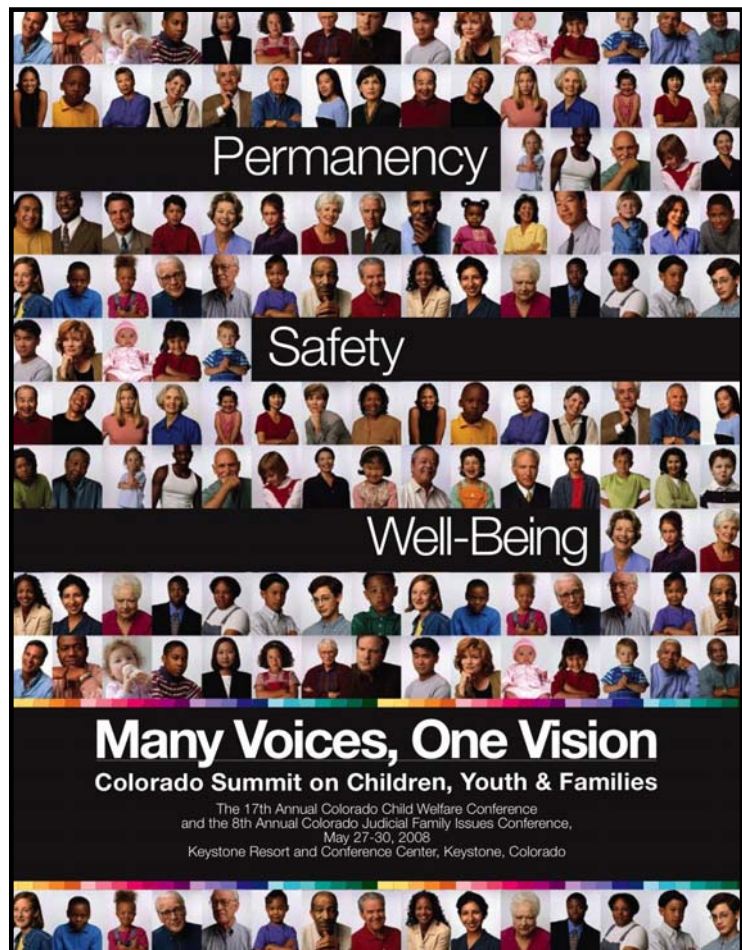


2008 Colorado Summit on Children, Youth, and Families

Best Practice
Court Team
and
Role-Specific
Training
Evaluation

Final Report



**University of Southern Maine
Muskie School of Public Service**

Susan Kanak, Policy Associate
Julie Atkins, Research Associate
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Executive Summary

In 2008, the Colorado Judicial Branch Court Improvement Program and the Colorado Department of Human Services Division of Child Welfare worked collaboratively to replace their respective annual conferences with the first annual *Colorado Summit on Children, Youth and Families (2008 Summit)*. The collaborative goal was to bring all child welfare stakeholders together in one place to discuss issues facing the child welfare system and to find practical solutions for achieving the permanency, safety, and well-being of those Colorado families who find themselves embroiled in the dependency and neglect court. Beginning in August 2007, Judicial and Child Welfare met in frequent joint planning sessions to choose the location, to find plenary speakers, to design cross-training sessions, to design role-specific training sessions, to plan a cross-system team session, and to clearly define all of the details that go into planning a summit. The success of this meaningful collaboration and joint planning was realized when approximately one-thousand professionals and volunteers from across the state attended the *2008 Summit* in Keystone, Colorado, from May 27-May 30, 2008.

Role-Specific Training (Attorney, Judicial and County Director Forums)

During the initial planning phases for the Summit individualized role-specific training was identified as a need, primarily because role-specific training was traditionally provided at past judicial and human services conferences. Therefore, on Tuesday May 27, 2008, the Summit commenced with a full day of role-specific training for judicial officers, judicial personnel, county attorneys, Guardians ad Litem, respondent parents' attorneys and local directors of county departments of human services. The opening plenary focusing on collaboration was the only session scheduled in which professionals attended jointly. However, opportunities to network were scheduled during breaks and during an evening reception. Approximately one-hundred judicial representatives, seventy attorneys and sixty-four directors of local departments of human services attended Role-Specific Training.

Cross-System Team Training (Best Practice Court Teams)

As planning for the *2008 Summit* evolved, designing cross-systems multi-disciplinary team training for Colorado's twenty-two judicial districts was identified as a high priority. The multi-disciplinary teams attending the team training were designated *Best Practice Court Teams*; *Best Practice Court Teams* are standing teams led by lead dependency and neglect judges who are designated by the Chief Judge in each judicial district. Membership includes local child welfare representatives, Court Appointed Special Advocates, Guardians ad Litem, respondent parents' counsel, county attorneys, family court facilitators, education representatives, service providers, foster parents, faith-based organizations, or other stakeholders who are involved in the child welfare system or the dependency and neglect court. When the team session commenced on

Wednesday, May 27, 2008, twenty-one judicial districts were represented by Best Practice Court Teams.

The *2008 Summit* Multi-disciplinary Team Session (hereinafter “Best Practice Court Team Training”) was dedicated to setting and refining goals designed to incorporate best practices in the handling of dependency and neglect cases. The newer teams worked on setting basic goals and the more established teams worked on refining existing goals (the Team Goals are included as Appendix A of this document). Even though the specific goals varied among teams, the overarching goal was to find practical ways to effect systemic change in dependency and neglect case processing by problem solving at the local level. While individual judicial districts were encouraged to set goals that related to their communities' unique needs, the goals also had to link directly to permanency, safety, and well being for children, youth, and families.

Assessing the Effectiveness of Best Practice Court Team and Role-Specific Training

This assessment was designed to evaluate 1.) the Role-Specific and Best Practice Court Team Training delivered at the 2008 Summit, 2.) to serve as a needs assessment to aid in structuring the Best Practice Team Training, Role-Specific Training, and 3.) inform the evaluation plan and tools for the *2009 Summit on Children, Youth and Families*. The recommendations are summarized below:

Recommendations for Future Role-Specific Training

Recommendation #1: Limit Role-Specific Training at Summit. Individual role-specific training for attorneys and judges was rated as effective but survey respondents felt the sessions offered were relevant to both attorneys and judges and should not have been offered exclusively to each group. If role-specific training is offered it should be offered on a limited basis or repeated so that all legal professionals can attend the sessions.

Recommendation #2: Utilize Survey Responses to Identify Training Topics. The survey respondents provided several training topics that they would like offered in future training events. These suggestions should be considered in all future planning efforts by Summit organizers.

Recommendation #3: Do Not Schedule Role-Specific Training and Best Practice Court Team Training Simultaneously. Survey responses indicated that holding the Director’s Forum at the same time as the Best Practice Court Team training prevented some from attending Best Practice Court Team training. Role-specific training should not conflict with Best Practice Court Team training.

