCS/key community agencies; increase public awareness; get legislation through political change	We are the effort-court improvement-how to coordinate/communicate with other initiatives. Goals-timely safe permanent, loving homes for kids.	Judicial leadership, education and training	Judicial leadership-need motivation, overcome fear; adequate legal representation (quality)-for children's attorneys-include funding	Training-include mandatory reg's, judges, attorneys, GALs; standards imposition, time frames; auditing ASFA compliance; acknowledge fiscal impact; attorneys to move judges; increase judicial pay; state funding of GALs tied to requirements; value of collaboration; involve law enforcement, DAs, legislatures at federal/state levels; when in DC get with Congress rep's, build in conferences, photo opp.

INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
<b>Court Improvement Programs</b> (continued)	From inception, CIP has involved broad-based collaboration-continue working with a multi-disciplinary approach; state partners looking into national private initiatives as sources of funding and technical assistance to continue to make improvements, also training resources	CIP has been and will continue to be at the forefront of state efforts for system improvement; CIP has really brought attention to court's role in the process which established the role of the judge as being central to any system improvement	Develop procedures and systems that operate within a child's sense of time; enhance the court's role as gatekeeper; take a systems approach to change	Maintaining momentum; ensuring adequate and timely resources and services; juggling priorities	Support judicial leadership; focus on the reason to drive the process
	All schools involved with foster care, DS social worker in school; facilitate relationship between foster care parent and biological parent; multi-disciplinary training; recruit foster care parents for initiative	In Spotsylvania, multi-disciplinary training was led by Judge Lewis	Having all the usual suspects "take ownership" of initiative; have local leaders and governor take leadership roles	Foster care parents left out of process-need to be brought into decision- making; facilitate biological and foster care parent relationship	Multi-disciplinary training of all the usual suspects; support foster care parents by moving to professional foster care families; have uniform initiative supported by all judges, etc.
	Find people in community who share your vision; more contact with education system and youth input; more contact with decision-makers, funders, including foundations and non-profits	CIP-encouraged involvement of the Supreme Court of each state; elevated status of these cases; send money for model programs and information sharing	Model innovative programs in bench book, info-sharing software, better databases, attracted more funding, more collaboration most importantly we believe CIP has helped obtain permanency for children.	Finding sufficient time for cases, enough resources for preventive, trying to involve all necessary people, keeping the focus on children.	Don't be afraid to file. Question the confidentiality issues surrounding our system. Leave the office and go see your partners. Keep funding CIP!

INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
<b>Federal /National Initiatives</b>	<ol style="list-style-type: none"> <li>1. Ensure active judicial representation at all stages</li> <li>2. Involve beneficiaries of our training (community representation-don't be afraid to ask) (parent specific)</li> </ol>	CIP has been and will continue changing court rules-appellate level; communicate/ disseminate information and follow up	Communication-meeting together as multi-disciplinary teams; getting the players to the table (local and state), marketing	Including the right people to illustrate change; licensing back up/DA's/SW/law enforcement; if you are having problems with an entity, to their office; recruit the media-involve the media on boards	Pick up the phone and ask . . . must take the charge back; motivate change-if you want to change must be willing and motivated
	Connect with CJA coordinators to collaborate on training and possible funding; increase awareness of CACs and judges; key people seeking to enhance change services in their communities	Completes scope of initiatives; to follow child abuse cases through the system; would like to increase involvement of judges and increase knowledge, related roles	Developing children's advocacy center models regionally/nationally; provide training and technical assistance to professionals, including judges; enhance a coordinated response to child abuse from beginning to end	Role clarification, clear expectations which are realistic, changing players, new information and staying up to date	Tools to assist communities with development of specific aspects (culture geography), including resource library, key contacts, expertise; collaboration from Day 1
	Work more collaboratively with the Honda Foundation, court system, school system, Model Court Project, community partnerships and others; build a tool kit for staff	Goal: reduce child abuse & neglect; ICA and QSR bring family more fully to table, tell us how we are doing as a whole system; system is more responsive; whole system takes it to a new level	Clark: produce change in CPS; ICA-engaging, assessing, following up, joint decision-making, extended community network; Honda-Model Courts, reduce time child in care, go nationwide, establish judicial standards	Historic tension between groups, need to engage others, staff turnover, high workload, working across very complex system structures, resistance to change	Have guardianship subsidies so people don't lose benefits for finalizing; get up every day and be willing to risk/get in front of each other; put complainers on a committee; show up and be helpful; use judicial leaders!; focus on what we have in common; wisdom from Cedar Rapids: "Don't eat your seed corn."

INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
<b>Federal /National Initiatives</b> (continued)	A lot of interest in collaboration; new collaboration with judges; work with states to meet needs of courts and localities; outcome measures	Family to Family-similar goals; field suffering from lack of good data-demonstrate effects forums; improvement programs used as a tool; permanency-what can courts do differently?	Stakeholders and community involvement; targeted activities; identify and solve problems	Long-term involvement, outcome measures, prevention services, making services accountable for outcomes, lots of changes not integrated; information system problems	Set specific goals; use positive approach; develop and explain how changes fit ratio; big picture, communication and respect
	Conference provided new contacts that will allow new collaboration with judges; conference provided a lot of opinions, requests for state and national data	Similar goals to Model Court, but not directly reunited; Resource Center in beginning stage 5, developing a data set to be used by states; very involved with child welfare initiatives to define best practice	Stakeholder and community involvement; targeted activities; identify and solve problems	Lack of good data to support practice; use of data to define questions of what is a successful initiative; What is needed in terms of Reno?: team intervention to solidify success	Set specific goals, positive approach; develop and explain how changes fit into the big picture, communication and respect are key
	Participants are Safe Kids/ Safe Streets sites; the collaboratives are in place but, there was more discussion about how it is not working	Electronic/computers, etc.; management information systems; reduce child abuse; no clear initiative emerges	Collaborations -information sharing	State and local funding; school buy in-participation and honesty; outcome requirements encourage lies about what is really happening	Change to metropolitan government-multiple police jurisdictions complicate implementation significant resistance to change
	BCCC-judge's leadership council-expand focus beyond delinquency to include dependency; Lawyers for Children America-expand existing sites; Indian Child Welfare Act	Both groups promote early, effective intervention in abuse/ neglect cases	1. Volunteers 2. Ensure Indian Child Welfare Act compliance	1. Time constraints (managing existing duties and expansion) 2. Administrative support (to capture success) 3. Funding	No answers provided.

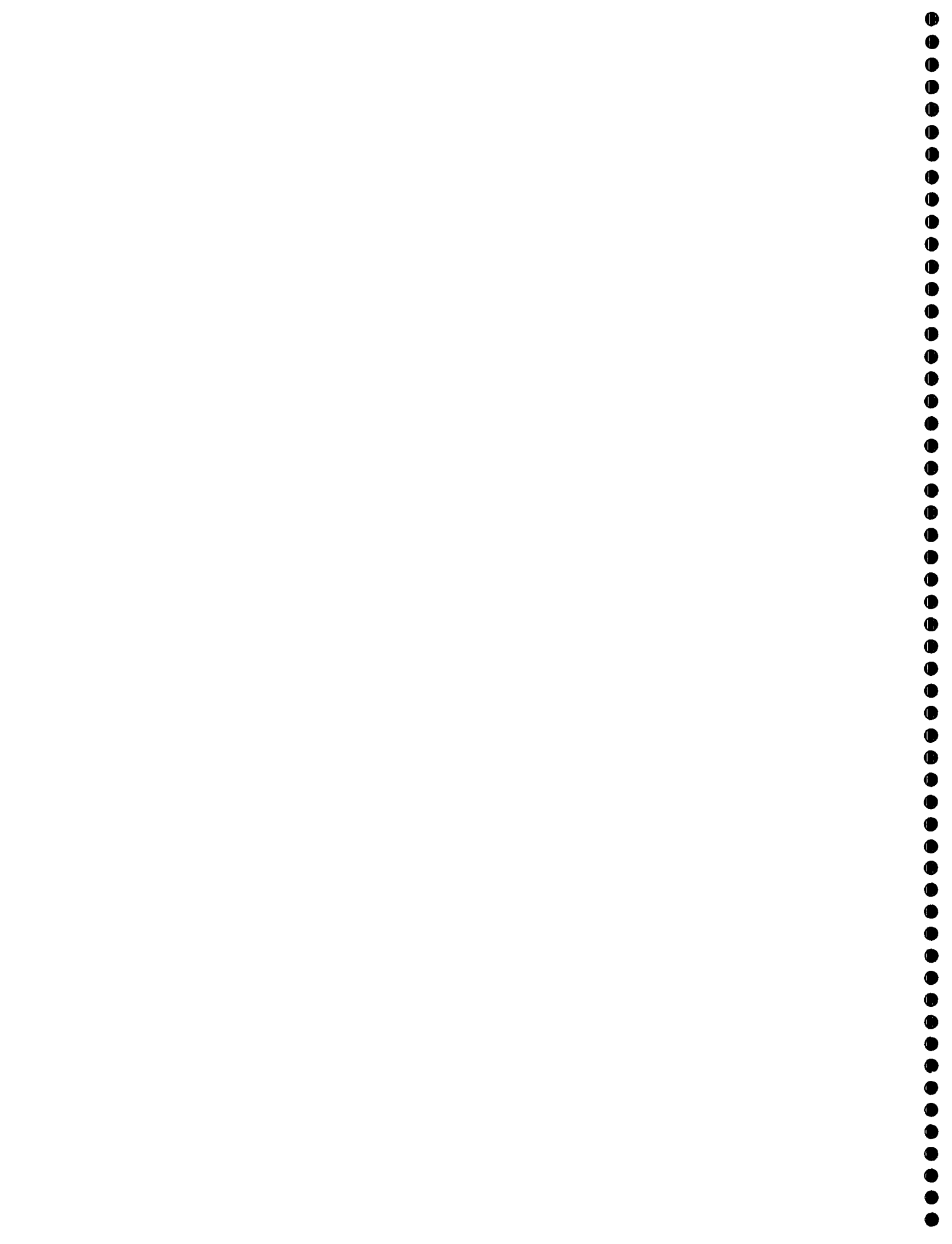
INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
<b>Federal /National Initiatives</b> (continued)	Focusing on current "partners" but in a new way; use/make inform strain to inform locally and vice versa; leadership models (commissions, etc) & how to staff	Federal and form data supported CIP work; partner with local CIP advisory committee; convene partners aware of impact; work directly with and in the courts-Model Courts; adoption initiatives grant to work with courts	Keeping the momentum; sustain ability of funding; shared ownership and leadership (also a challenge)	Creating judicial champions; getting everyone in the room (all stakeholders) balance between oversight by judges and actual work of DSS and attorneys, etc,	Technology in the courtroom; judges talking to judges; cross training/multi-disciplinary collaboration; being intentional about mentioning judge to judge; emotional connection about what we're about; educating judges and others from a personal perspective, including court staff; recognition for job well done
	1. Intensify current collaborations 2. Use what is going on nationally and locally 3. National models on leadership used locally	1. Kellogg partners and CIP & Model Courts- judges-advisory groups and committees initiatives become aware of impact on each other 2. New York weeks directly in courts- Model Court in Manhattan-Adoption initiatives grant oversight	See previous	1. Sustainability and momentum/energy 2. Real collaboration and communication kept	Different groups know each others' roles- need judicial leadership and cross-collaboration; see real success stories- make it real-keep it real! Our outcomes are helping children and families-increase communication among participants and recognition!
	CJA task force-include CIPs	Child trauma, multi-disciplinary initiatives, improve investigation and prosecution	Coordinate civil and criminal training-policy-planning-program development.		High profile judicial leadership; how to create, make productive; need more than usual suspects; accept what we can't change without allowing the unchangeable to stop reforms

INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
<b>Federal /National Initiatives</b> (continued)	Coordinate CJA with CIP and other initiatives like victims of Crime Act-OJJDP, ASFA, citizen review panels	Training, formalize information sharing and coordination; family court initiatives	How to create productive judicial leadership is too often focused on faltering social services; focus on what we can change rather than what we can't	Multi-disciplinary-social workers and law enforcement research and evaluation of pilot projects; coordination among all agencies (law enforcement reports to CPS when received D.V. report) out positions social workers with LE; schools	Child advocacy centers start-up; multi-disciplinary conference; cross-training, pilot projects with monitoring/ evaluations; start good projects in various locations; newsletter to mandated reporters, CASA, LDRB; federal coordination; substance abuse treatment, FERPA, hamper sharing info to provide safety & permanence
	Bring court improvement folks to state task force-one state has no CIP funds; work toward getting CASA director on state CIP task force; CJA mandatory judicial training	Summer law internships; sponsor 6 law students to represent children in juvenile court training and court improvement -GAL manual CJA pays for; Court of Appeals judge to work with CJA task force to identify delays in appeals-work on removing barriers	Building systems that reduce trauma-create building blocks: 1. training; 2. multi-disciplinary focus; 3. protection and prosecution both (not either/or); 4. policy and systems change; 5. legislative change; 6. developing new programs, initiatives	1. Selling the partners- getting them to the table 2. Turf issues-roles and mandates developing the understanding of each partner 3. Continuity-resisting the trendy stuff to focus on providing services	Spend time on role clarification; recruit visible, high profile champion; know that we're there; when we find you, please open the door; Look - CIP folks at both courts-bridge the improvements from one system to the other
	May add names to newsletter mailing list; don't anticipate new collaborations; have long-supported court-/agency collaboration through training and technical assistance	This resource center supports court and systems improvement through training and technical assistance	Training, technical assistance, publications	Reaching the people who actually need information; getting proper individuals to ask for what they really need	Need for cross training

<b>INITIATIVE</b>	<b>How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?</b>	<b>How does your specific initiative support court &amp; systems improvement? Where does it fit in court &amp; systems improvement goals? What are the general goals of the initiative?</b>	<b>What are the key pieces, or fundamental elements, of the particular initiative?</b>	<b>What are some common challenges for implementation?</b>	<b>What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?</b>
<b>PPCD Model Courts</b>	Focus on prevention - outreach to school districts, judicial role- gathering stakeholders, further explore overlap between juvenile-domestic violence-dependency cases, expand "stake-holders" to include school districts, faith communities and local foundations, also foster parents	Federal and form data General goal: to improve interface between court and agency to expedited and improve outcomes for children	Regular stakeholder meetings with judicial leadership, data collection, working with NCJFCJ liaison/development.	Establishing proof-bringing service providers on board, providing timely implementation of services, consistency in quality of case workers, turf issues and player turnover	Interagency agreements on time frames, frequent hearings and early mediation, concurrent planning, re-investment of foster care savings in services, time certain scheduling - attach casework units to a judge unit assigned to certain day
	Case managers and counselors, foster parents; meet with state/national contacts for funding	New Model Court-figure out the fit; Family Court Model presentation; less government involvement- better outcomes for families and kids; better bangs for bucks	Present at this conference, money discussion, information-education-sharing-brings us together-communicating with a common set of information and goals	Failure to communicate-hurt feelings-keep others informed; keeping the flame alive; passing the flame-information-vision to others	Meet with stakeholders and discuss "coffee meetings"
	Add business and faith communities and parents and children to collaborative network	It builds upon what we are already doing	Courts, permanency planning, court meetings, CPS-DV, Drug Court meetings, local and state conferences, training	Too many meetings, funding	Familiarize decision- making with the various problems needing support
	Court administration- case manager mental health and educational community; other state judges, bar support, legislators	Develops statewide best practice; grows in other places-shared success, e.g., mediation-4 pilot courts, establish best care for child raised in system	Court and agency- staffing resources, prioritize judicial access, improved training-attorneys, judges, workers	Convincing others to give commitment, pushing the decision-makers, care giving transition	Showing other successes elsewhere, court does-you go first, apply Dawkins Theory