Recommendations for Future Best Practice Court Team Training

Recommendation #1: Develop Methods that Increase Communication and Delivery of Technical Assistance Within and Among Best Practice Court Teams. Survey responses indicated an interest in sharing information across disciplines and jurisdictions. To aid the ongoing development and growth of Best Practice Court Teams, technology should be used to aid the sharing of best practices, projects, goals and resources. Tools such as email, websites, blogs, listservs and electronic clearinghouses should be utilized for improved communication.

Recommendation #2: Provide Training on Strategic Communication for Best Practice Court Teams. Survey responses identified communication as a topic for future trainings. Communication training should address such topics as: 1) Developing and disseminating memorandums of understanding, collaborative goals policies, projects and protocols within and among Best Practice Court Teams; 2) establishing relationships with local media, governmental decision makers and other relevant organizations to further and publicize Best Practice Court Team goals; 3) ensuring that all stakeholders have a voice and understand systems functioning.

Recommendation #3: Provide Leadership Training for Best Practice Court Teams. Survey responses indicated a need to develop leadership within the teams to ensure follow-through. Future trainings should address such topics as: 1) transition planning for judicial rotations and changes in key staff system-wide; 2) clearly defining roles, responsibilities and expectations of Best Practice Court Teams; 3) identifying key stakeholders and community members that should participate on Best Practice Court Teams; 4) including Chief Judges on Best Practice Court Teams.

Recommendation #4: Provide Strategic Planning Training for Best Practice Court Teams. The survey responses indicated a need for additional training on establishing SMART goals and effective implementation of goals in a collaborative multi-disciplinary setting. To aid this process, district-specific and statewide performance and outcomes-based data should be provided to Best Practice Court Teams to inform the planning process and to measure outcomes, e.g. Family Justice Information System (FASMJIS) Data, National Child Abuse Data System (NCANDS) Data, Adoption and Foster Care Analysis and Reporting System (AFCARS) Data, Program Improvement Plans (PIP).

Recommendation #5: Provide Best Practice Teams the Opportunity to Meet Individually During Statewide Training Events. Survey responses revealed that in order to support and improve the training, Best Practice Court Teams should be provided time to meet individually in a structured setting with an agenda developed by the team in advance of

the meeting. These individual meetings should be held in small rooms and facilitators should be provided to teams upon request.

Recommendation #6: Communicate Results of the Child and Family Services Review and Program Improvement Plan to Best Practice Court Teams. Based on the diverse group of professionals and child welfare stakeholders that make up Best Practice Court Teams at the local level, the Colorado Judicial Department and Colorado Department of Human Services Division of Child Welfare should regularly communicate with these teams when planning, administering and implementing the Child and Family Services Review as well as other statewide initiatives.

Recommendations for Future Evaluations

Recommendation #1: Increase the Return Rate of Evaluation. If the Colorado State Court Administrator's Office decides to conduct an on-site evaluation of the Best Practice Court Team training at the next Summit, additional efforts should be made to increase the return rate. For example, the purpose and importance of completing the evaluation form should be highlighted during introductory remarks and a reminder given at the close. Also, staff could stand by the exit and collect the forms.

Recommendation #2: Improve Evaluation Tools. Reconsider the relationship of the Best Practice Team training evaluation and the overall Summit evaluation and decide which tool will gather the most helpful information for the State Court Administrator's Office. This year the response rate to questions asked about the Tuesday Role-Specific sessions on the multi-disciplinary evaluation was low and thus had limited usefulness. The low rate may be increased in the future if the multi-disciplinary evaluation focused on just the Best Practice Team training, relying on the conference evaluation for the other sessions.

Recommendation #3: Develop A Mechanism to Receive Ongoing Requests. Request, receive and review interim reports on the post summit evaluation results. This will allow the State Court Administrator's Office to immediately respond to requests for additional technical assistance.

Recommendation #4: Utilize Evaluation Data Across Systems. Results of Best Practice Team training should be utilized by the State Court Administrator's Office as well as the Division of Child Welfare and other stakeholder groups.

I. Introduction

The Colorado State Court Administrator's Office and Colorado Department of Human Services asked the Muskie School of Public Service to evaluate the Best Practice Court and Role-Specific Training of the First Annual 2008 Colorado Summit on Children, Youth, and Families (*2008 Summit*). The evaluation included both an on-site component to collect immediate impressions of participants who attended the *2008 Summit* and a post-conference evaluation distributed via email in August 2008 to gather information on how the sessions informed participants' work after returning to their offices. The on-site component included feedback on the Role-Specific forums held on Tuesday as well as the Best Practice Court Team training held on Wednesday morning.

The responses to both parts of the evaluation were generally positive and yielded helpful suggestions for enhancing the Best Practice Court Team training. The value of this work is summarized in a comment from one evaluation response '...I believe that these cross team discussions have the potential to improve services to the families who find themselves involved in the court process.'

The process of forming Best Practice Court Teams and setting team goals represents the first step in developing an infrastructure that will allow for the ongoing and meaningful collaboration among all child welfare stakeholders at all levels of government across Colorado. This effort has the potential to lead to positive systems change. Ongoing training and technical assistance is needed to meet and implement Best Practice Team Goals (Appendix A).

II. Methodology

Based on sign-in sheets, the Best Practice Court Team training was attended by 213 people from 21 of the 22 judicial districts. The on-site evaluation was administered at the Best Practice Court Team Training and was completed by 48 of the 213 participants for a response rate of 23%. The evaluators attended the team training, sat in on team discussions, and offered technical assistance. Participants who attended the Best Practice Court Team training were asked to evaluate both the team training and any role-specific forum sessions that they attended. The follow-up evaluation was distributed in August via email as an online survey to everyone listed on the sign-in sheets for the Best Practice Team training. Two reminder emails were sent in September. Recipients were offered the option of completing the survey by phone in each email message. The follow-up survey was completed by 80 participants for a response rate of 39%. Eight of those listed on the sign-in sheet had inactive email addresses leaving the total sample of 205 for the follow-up evaluation.

Questions in the follow-up survey focused on participants' experience with Best Practice Court Team training, their feedback on the session, and additional technical assistance needs they may have. Copies of the on-site and follow-up evaluation instruments are included in Appendices C and D.

III. Key Findings

Key survey responses and analysis are summarized here; specific response frequencies for both surveys are located in Appendices C and D.

Respondent Profile

Respondents, especially to the follow-up evaluations, were well distributed among Judicial Districts. Only the Ninth District is unrepresented as there were no attendees at the conference. The Twelfth District had the highest follow-up representation, with 11% of the respondents (9). The Seventh District had the highest number of respondents to the on-site evaluation, with 15% (7).

Team members represented a wide variety of disciplines. County Attorneys responded most frequently to both surveys (11% and 15% respectively), with Parent's Attorneys, GALs, and County Directors among the top five groups responding to both. County Administrators and Family Court Facilitators rounded out the top five on the on-site and follow-up surveys respectively.

Among those attendees who indicated "other" described their positions as: CASA Program Director, Client Manager/Parole Officer, Juvenile Parole, Child Welfare Supervisor, Executive Director of Community Centered Board, HHS Supervisor, Probation Officer, Public Health Director, School Administrator, Drug/Alcohol Treatment, Executive Director of Family Resource Center, Family Parenting Program, Registered Nurse working with Child Welfare Caseworkers, County Dept Deputy Director, Director of Community Health Services, and Director Youth Services Center.

Respondents' years of experience working with child welfare varied. Almost one quarter (23%) of respondents have worked in/with the child welfare system for 5 years or less and another quarter (24%) for 6-10 years. Twenty percent have worked with child welfare for 11-15 years, 18% for 16-20 years, and 16% for over 20 years.

There was a distinct increase in those who identified themselves as a member of a Best Practice Court Teams between the on-site and follow-up surveys. While 72% (33) indicated they were a member of a team on the on-site survey, 90% (72) indicated they were a member on the follow-up survey. This is supported by the fact that 73% (53) of

those who indicated on the follow-up survey that they were a member of a team have been so for six months or less.

Role-Specific Training Feedback - Tuesday May 27, 2008

While 70% of respondents reported attending Role-Specific Training on Tuesday, feedback provided was unfortunately limited; that provided, however, was overwhelmingly positive. The largest number of respondents offered feedback on the opening plenary session, with 93% (26) rating the content as "outstanding" or "good" and 100% (21) finding it "relevant". With an average of only 4 respondents (ranging from 2 to 7) offering feedback on the remaining 14 sessions, specific quantitative findings are less meaningful. The trend, however, is decidedly positive - ten of the sessions were rated as "outstanding" or "good" by 100% of respondents. All sessions were rated as "relevant" by 100% of respondents. Topics suggested for additional training include child development, probate matters affecting children in addition to guardianship, and interviewing children for judicial officers.

Best Practice Court Team Session Feedback – Wednesday May 28, 2008

When asked "What other members of your team were in attendance at the sessions?", the top five most frequently reported team members were GALs (64%), Chief Judges (60%), County attorneys (60%), Family Court Facilitators (60%), and Parent's attorneys (55%).

When asked to rate the Best Practice Court Team training on content and relevance, results were generally positive. A quarter or more rated the Individual Team Work Session (27%) and the Goals Methodology Presentation (25%) as "outstanding". The Services and Resources Presentation was rated as "good" by 68% of respondents and half (50%) rated the Best Practice Courts Presentation as "good". All four sessions were overwhelmingly rated as relevant, ranging from 100% to 83%. The most frequent request for additional training needed was Services and Resources with 11%.

The on-site evaluation captured initial impressions of any changes that should be made to the sessions in the future. One recurring theme was that the room was too noisy during the breakout sessions and people could not hear - this was a frequent complaint across both surveys. Several felt that the time with the team was "beneficial/productive" and thought it could be longer.

The follow-up survey asked this question in more depth. Participants were asked whether they would suggest changes to content (21%), length of session (21%), additional training on SMART goal setting (13%), or other. Several content comments focused on being able to meet with or have a presentation from an experienced team,

plans for follow-up once the teams return home, and more interaction with both their own and other teams.

Those commenting on the length of the session almost universally wished for more time to work together as teams and to set goals.

One request on the additional training for SMART goal setting was that there be "more goal directed activity with clearer direction/outcome."

Other suggestions focused on having a quieter room and the importance of having all of the team members, especially the Chief Judge, at the session.

When asked if they were more aware of available resources as a result of attending the Role-Specific Training, 46% responded "yes" while 64% reported being more aware of available resources as a result of attending the Best Practice Team Training.

Over half (53%) of teams have met since the conference and 48% have a future meeting scheduled. Almost one quarter (24%) were unsure of whether a future meeting was scheduled. When asked why, a few responded that a change in judicial leadership was pending, no one was taking the lead or they simply hadn't heard anything as of yet. Several (38%) reported that they were now on a monthly or quarterly meeting schedule.

Technical Assistance Needs

The follow-up survey asked several questions on the teams' technical assistance needs. More than one quarter (26%) reported that additional technical assistance would be helpful to continue working on team goals. Identifying resources (20%) and information exchange with other judicial districts (19%) were most frequently selected. Setting or refining goals (13%) and regularly scheduled TA calls (6%) were selected less often. Ten percent indicated "other", described as "quarterly meeting notes or updates, newsletter", "working with the judicial district to re-engage the team", and "a better sense of a state-wide system for furthering child welfare goals". Several teams provided specific contact information which has been compiled into a separate document to be provided to the State Court Administrator's Office. Their specific requests for technical assistance, when available, are indicated.

When analyses were conducted on those who requested additional technical assistance, not surprisingly, 76% (16) of those requesting assistance were from teams formed within the last year. About one third (30%) of groups requesting assistance are those who report having established regular meeting schedules.

Additional Thoughts

Both surveys asked for overall recommendations or additional thoughts. Specific suggestions from the on-site evaluation include not separating judges and attorneys, having separate rooms for breakout sessions, and addressing more on the purpose and background of the Best Practice Court Teams as well as what each team member brings to the table.

The follow-up evaluation included several specific suggestions for moving forward: provide each team with the email address of their contact person and a phone or email list of resources, include presentations from non-traditional team members, bring in a specific judge and child welfare director from Hampton, VA as speakers, and include more emphasis on collaboration between Child Protection/Child Welfare and Delinquency.

Requests included the need for a secretary for the team to take minutes and do follow-up and assistance on getting a master list of resources from a district including five DSS offices.

Other comments indicated how helpful the process is and that they are excited to move forward.

IV. Recommendations for Future Evaluations

The Colorado State Court Administrator's Office and Colorado Department of Human Services Division of Child Welfare asked the Muskie School of Public Service to conduct a separate review of the evaluation tools and process used by the State Court Administrator's Office to evaluate its training. Therefore this section will present recommendations focusing exclusively on the Best Practice Court Team evaluations discussed in this report.

Recommendations:

1. If the Colorado State Court Administrator's Office decides to conduct an on-site evaluation of the Best Practice Court Team training at the next Summit, additional efforts should be made to increase the return rate. For example, the purpose and importance of completing the evaluation form should be highlighted during introductory remarks and a reminder given at the close. Also, staff could stand by the exit and collect the forms.
2. Reconsider the relationship of the Best Practice Team training evaluation and the overall Summit evaluation and decide which tool will gather the most helpful information for the State Court Administrator's Office. This year the response rate

to questions asked about the Tuesday Role-Specific sessions on the multi-disciplinary evaluation was low and thus had limited usefulness. The low rate may be increased in the future if the multi-disciplinary evaluation focused on just the Best Practice Team training, relying on the conference evaluation for the other sessions.

3. Request, receive and review interim reports on the post summit evaluation results. This will allow the State Court Administrator's Office to immediately respond to requests for additional technical assistance.
4. Results of Best Practice Team training should be utilized by the State Court Administrator's Office as well as the Division of Child Welfare and other stakeholder groups.