INITIATIVE	How can you broaden your outreach when you return home? With whom will you now collaborate as a result of your work here?	How does your specific initiative support court & systems improvement? Where does it fit in court & systems improvement goals? What are the general goals of the initiative?	What are the key pieces, or fundamental elements, of the particular initiative?	What are some common challenges for implementation?	What are some possible strategies for overcoming challenges, resistance, etc? What lessons have been learned? What advice might you give?
<b>PPCD Model Courts</b> (continued)	1. Presentation to agency 2. Newsletter-New Orleans 3. National Resource Center as a valuable resource	One family/one judge; technology improvement; grant-supports intensive services to families	1. Expedited substantive hearing 2. AZ court mediation 3. Collaborator 4. Training 5. Set att standard	Multi-disciplinary-social Resistance to mediation; resistance due to turf issues	1. Schedule regular meetings 2. Advise team- NO implementation team Communication-talk and keep at it; don't give up
	Adoption/foster care state specialists and foster care foundation re: concurrent planning; YWCA/domestic violence coordination	Expedite permanency by true, realistic concurrent planning	1. Draft policy that conforms to concurrent planning law 2. Training for key players 3. Develop accountability structures	Lack of adequate pool of legal-risk, foster parents; lack of commitment by agency to concurrent planning policy	Meet with key players through Court Improvement Committee



During the fourth and final Work Group, participants returned to their initial State Teams and were asked to respond to a final three questions. The "action planning" session produced valuable notations on what tangible actions participants planned to undertake upon their return home from the Millennium Conference.

## RESULTS of Work Group No. 4

### *Action Planning by State for Future Networking*

HIGHLIGHTS		
<p><b>What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the new millennium.</b></p> <p>Expansion and integration of innovative projects          Unified family court system with established protocols and time standards          Active judicial oversight in all dependency cases          Increased parental involvement          Remove barriers of confidentiality          Child-focused decision-making          One judge-one-family calendar          Community involvement, neighborhood initiatives          Mediation, family group conferencing          Computer database improvement statewide</p>	<p><b>Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?</b></p> <p>Break down agency and governmental obstacles          Model Court Project set up by PPCD          Greater involvement with NCJFCJ          Seek foundation support for Model Court programs          Network Model Court judges to assist each other with ICPC issues          Computerize adoption matching process          Begin community-based delinquency/dependency programs</p>	<p><b>How can collaboration and coordination be facilitated to ensure that goals are being achieved?</b></p> <p>Need collaboration with social services          Partner with foundations          Collaboration between dependency and domestic relations courts          State Model Court program          Statewide conference          Greater inclusion in CIP meetings          Federal officials should require that initiatives dovetail          Model Court Project          Cross-training of welfare-probation          All partners need to listen more, blame less          Funding outreach          Train judges on their leadership role</p>

## Small Group Discussion No. 4

### Action Planning by State for Future Networking

Responses from work groups representing 25 states and the District of Columbia

STATE	What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.	Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?	How can collaboration and coordination be facilitated to ensure that goals are being achieved?
Alabama	Unified family court system with established protocols and time standards; involve school system	Within state, know all initiatives and break down interagency and governmental obstacles	More top down; commissioners, legislators; tap your champions; de-construct the system
California	<p>Expand program, include domestic violence</p> <p>Work together in harmony to provide safe, healthy environment</p> <p>An open system handling only the most serious cases which have not been resolved with informal services</p> <p>Penetrate the court system-better chance of meeting ASFA goals</p> <p>Active judicial oversight in all dependency cases</p> <p>Instill a mechanism to ensure that special needs are being met in the system</p> <p>Independent voice for children in all dependency courts in all counties</p> <p>Ensure specific needs have been met-all decisions in best interests of the kids</p> <p>Open system limited to most serious cases-and/or those where services to family outside of system have failed, CASA/attorney for every child</p> <p>Better, most permanent timeliness, instill public confidence</p> <p>More involved judges, judicial leadership in juvenile court-more ADR.</p>	<p>Information-sharing system-integrated court and social services-avoiding needless duplication</p> <p>Criminal justice background, court and social services</p> <p>National organizations for court staff and administrators</p> <p>California Model Court project set up by National Center for Children and the Courts</p> <p>Idea: National Council Juvenile Court Administration Staff</p> <p>Greater involvement with NCJFCJ</p> <p>View other courts' experience with legislation, exec. branch, particularly on funding issues</p> <p>Seek foundation support for progressive model court training programs</p>	<p>Modify privacy restriction, all need to know what is going on in a family and integrated computer system and data available to all involved</p> <p>Need collaboration with social services to implement it</p> <p>Partner with foundations to implement and to provide local courts with incentives to participate</p> <p>Collaboration between dependency and domestic relations court</p> <p>Idea: state model court program through state judicial council</p> <p>Statewide conference-Beyond the Bench-judiciary, child welfare directors, NCJFCJ</p>

STATE	What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.	Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?	How can collaboration and coordination be facilitated to ensure that goals are being achieved?
<b>Connecticut</b>	Key components: Mediation Reduce delays, loathe obstacles to timely decision-making Increase parental involvement Increase quality of representation Goal: court that facilitates timely decision-making Our vision includes-court response in a timely, proactive way, making affecting permanence rapidly Goals/next steps: reduce scheduling delays; improve quantity/quality of representation; mediation should be an integral part of process	Lawyer for Children America CASA Other CIPs	Greater inclusion in CIP meetings Greater dissemination of progress reports
<b>District of Columbia</b>	Hearing commissioners for permanency planning Court-appointed investigators (eyes and ears for court) Exemption for hearsay rule for children Separate location for family court matters Domestic violence and Dept. of Protective Services together addressing issues that affect both children	More training/need funds! Independent living placement. Grants for jurisdictions.	Structure of DC government creates barrier to coordination Offering a tangible benefit that brings people together*  * This group was interested in finding resources that other Model state programs are utilizing with success.
<b>Florida</b>	Expansion and integration of innovative projects within circuits and districts and statewide Reducing the number of children in care Planning and implementing improved prevention and after care service	Use of national resource to increase foster care/adoption/resource home recruitment National Mentor Center and OJJDP for foster care mentoring and schedule conference with 16-year-olds to plan transition Network Model Court judges to assist each other with ICPC issues	Need state (DCI & DCF) presence to resolve this Local collaboration/coordination good State continually restructures DCF and DJJ now becoming more centralized while we simultaneously create 'community based care' State and counties must alter court funding by 2003 and all "court services" are at risk

<b>STATE</b>	<b>What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.</b>	<b>Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?</b>	<b>How can collaboration and coordination be facilitated to ensure that goals are being achieved?</b>
<b>Georgia</b>	Judges need to be more involved in our system as reformers They can use their power and prestige to move the system to better serve We need juvenile court judges who are truly committed to this work	We will use standards developed in other states Collective resources easily available- will do a presentation about websites Accreditation standard levels Same ideas about accountability	Have a national conference (like they are) and invite judges and top (only the top) social service agency directors They have to be exposed to these messages
<b>Hawaii</b>	Visions: Permanent, safe, nurturing homes for all children in a timely fashion Establish a coordinated information system for all entities in child abuse and neglect Spend more time on each case Computerize adoption-matching process Improve system wide technology-tracking entire family Increase collaboration with legislature	Legislature/judiciary/department collaboration Computerize adoption matching process Begin community-based delinquency/dependency prevention programs	Continue and refine current collaboration efforts Increase stakeholders Speak same language-best interests of child Increase Ohana conferencing statewide
<b>Idaho/Nevada</b>	Remove barriers of confidentiality Reduce case loads; one judge/one family Child-focused decision making	On-site paternity testing Scheduling courts so hearings are timely Periodic reviews Involvement of the child	Different federal initiatives should collaborate with each other and talk and share their strengths Federal officials should require that initiatives dovetail, (or at least involved one consistent person) Compile a list of initiatives /purposes
<b>Illinois</b>	Keep focus on return home as an essential goal Fewer kids in and more kids out of the system-quickly back home Stronger communities so that fewer children are at risk and home Tackle the perception and reality of racial disparity within the foster care and adoption systems Interpret the safety of mother and children in child protection	Refund workshop groups within the state to identify local court improvement Promote growth expansion and duplication of successful projects A domestic violence initiative	Funding to meet in a professional setting and provide administrative support for the collaborations Reception for successful collaboration Creative opportunities for parents to counteract that do not irritate <i>ex parte</i> communication and confidentiality limitations

STATE	What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.	Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?	How can collaboration and coordination be facilitated to ensure that goals are being achieved?
Indiana	<p>Timely permanency for children through improved court welfare practices</p> <p>Community Involvement-neighborhood initiatives</p> <p>Family Court</p> <p>Mediation-family group conferencing</p> <p>Stronger communication-court welfare, mental health, education</p> <p>Strengthen foster care process</p> <p>Computer data base improvement-statewide</p>	<p>Family group conferencing</p> <p>Casey Family-to-Family initiative</p> <p>MORE GALs/CASAs</p> <p>Compliance with case worker standards</p> <p>Deal with accreditation issues</p> <p>Specialized units for old and special cases</p>	<p>Model Court Project</p> <p>Bi-weekly meetings with council</p> <p>Statewide meeting with judges and welfare staff</p> <p>Cross training of welfare-probation-same kids</p> <p>Joint initiatives with education and mental health</p>
Iowa	<p>One judge/one family calendar with sufficient time to allow for intensive supervision of certain cases</p> <p>One prosecutor assigned, one DHS case manager</p> <p>Court system for intensive supervision, cases reviewed monthly</p> <p>One prosecution attorney</p>	<p>Health/developmental assessments for all kids going into foster care</p> <p>Form local council to coordinate resources, address system needs, problems</p> <p>Improve information-sharing</p> <p>Explore what local resources can be provided and what requires state/federal resources</p> <p>Meet to information share</p>	<p>Local council</p> <p>Arrange cross-discipline educational programs on a restrictive basis</p> <p>Use information more efficiently</p> <p>Meet with local judge, social worker, GAL, CASA, on issues impacting child safety-substance, abuse, domestic violence (brown bag lunches)</p> <p>Use information sources to better assess credibility of information (Internet)</p>
Kansas	<p>A true partnership built on mutual trust and respect including all those investing in children</p> <p>For courts: use new data system to improve case management</p> <p>Improve representation of children and parents</p>	<p>Family conferencing</p> <p>Community safety</p> <p>Community foster care</p>	<p>Listen, listen, listen</p> <p>All partners need to listen more, blame less</p>