V. Recommendations for Future Trainings

The Colorado State Court Administrator's Office and Colorado Department of Human Services Division of Child Welfare asked the Muskie School of Public Service to conduct a separate review of the training offered at the Summit. Therefore this section will present recommendations focusing exclusively on the Role Specific Best Practice Court Team Training.

Recommendations on Role-Specific Training:

1. If role-specific training is offered it should be offered on a limited basis or repeated so that all legal professionals can attend the sessions.
2. The survey respondents provided several suggestions for future training which should be considered in all future planning efforts by Summit organizers.
3. Role-specific training should not conflict with Best Practice Court Team training.

Recommendations on Best Practice Team Training:

1. To aid the ongoing development and growth and of Best Practice Court Teams, technology should be used to aid the sharing of best practices, projects, goals and resources.
2. Strategic communication training should address such topics as: 1) Developing and disseminating memorandums of understanding, collaborative goals policies, projects and protocols within and among Best Practice Court Teams; 2) establishing relationships with local media, governmental decision makers and other relevant organizations to further and publicize Best Practice Team goals; 3) ensuring that all stakeholders have a voice and understand systems functioning.

3. Future trainings focusing on leadership should address such topics as: 1) Transition planning for judicial rotations and changes in key staff system-wide; 2) clearly defining roles, responsibilities and expectations of Best Practice Court Teams; 3) identifying key stakeholders and community members that should participate on Best Practice Court Teams; 4) including Chief Judges on Best Practice Court Teams.
4. Training on establishing SMART goals and effective implementation of goals in a collaborative multi-disciplinary setting should be offered at future trainings. To aid this process, district-specific and statewide performance and outcomes-based data should also be provided to Best Practice Court Teams to inform the planning process and to measure outcomes.
5. Best Practice Court Teams should be provided time to meet individually in a structured setting with an agenda developed by the team in advance of the meeting. These individual meetings should be held in small rooms and facilitators should be provided to teams upon request.
6. Based on the diverse group of professionals and child welfare stakeholders that make up Best Practice Court Teams at the local level, the Colorado Judicial Department and Colorado Department of Human Services Division of Child Welfare should regularly communicate with these teams when planning, administering and implementing the Child and Family Services Review as well as other statewide initiatives.

Appendix A
Best Practice Court Team Goals

2008 Summit on Children, Youth & Families Dependency & Neglect Teams

The *2008 Summit on Children, Youth & Families* was a historic event for Colorado's Dependency and Neglect multi-disciplinary teams because twenty-one of Colorado's twenty-two judicial districts met to set and refine team goals for the upcoming year!

The collaborative teams are led by judges who are appointed by the Chief Judge in each judicial district and are multi-disciplinary in nature. Team membership must include local child welfare participants and may include children's attorneys, respondent parent council attorneys, Department attorneys, education representatives, service providers, foster parents, faith based organizations, or any other participant who is involved in the child welfare system or the world of dependency and neglect. Even though the specific goals vary among teams, the overarching goal of all the teams is to achieve safety, permanency, and well-being for foster care children and youth.

Some of the teams convened for the first time at the *2008 Summit on Children, Youth, & Families* while others have been meeting consistently for years. All of the teams will work at the local level during 2008/2009 to accomplish the below goals.

Dependency & Neglect Team Goals

First Judicial District – Judge Boatright
Next Meeting June 19th at 12:00

1. Establish Family Integrated Treatment Court ("FIT") - Family Drug Court) by September 1, 2008
 - A. District will use a provider for FIT Court.
 - B. Need to determine day & time for Court
2. Measurable Goals:
 - A. 5 Families within first week of September
 - B. Provider in home within 48 hours.
 - C. Immediate safety assessment
 - D. Legal aspect explained by attorneys at TPC/EPO Hearings
 - E. Work on Details
3. Long Term Goals:
 - A. Reduction in # of terminations
 - B. Reduction in # of re-abuse & re-entry to the system
 - C. Increase # of families who stay together w/out Our of Home Placement.

Second Judicial District – Judge Ashby
Next Meeting Date June 13, 2008

1. At the first D&N hearing, the respondent parents will leave with a written statement of the evaluations and services to be provided, with specific schedules, to give them a clear road map for the next 30 days (as a result of collaboration between the attorneys, the Department, GALs, attorneys, and parents).
2. Work to be fully implemented by January 1, 2009 – 15 cases

Third Judicial District – Judge Appel

1. To strengthen local placement of children by establishing a Foster Care Coordinator, one position shared between Las Animas and Huerfano Counties, so that, in one year from June 2008, such local placement in Las Animas County increases from one to four – in Huerfano County, seven to nine.
 - A. 80% of children placed out-of-district could be placed locally.
2. To monitor and enforce 3rd JD MOP 98-02 so that Respondent Parent Counsel receives Presumptive Treatment Plan from DHS/DSS within 35 days of shelter hearing & schedule Pre-trial conferences & adjudicatory Hearing on other than D&N review dates so counsel & parents have time to consider PTP.

Fourth Judicial District - El Paso – Judge Shakes Next Meeting July 9, 2008 Fourth Judicial District – Teller – Judge Colt Next Meeting August 21, 2008
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1. (El Paso) To better incorporate stakeholders' experiences, needs, & recommendations into the collaborative system process through the development of an institutionalized Quarterly System Day meeting of the multiple stakeholders with the 1st event to take place within the next 12 months.
2. (El Paso) Create a system process to develop a Treatment Plan with specific goals and quality services including all stakeholders & parties to the case by 30 days from the adjudicatory hearing for 75% of all cases.
3. Create a system process to develop a treatment plan with specific goals and quality services including all stakeholders & parties to the case by 30 days from the adjudicatory hearing for 80% of all cases.

Fifth Judicial District – Judge Ruckriegle
Next meeting in June 2008
Future meetings every 2 months, then progress to quarterly

1. Create a consistent team decision making process throughout the 5th Judicial District by:
 - A. Identifying stakeholders & potential members
 - B. Define the process for TDMs (How often, facilitator, who's there)
 - C. Incorporate the process into a 5th Judicial District Plan pursuant to CJD98-02.
 - D. Have regular district-wide meetings to discuss resources, best practices, strengths & weaknesses and to create consistently throughout the district.

Sixth Judicial District – Judge Lyman
Meet on June 18th for Lunch
Next Meeting on July 15, 2008

1. Archuleta County/Pagosa Springs: License five new foster families within next twelve months.
2. La Plata: D&N Drug Court
 - A. 50% ongoing caseload of 30
 - B. 2 District Court Judges – 1 Family Law Judge
 - C. 7 cases once a week to staff
 - D. One year to establish
3. Additional Respondent Parent Counsel, at least 2, one year to establish.

Seventh Judicial District – Judge Patrick

1. Update and consolidate lists of resources available in District and identify an agency willing to create and maintain a website listing such resources.
2. Update, improve, and clarify District Plan and discuss strategies to implement Plan in meaningful ways.