<b>STATE</b>	<b>What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.</b>	<b>Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?</b>	<b>How can collaboration and coordination be facilitated to ensure that goals are being achieved?</b>
<b>Kentucky</b>	Statewide integrity technology for sharing of records-court social service agencies Statewide use of concurrent planning Dependency drug court Timely permanency planning for all children in care Good practices curriculum across professions-judges, attorneys, and social workers	Office of Child Support Enforcement Honda Foundation Adoption Initiative Edna McConnell Clark-Community Partnerships for Protecting Children-statewide rollout Drug-Court Truancy Diversion Project	Establish committees Bench/bar/social service-judges, social workers, county attorneys, guardian <i>ad litem</i> s, parents and attorneys Informal breakfast/lunch meetings Pick up the telephone, e-mail or fax
<b>Maryland</b>	Culturally competent court system Judicial leadership Adequate compensation for child representation Clarify roles Eliminate systems competition (between court and child welfare) Good outcome, resistance to change Education and training	Culture competency training as a national resource More of Model Court Models Site visits to other court improvement projects Keep focus on making decisions in best interest of child; help everyone understand how their work impacts the child Include all staff in training, initiatives	Multi-disciplinary team meeting with all systems Communication between different members of the judiciary Elimination of staff who don't share values or mission of court improvement work Provide and receive integration on court system
<b>Minnesota</b>	Child abuse training for judges so that first case doesn't require them to return to medical school Change law that limits length of time in juvenile court	Casey Family-to-Family program exploded in Hennepin County	Though it would be correct staffing, state delegation needs to have court and social service representation for discussion group agendas (1 & 4 ) to be effective
<b>Missouri</b>	Community-based collaboration which will ensure safety and permanency for every child		Host state level conference based upon what has happened here



<b>STATE</b>	<b>What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.</b>	<b>Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?</b>	<b>How can collaboration and coordination be facilitated to ensure that goals are being achieved?</b>
<b>Nebraska</b>	No answer.	Will look into developing drug child abuse and neglect court and expand family group conferencing	Need to get more information about how to access substance abuse treatment fund
<b>New York</b>	Every county has working partnership between court and child welfare and together utilize "guidelines" Universal case management statewide with sharing of data	Bring in judges and child welfare leaders from other states to speak and share Training resources including ABA (cross training) with judges, child welfare, attorneys, etc.)	Statewide forum for all stakeholders Expanding/using existing networking opportunities Each of us to go back and begin dialogues and implement actions Funding outreach for conference Invite OCA/FC to OCFS existing mtgs. Conference calls
<b>Utah</b>	Concurrent planning will become a reality Children will have a realistic alternative placement as early as possible in case-expedite permanency	Foster care foundation-to support and prepare foster parents for concurrent planning GAL and CASAs - to promote accountability Work with YWCA and judges to coordinate domestic violence cases	Court Improvement Committee with coordinated concurrent planning project Work with YWCA to develop domestic violence coordination
<b>Virginia West Virginia</b>	Vision: that our work be felt by the consumer and re: children and families WVA goals: clarify group vision, pursue family court model in legislature Held everyone in system accountable Overall goal: communicate with state and local agencies to understand boundaries so they can overlap-prevent people from falling through cracks Technology-seamless information exchange Adoption-follow up on CIP report regarding these children Initiative multi-disciplinary training Institutionalizing team of leaders	CJA participants-will seek technology assistance from bureau of judicial assistance Re: closed circuit television VA state-collaborate better CIP, CJA regarding overlap of systems resources in criminal and civil realms-goal improvement service delivery VA/WVA-consider ICPC issues Court improvement Interstate resources Technology grant-SSI Grant to support multi-disciplinary training Casey Foundation/independent living	Re-enforce team model approach; get information and energy from confidence to others Train judges on their leadership role and in team dynamics Use model court (Alexandria) judges as models for other judges CIP-seek computer assistance from NCJFCJ Interdisciplinary Institutionalize leadership group Multi-disciplinary training