Eighth Judicial District – Magistrate Berenato

1. Reduce TRCCF placements 50% within first year and 0 (zero) placements after 3rd year.

- A. Monitor placements quarterly @1451 Coalition
 - B. Visit/ "Audit" Best Practice Service Model
2. Increase Family Reunification
 - A. Treatment Coordinator through Curt
 - B. Adopt a "One Plan, prioritization approach.

Tenth Judicial District

1. Family Voice – Family Choice
 - A. Provide meaningful family input into early case planning.

Eleventh Judicial District – Judge Barton

1. District Goal: Develop written District Plan for D&N cases to be completed within 6 months.
2. County Goals:
 - B. Custer: Regular Team Meetings
 - C. Chaffee: Regular Team Meetings to address: (1) foster care recruitment, (2) family drug court, (3) implementation of team decision making, and (4) SB226 protocols.
 - D. Fremont: Regular Team Meetings to address: earlier attorney involvement & assessments.
 - E. Park: Regular Team Meetings to improve communication between stakeholders.

Twelfth Judicial District – Judge Swift Next Meeting August 1, 2008
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1. The 12th Judicial District Cross-Systems Team will meet on 8/1/08 from 2-4 PM at the Alamosa County Administrative Building to review the Resource Lists and begin work toward identifying other needed services.
2. In order to provide better services to families in each of the 6 counties of the San Luis Valley, we will compile a list of resources each Department has available in each county – that the Department uses and that the Department has developed. In addition, each Department will compile a list of needs. Lists to be provided to contact person Jim Berg by July 1, 2008, and he will compile a valley wide list.

3. All members of cross-systems team will review the District Plan prior to 8/1/08 meeting and will be prepared to suggest revisions to the plan to create a process that will clarify for parents what they need to do to successfully complete a D&N Treatment Plan.

Thirteenth Judicial District – Judge Penny
Next Meeting July 16, at 1:30 P.M. Logan County Justice Center

1. As early as possible, but in no event later than 14 days following removal or the filing of a Petition in D&N, DHS shall conduct an “EIG” (Early Intervention Conference) that involves all stakeholders (i.e. Respondents, GAL, extended family, significant others, foster home/placement, schools, probation, community resources CMHC, et cetera) with the goal of identifying family needs, strengths, existing resources, reducing animosity amongst participants, and initiating services on an expedited basis.

Fourteenth Judicial District – Judge Hoak

1. Provide a monthly (on the record, but informal) Court/DSS/Respondent review in D&N cases to exchange feedback with regard to treatment plans compliance.

Fifteenth Judicial District – Judge Brinkley

1. Improve D&N Process
 - A. Make every hearing important.
 - B. Understand why there are timeframes; communicate these timeframes; implement them.
 - C. Have common language in court.
 - D. Cross Training w/CW - Judicial process.

Sixteenth Judicial District – Judge Kolomitz

1. Become 1451 Community by June 2009
2. FAMJIS – Information will be accessible, understandable and fully utilized by December 2008.

Seventeenth Judicial District – Judge Delgado

1. COURT IMPROVEMENT:

PURPOSE: To evaluate and improve the D & N process for the purpose of maximizing the potential for families to successfully achieve reunification and maximizing the effectiveness of resources available by:

- A. Developing and implementing an “Mental Health D & N Court” in Division D1
- B. Conduct a best practice pilot project on Racial Overrepresentation Representation and Cultural Competency/Responsiveness in our D & N system.

2. RACIAL OVER REPRESENTATION:

PURPOSE: To take steps to reduce over representation of minority families in the child welfare system by:

- A. Developing a long term comprehensive model
- B. Accessing resources for funding and/or technical assistance to implement comprehensive model
- C. Collaboration with the Adams County Youth Initiative

3. YOUTH INVOLVEMENT:

PURPOSE: To improve outcomes for adolescents in out of home placement by providing opportunities for higher education and long term connections with supportive adults.

- A. College Day
- B. Family Find for Youth in Transition Population

Eighteenth Judicial District – Magistrate Lung
Next Meeting: June 24th at Noon

- 1. Day of Collaboration Seminar in October 2008

Nineteenth Judicial District – Judge Lowenbach
Next Meeting July 9, 2008
Team Members are the Weld County Collaborative & Model Court Subcommittees

- 1. At the Dispositional Hearing, set a “Case Management Facilitation” within 90 days of the hearing. Set this in every case. Case management facilitation will be set every quarter to manage the case. All providers &

parties, school, foster parents, therapists, visitation supervisors, etc. will be invited & expected to Attend. Goal date is September 1st 2008.

2. Parent/child: Visitation Evaluation within first 30 days of case. Evaluate time, frequency, type (supervised, therapeutic, etc.), and criteria for modifications.

Twentieth Judicial District – Judge Mallard

1. Inform bio parents of specific risk to safety and methods to mitigate the risk to their children. This will be done in clear language.

Twenty-First Judicial District – Judge Robison

1. Improve communication between agencies about available services, process for accessing services, addressing needs and gaps.
2. Create a steering committee that meets monthly to address the needs of children involved in the court system.
3. Improve access and capacity to mental health services for kids.
4. Improve the quality and quantity of visitation for children.

Twenty-Second Judicial District – Judge Walker

1. Establish a steering committee of family service providers and devise mechanisms for the prudent expenditure of TANF and TANF reserves by August 30, 2008.
2. Continue committee meeting to facilitate our 1st goal and to continue to Find and implement goals by meeting on a monthly basis.

Summary of Goals

- ✓ Front-loading Services
- ✓ Foster Parent Recruitment
- ✓ Representation
- ✓ Family Drug Court
- ✓ Placement Issues
- ✓ Team Decision Meetings/Treatment Planning
- ✓ Collaboration
- ✓ Strategic Planning
- ✓ Foster parent Licensing

- ✓ Family engagement
- ✓ Pre-hearing Conferences
- ✓ Improving Outcomes for Older Youth
- ✓ Minority Over Representation
- ✓ Mental health Dependency and Neglect Court
- ✓ Visitation

Appendix B

Bibliography Related to Team Goals

Juvenile and Family Court Technical Assistance Resources

COLLABORATION:

- ◆ *Technical Assistance Bulletin: Building a Better Collaboration: Facilitating Change in the Court and Child Welfare System.* (April 2004). National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Victoria Weisz. *Collaborations Between Child Welfare Agencies and Court Systems to Facilitate Timely Adoptions.* (2004). University of Nebraska.
- ◆ *Improving Outcomes Together: Court and Child Welfare Collaboration.* (June 2005). Children and Family Research Center, School of Social Work, University of Illinois at Urbana-Champaign.
- ◆ Shirley A. Dobbin, Ph.D., Sophia I. Gatowski, Ph.D. and Dionne M. Maxwell. *System Change Through Collaboration...Eight Steps for Getting From Here to There.* (Fall 2002). Juvenile and Family Court JOURNAL. National Council of Juvenile and Family Court Judges: Reno, Nevada.