<b>STATE</b>	<b>What is your vision of an improved court and system of the future? Based upon what you have learned at this conference, identify and prioritize your court and systems improvement goals for the millennium.</b>	<b>Based upon what you have learned so far and your experiences here, what additional national or state-based initiatives or resources will you include in your future work?</b>	<b>How can collaboration and coordination be facilitated to ensure that goals are being achieved?</b>
<b>Washington</b>	<p>Funding: ADEQUATE, locally- controlled, stable</p> <p>Accountability: to local community-prot., RPT.,services, outcomes</p> <p>Common: included in program &amp; support</p> <p>Approach: user-friendly, culturally-sensitive and local control</p> <p>Tribal: remove jurisdictional and service delivery barriers, tribal cross-training, protection for Indians under state laws-education</p>	<p>Native American Commission, DSHS-workers, service providers, office of administrative courts, judges</p> <p>State initiatives meeting</p> <p>Model court training</p>	<p>From state court judges association and juvenile and family court committee</p>
<b>Unidentified State</b>	<p>Vision: well-funded continuum of services that puts kids first</p> <p>Do better for all children; (no lawyer having poor programs for poor people)</p> <p>Widespread awareness at all levels</p> <p>Educating everyone/involving everyone</p> <p>One judge/one child, respect civility</p>	<p>Piloting family group conferences</p> <p>Mediation to be used</p> <p>Drug Courts</p> <p>Involve Indian tribes</p> <p>Include educational system</p> <p>Community partnerships (Edna McConnell Clark Foundation)</p>	<p>Cross-training/use of multi- disciplinary teams</p> <p>Awareness</p> <p>Keep it simple</p> <p>Child Advocacy, Resource Center</p> <p>Institutionalization of court improvement</p> <p>Integrated management information system</p>
<b>Unidentified State</b>	<ol style="list-style-type: none"> <li>1. Conduct for system change</li> <li>2. Improved representation</li> <li>3. Cross discipline training</li> <li>4. Prevention!</li> </ol>	<p>Advocate for adequate funding for prevention and current services</p> <p>CIP initiatives and CJA child fatality review</p> <p>Expansion of child advocacy review centers</p>	<p>State millennium conference</p> <p>Building a continuum of safety, permanency for children, well being</p> <p>Think outside the box!</p>
<b>Unidentified State</b>	<p>Accelerating disposition, integrate front end/back end, facilitate communication, integrate judge and administration, expand adoption resources, judicial continuity</p>	<p>Summit meeting of stakeholders outside of evaluation-work in progress</p> <p>Develop better information system</p> <p>Tracking the child in the system</p> <p>Link social agency system with courts</p>	<p>Data sharing</p> <p>System unification</p> <p>Enacting and supporting legislative change</p> <p>E.g. open adoption</p>

## Conference Responses

**National Satellite Conference** • As a result of significant Millennium Conference participant interest in Model Courts active with the Permanency Planning for Children Department, federal authorities scheduled a national satellite conference featuring innovations implemented in three jurisdictions.

The February 2000 satellite conference reached an audience estimated at 26,560 persons. Judicial leaders from El Paso, TX, Newark, NJ, and Louisville, KY, provided listeners with comprehensive introductions to how PPCD "Model Courts" are improving practice in child abuse and neglect cases. The information was broadcast via satellite to 664 sites throughout the United States, where an average 40 participants per site listened and telephoned with questions about court activities.

The two-hour satellite broadcast from Richmond, KY, was jointly sponsored by the PPCD, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Children's Bureau of the U.S. Department of Health and Human Services (HHS), with the help of the Eastern Kentucky University Training Resource Center.

Past NCJFCJ President David Grossmann introduced the PPCD's Child Victims Model Courts Project, explaining how the *RESOURCE GUIDELINES* publication serves as a "blue-print" for mapping court improvements. He also noted that judges and others from all the PPCD Model Courts develop ideas for improved handling of abuse and neglect by "visiting with each other and borrowing from each other."

Model Court Lead Judges Patricia Macias of El Paso, TX, Thomas Zampino of Newark, NJ, and Richard FitzGerald of Louisville, KY, were featured in introductory video segments depicting court/social service agency collaboration and case processing in each court. Broadcast viewers called questions in to each judge seeking specific "how-to" information about court innovations.

PPCD Director Mary Mentaberry provided viewers with suggested improvements which all juvenile and family courts might consider even without official "Model Court" designation. She encouraged interested judges and other child welfare leaders to contact an existing Model Court or the PPCD directly for more information.

**Increased Communication with Edna McConnell Clark Foundation Community Partnership Program Sites** • Information on community-based permanency planning activities in four jurisdictions supported by the Edna McConnell Clark Foundation was exchanged in response to Millennium Conference networking among participants. Among specific responses from the PPCD was the provision of training and technical assistance to the program based in **St. Louis, MO**.

**Potential for Increased Collaboration Among PPCD Model Courts and Federal Office of Child Support Enforcement** • A number of PPCD Model Courts are initiating increased jurisdictional collaboration with the Federal Office of Child Support Enforcement. This improved communication and interaction is expected to identify and increase resources available to children at risk and their families.

### **State-based Activities as a Result of Millennium Conference •**

- A new Permanency Planning Task Force was established in **Indiana**, comprised of all seven individuals who represented the state at the Millennium Conference. Task Force members continue to meet on a regular basis, providing input to PPCD Model Court efforts in Indianapolis, disseminating information statewide, and collaborating on statewide court improvement efforts.

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## Conference Responses (continued)

- Meetings have been initiated between Court Improvement Program and judicial training representatives of the **Hawaii** Family Court to outline a long-range, cohesive judicial training effort focused on improved court practice in child abuse and neglect cases and highlighting publication of a Judicial Benchbook, an effort of the PPCD Diversion Courts and other and Model Court Lead Judges.
- Increased contact and networking among PPCD Model Courts have opened new channels of inter-state communication among Lead Judges, court personnel and child welfare agency representatives. Jurisdictions with expertise in specific areas (e.g., dependency mediation, family group conferencing, ASFA implementation or data collection systems) are being recognized and utilized as vital resources accessible to other courts nationwide.
- Millennium Conference participants' receipt of detailed information on ASFA has led to increased, state-based awareness, and statutory procedural response to the federal act. Among these responses are increased emphasis on court and agency adherence to dependency case processing time lines.

**Additional Millennium Conference Responses** • The Research and Technical Assistance Resource Division of the PPCD during the months immediately following the Millennium Conference received a markedly increased number of requests for technical assistance. Of particular note are continued requests for judges and other Model Court representatives to serve as faculty at state, regional and national training programs for the judiciary, social service professionals, attorneys, and others active in the dependency process.

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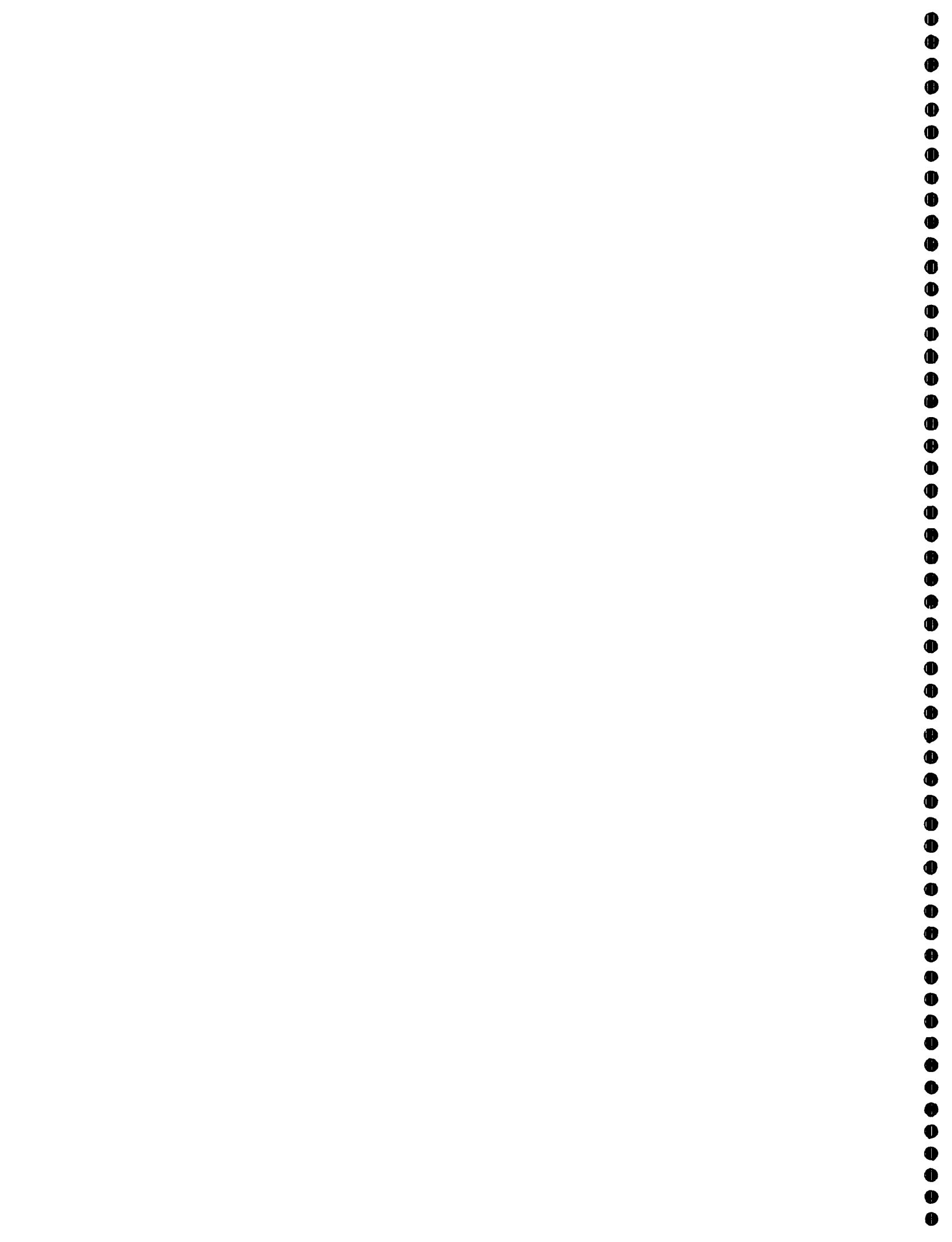
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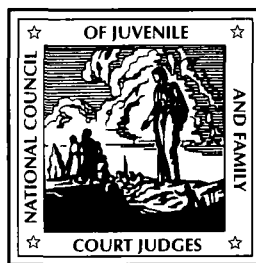
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# NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES



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