COURT PROCESS:

- ◆ *ADOPTION AND PERMANENCY GUIDELINES: Improving Court Practice in Child Abuse and Neglect Cases.* (2000). National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ *A National Curriculum for Caseflow Management in Juvenile Dependency Cases Involving Foster Care.* (March 2005). Fostering Results, University of Illinois Children and Family Research Center in the School of Social Work, the Justice Management Institute, and the JERITT Project.
- ◆ *RESOURCE GUIDELINES: Improving Court Practice in Child Abuse & Neglect Cases.* (1995). National Council of Juvenile and Family Court Judges: Reno, Nevada.

FAMILY DRUG COURTS:

- ◆ Judge Charles M. McGree. *Applying Drug Court Concepts in the Juvenile and Family Court Environments: A PRIMER FOR JUDGES.* (1998). American University, Justice Programs Office: Washington, D.C.
- ◆ *Development of the Miami-Dade County Dependency Drug Court.* (2003). National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Judge James R. Milliken and Gina Rippel. *Effective Case Management of Parental Substance Abuse in Dependency Cases.* (2004). Journal of the Center for Families, Children & the Courts. Judicial Council of California.
- ◆ *Family Dependency Treatment Courts: Addressing Child Abuse and Neglect Cases Using the Drug Court Model – Monograph.* (December 2004). U.S. Department of Justice, Bureau of Justice Assistance.

- ◆ *Juvenile and Family Drug Courts: An Overview*, U.S. Department of Justice, Office of Justice Programs.

FAMILY ENGAGEMENT:

- ◆ *Best Practice Next Practice, Father Involvement Issue*. (Summer 2002). National Child Welfare Resource Center for Family-Centered Practice at the Hunter College School of Social Work: New York, New York.
- ◆ *Families as Partners in Permanency: A Curriculum for Skills Development (Attachment 2 of Evaluation of the Families Together Project)*. (2000). St. Christopher-Ottolie Services for Children and Families, Families Together Project.
- ◆ *Family Engagement: Maximizing Family Resources & Kinship Connections*. Child Protection Best Practices Bulletin. New Mexico Court Improvement Project.
- ◆ *Family Search and Engagement: A Comprehensive Practice Guide*. (2008). Catholic Community Services of Western Washington and EMQ Children and Family Services.

FAMILY GROUP DECISION MAKING:

- ◆ *Technical Assistance Bulletin: Empowering Families in Child Protection Cases: An Implementation Evaluation of Hawai'i's 'Ohana Conferencing Program*. (April 2003). National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Judge Steven D. Robinson, Melissa Litchfield, Sophia Gatowski, Ph.D. and Shirley Dobbin, Ph.D. *Family Conferencing: A Success for Our Children*. (Fall 2002). Juvenile and Family Court JOURNAL. National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Lisa Merkel-Hilguin and Leslie Wilmont. *Family Group Conferencing: Responses to the Most Commonly Asked Questions*. (2004). National Center on Family Group Decision Making, American Humane Association.
- ◆ *The Miami-Model Court Family Decision-Making Conference Program: Evaluation Results*. (November 2001). National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Judge Leonard Edwards (Ret.) and Dean Inger Sagatun-Edwards. *The Transition to Group Decision Making in Child Protection Cases: Obtaining Better Results for Children and Families*. (Winter 2007). Juvenile and Family Court JOURNAL. National Council of Juvenile and Family Court Judges: Reno, Nevada.

FOSTER PARENT RECRUITMENT:

- ◆ *Breakthrough Series Collaborative: Recruitment and Retention of Resource Families: Promising Practices and Lessons Learned*. (June 2005). Casey Family Programs: Seattle, Washington.
- ◆ *Child Specific Recruitment: Ohio's Promising Practices*. (March 2006). Ohio Office of Children and Families.

- ◆ Susan Dougherty. *Expanding the Role of Foster Parents in Achieving Permanency for Children*. (2000). Child Welfare League of America.
- ◆ *Recruitment and Retention of Resource Families: The Promise and the Paradox*. (2002). Casey Family Programs: Seattle Washington.
- ◆ *The Process to Develop and Support Resource Families Practice Handbook*. (1997). Child Welfare League of America.

FRONT-LOADING:

- ◆ Judge Leonard P. Edwards. *Achieving Timely Permanence in Child Protection Courts: The Importance of Frontloading the Court Process*. (Spring 2007). Juvenile and Family Court JOURNAL. National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Susan Parnell and Chris Swenson-Smith. *Developing the Permanency Collaborative Review Hearing*. (July 2008). National CASA Association Judges' Page. Located at: http://www.nationalcasa.org/JudgesPage/Article/0806_JP9.htm.
- ◆ *Evaluating Front-Loading Strategies in Child Abuse and Neglect Cases: Are We Improving Outcomes for Children and Families? Final Project Report*. (June 2006). National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ *Study: Frontloading Services Reduces Repeat Child Maltreatment*. (January 2008). MRS! Information in Support of North Carolina's Multiple Response System.
- ◆ *The Portland Model Court Expanded Second Shelter Hearing Process: Evaluating Best Practice Components of Front-Loading*. (July 2002). National Council of Juvenile and Family Court Judges: Reno, Nevada.

MENTAL HEALTH COURTS:

- ◆ *A Guide to Mental Health Court Design and Implementation*. (May 2005). Bureau of Justice Assistance, Mental Health Courts Program.
- ◆ *Juvenile Mental Health Courts: Program Descriptions: Processes and Procedures*. (August 2005). National Center for Mental Health and Juvenile Justice: Delmar, New York.
- ◆ David E. Arredondo, Kurt Kumli, Larry Soto, Enrique Colin, Jill Ornellas, Judge Raymond J. Davilla, Jr., Judge Leonard P. Edwards and Judge Eugene M. Hyman. *Juvenile Mental Health Courts: Rationale and Protocols*. (Fall 2001). Juvenile and Family Court JOURNAL. National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ *Mentally Ill Youths and the Juvenile Justice System: A Primer on Mental Disorders*. (Winter 2003). Juvenile and Family Justice TODAY. National Council of Juvenile and Family Court Judges: Reno, Nevada.

MINORITY OVERREPRESENTATION:

- ◆ *African American Children in Foster Care: Additional DHHS Assistance Needed to Help States Reduce the Proportion in Care*. (July 2007). United States Government Accountability Office.

- ◆ *Children of Color in the Child Welfare System: Perspectives from the Child Welfare Community.* (December 2003). Department of Health and Human Services, Children's Bureau.
- ◆ *Courts Catalyzing Change: Achieving Equity and Fairness in Foster Care – Transforming Examination into Action.* (Summer 2008). Juvenile and Family Justice TODAY. National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ *Places to Watch: Promising Practices to Address Racial Disproportionality in Child Welfare.* (December 2006). The Center for Community Partnerships in Child Welfare of the Center for the Study of Social Policy: New York, New York.
- ◆ Robert B. Hill, Ph.D. *Synthesis of Research on Disproportionality in Child Welfare: An Update.* (October 2006). Casey Family Programs: Seattle, Washington.

OLDER YOUTH IN FOSTER CARE:

- ◆ Clark Peters, Katie S. Claussen Bell, Andrew Zinn, Robert M. Goerge and Mark E. Courtney. *Continuing in Foster Care Beyond Age 18: How Courts Can Help.* (2008). Chapin Hall, Center for Children at the University of Chicago.
- ◆ *From Foster Care to Adulthood: The University of Chicago Law School Foster Care Project's Protocol for Reform.* (2008). University of Chicago Law School.
- ◆ *Giving Children a Voice in Court: Children, Families and Courts Benefit from Increased Youth Participation.* (Fall 2006). Juvenile and Family Justice TODAY. National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Jaclyn Jean Jenkins. *Listen to Me! Empowering Youth and Courts Through Increased Youth Participation in Dependency Hearings.* (January 2008). Family Court Review, Vol. 46:1.
- ◆ *Issue Brief: Youth Aging Out of Foster Care: Identifying Strategies and Best Practices.* (February 2008). National Association of Counties.

REUNIFICATION:

- ◆ *Family Reunification: What the Evidence Shows - Issue Brief.* (June 2006). Child Welfare Information Gateway.
- ◆ *Intensive Family Reunification Services Protocol.* (2003). National Family Preservation Network.
- ◆ Susan Dougherty. *Promising Practices in Reunification.* (April 2004). National Resource Center for Foster Care and Permanency Planning at the Hunter College School of Social Work: New York, New York.
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VISITATION AND FAMILY TIME:

- ◆ Judge Leonard P. Edwards. *Judicial Oversight of Parental Visitation in Family Reunification Cases*. (Summer 2003). *Juvenile and Family Court JOURNAL*. National Council of Juvenile and Family Court Judges: Reno, Nevada.
- ◆ Judge Constance Cohen. *Planning a Child's Tomorrow Today: Polk County Model Court Visitation Guidebook*. Des Moines, Iowa.
- ◆ *Visitation/Family Access Guide: A Best Practice Guide for Social Workers and Agencies*. (2005). Ohio Caseload Analysis Initiative.
- ◆ *Visitation Protocol Project – DRAFT*. (December 2006). Georgia Court Improvement Project/Committee on Justice for Children and National Council of Juvenile and Family Court Judges.
- ◆ Margaret Smariga. *Visitation with Infants and Toddlers in Foster Care: What Judges and Attorneys Need to Know*. (July 2007). American Bar Association and ZERO TO THREE.
- ◆ Peg Hess, Ph.D. *Visiting Between Children in Care and Their Families: A Look at Current Policy*. (October 2003). The National Resource Center for Foster Care & Permanency Planning, Hunter College School of Social Work: New York, New York.

Appendix C
On Site Evaluation Instrument and
Frequencies

2008 SUMMIT ON CHILDREN, YOUTH, AND FAMILIES JUDICIAL COMPONENT EVALUATION

The State Court Administrator's Office and Colorado DHS are working with the Muskie School of Public Service to evaluate the Judicial Component of the 2008 Colorado Summit on Children, Youth, and Families. The evaluation will have two components. First, we are interested in your immediate impressions of the Tuesday sessions and your experience with the Cross System Team sessions on Wednesday. This form will collect data to inform that piece of the evaluation.

In July and August, we will follow-up with you via e-mail and phone to determine how your attendance at the conference and involvement in the Cross System Team sessions may have informed your work when you returned to your office.

Your participation in this evaluation process will help us improve next year's conference and provide information to the State Court Administrator's Office to better address your training and technical assistance needs. All information will be kept confidential. For additional information about this evaluation, please contact Kay Yorty, Colorado State Court Administrator's Office at margaret.yorty@judicial.state.co.us or 303-837-2345. Thank you!

BACKGROUND INFORMATION

1. Please identify your judicial district # _____
2. Are you (please check): Chief Judge _____ District Judge _____ County Judge _____
Magistrate _____ County Attorney _____ Parent's Attorney _____
Mixed Representation _____ GAL _____ County Administrator _____
County Director _____ Family Court Facilitator _____ Other (please describe) _____
3. Years in current position? _____

TUESDAY CONFERENCE SESSIONS (Attended? Yes _____ No _____)

4. We are interested in the Attorney and Judicial Track sessions you may have attended. In Column A, please rate the overall content. In Column B, please indicate whether the topic was relevant to your work, and in Column C, please indicate whether additional training in this area is needed. If yes, please briefly describe what the additional training may include in the space provided following the chart. Below each session is a space to indicate what will be most helpful to you in your work.

Tuesday Sessions	Column A				Column B		Column C	
	Content was....				Topic was....		Additional Training Needed?*	
	Poor		Outstanding	Relevant	Not Relevant			
a. Opening Plenary	1	2	3	4	Did Not Attend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What part of this session will be most helpful to you when you return to work?

Attorney Track								
b. Colorado Uniform Guardianship and	1	2	3	4	Did Not Attend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tuesday Sessions	Column A Content was....					Column B Topic was....		Column C Additional Training Needed?*
	Poor			Outstanding	Attend	Relevant	Not Relevant	

Protective Proceedings Act: Caring for Colorado's Children and Their Assets

Attend

What part of this session will be most helpful to you when you return to work?

c. Meaningful Youth Involvement in Permanency Planning Discussions and Strategies for Reducing Movement of Children in Placement

1 2 3 4 Did Not Attend

What part of this session will be most helpful to you when you return to work?

d. Preparation of Winning Appeals, Trends in Appeals, Practice Tips from Court of Appeals Staff Attorney

1 2 3 4 Did Not Attend

What part of this session will be most helpful to you when you return to work?

e. Making a Record in the Trial Court: Effective Advocacy that Also Sets the Stage for Successful Appeals

1 2 3 4 Did Not Attend

What part of this session will be most helpful to you when you return to work?

f. Volume 7 and Administrative Advocacy

1 2 3 4 Did Not Attend

What part of this session will be most helpful to you when you return to work?

g. Accessing Services for Parents and Children with Disabilities: Practical Tips, Tools, and Connections

1 2 3 4 Did Not Attend

What part of this session will be most helpful to you when you return to work?

h. Hot Topics on Ethics Juvenile Law

1 2 3 4 Did Not Attend

What part of this session will be most helpful to you when you return to work?

i. Building Communities Where All People

1 2 3 4 Did Not Attend

Tuesday Sessions	Column A Content was....				Column B Topic was....		Column C Additional Training Needed?*
	Poor		Outstanding		Relevant	Not Relevant	

Are Given the Opportunity to Succeed

Attend

What part of this session will be most helpful to you when you return to work?

Judicial Track

j. Reasonable Efforts Findings & Concurrent Planning in Dependency and Neglect Cases

1

2

3

4

Did Not Attend

What part of this session will be most helpful to you when you return to work?

k. How to Practically Implement the Resource Guidelines in Your Court

1

2

3

4

Did Not Attend

What part of this session will be most helpful to you when you return to work?

l. Youth Voices in Court

1

2

3

4

Did Not Attend

What part of this session will be most helpful to you when you return to work?

m. Interstate Placement of Children

1

2

3

4

Did Not Attend

What part of this session will be most helpful to you when you return to work?

n. Hot Topics from the Court of Appeals

1

2

3

4

Did Not Attend

What part of this session will be most helpful to you when you return to work?

o. The Virtual Family Court

1

2

3

4

Did Not Attend

What part of this session will be most helpful to you when you return to work?

*If yes, please briefly describe additional training needs:

WEDNESDAY CROSS SYSTEM TEAM SESSIONS (Attended? Yes _____ No _____)

5. Are you currently a member of a Cross System Judicial District Team? Yes___ No___ If yes, for how many years? _____

6. Have you ever participated in training on Cross System Teams before? Yes___ No___ If yes, briefly describe:

7. What other members of your team were in attendance at the Cross System Team sessions ? (please check)

Chief Judge___ District Judge___ County Judge _____

Magistrate ___ County Attorney___ Parent's Attorney_____

Mixed Representation___ GAL___ County Administrator_____

County Director___ Family Court Facilitator___ Other (please describe)_____

8. On the following table, please rate the overall content in Column A. In Column B, please indicate whether the topic was relevant to your work, and in Column C, please indicate whether additional training in this area is needed. If yes, please briefly describe what the additional training may include on the line below the chart.

	Column A				Column B		Column C
	Content was....				Topic was....		Additional Training Needed?*
	Poor			Outstanding	Relevant	Not Relevant	
Wednesday Cross System Team Training							
Services/Resources Presentation	1	2	3	4	Did Not Attend	<input type="checkbox"/>	<input type="checkbox"/>
Best Practice Courts Presentation	1	2	3	4	Did Not Attend	<input type="checkbox"/>	<input type="checkbox"/>
Goals Methodology Presentation	1	2	3	4	Did Not Attend	<input type="checkbox"/>	<input type="checkbox"/>
Individual Team Work Session	1	2	3	4	Did Not Attend	<input type="checkbox"/>	<input type="checkbox"/>

*If yes, please briefly describe additional training needs:

9. Were the Cross System Team Training sessions designed in an engaging way (i.e., lecture, interactive, time for Q& A, etc)? If not, what should be changed?

10. What, if anything, would you recommend to improve the overall effectiveness of the Cross System Team Training?

ON-SITE EVALUATION FREQUENCIES

2008 SUMMIT ON CHILDREN, YOUTH, AND FAMILIES Cross-Systems Team and Role Specific Training On-Site Evaluation July 2008

N = 48

1. Please identify your judicial district: (of those who completed an evaluation and indicated a district):

District 1 - 1	District 7 - 7	District 13 - 2	District 19 - 1
District 2 - 3	District 8 - 3	District 14 - 3	District 20 - 0
District 3 - 1	District 9 - 0	District 15 - 1	District 21 - 1
District 4 - 2	District 10 - 1	District 16 - 2	District 22 - 2
District 5 - 2	District 11 - 3	District 17 - 0	Statewide Office - 0
District 6 - 2	District 12 - 1	District 18 - 4	

2. Are you (please check):

County Attorney 11% (5)

Parent's Attorney 11% (5)

GAL 11% (5)

County Administrator 11% (5)

County Director 11% (5)

Chief Judge 7% (3)

District Judge 4% (2)

Magistrate 4% (2)

Family Court Facilitator 4% (2)

Mixed Representation 4% (2)

County Judge 0%

Other (please describe) 20% - *CASA Program Director, Client Mgr/Parole Officer, CW Supervisor, ED of Community Centered Board, HHS Supervisor, Probation Officer, Public Health Director, RN/Public Health Manager, School Administrator, GAL/Parent's Attorney/and/or Family Court Facilitator in addition to position checked*

3. Years in current position? Range from 0 - 40 years with a mean of 7 years

4. There was limited response to questions about Tuesday sessions. Those provided to the question "What part of this session will be most helpful when you return to work?" are included here:

Opening Plenary

Judge Melonakis' insight as RPC (earlier in his career) was helpful; timeframe statements to advise clients

Little - already doing well

Motivation of CW and Judicial

Understanding roles

Very inspiring speaker

Meaningful Youth Involvement in Permanency Planning Discussions and Strategies for Reducing Movement of Children in Placement

Know I need to learn more about child development and different needs of kids at different ages

Making sure all kids (depending on age and ability) are part are part of the plan; need for adults involved to have more training in child psych & child development

Preparation of Winning Appeals, Trends in Appeals, Practice Tips from Court of Appeals Staff Attorney

Items to put in appeal - be persuasive

Writing better appeals

Accessing Services for Parents and Children with Disabilities: Practical Tips, Tools, and Connections

Specific tests

Hot Topics on Ethics Juvenile Law

Staying current on ethics

Building Communities Where All People Are Given the Opportunity to Succeed

Great speaker but more of a keynote type seminar

Remembering not to label people

Reasonable Efforts Findings & Concurrent Planning in Dependency and Neglect Cases

Accidentally, but fortunately, attended

Encourage caseworker do proper concurrent planning; ensure orders for concurrent planning are appropriate

How to Practically Implement the Resource Guidelines in Your Court

Good exchange of ideas

Understanding permanency hearings better

Youth Voices in Court

Don't need rah-rah programs - not relevant for our representation of kids and clients

Know how much of a difference it makes when children are involved in the proceedings and setting goals

Hot Topics from the Court of Appeals

Good update of case law

Trends in the law and importance of good findings for the record

The Virtual Family Court

Too repetitive. Have heard about paperless warrants at least 5 times - I support this, don't need to be sold on it.

Additional Training Needs from Tuesday Sessions:

Additional FAMJIS? training

Know I need to learn more about child development and different needs of kids

OnAssistant County Attorney presenter?

Probate matters affecting children in addition to guardianship

Train judicial officers to interview/talk to children

WEDNESDAY CROSS SYSTEM TEAM SESSIONS (Attended? Yes 100%)

5. Are you currently a member of a Cross System Judicial District Team?

Yes 72% (33)

If yes, for how many years? 1-8 years

6. Have you ever participated in training on Cross System Teams before?

Yes 12% (5)

If yes, briefly describe:

only response - "last year's child welfare conference"

7. What other members of your team were in attendance at the Cross System Team sessions? (please check all)

GAL 64% (30)

Chief Judge 60% (28)

County Attorney 60% (28)

Family Court Facilitator 60% (28)

Parent's Attorney 55% (26)

County Director 49% (23)

Magistrate 43% (20)

Mixed Representation 38% (18)

District Judge 34% (16)

County Administrator 26% (12)

County Judge 6% (3)

Other (please describe) 51% *CASA, CW caseworkers, community centered board, probation, DHS, DSS, DYC, NHS, foster parents, juv admin, health care manager, public health, treatment providers, truancy.*

8. On the following table, please rate the overall content in Column A. In Column B, please indicate whether the topic was relevant to your work, and in Column C, please indicate whether additional training in this area is needed. If yes, please briefly describe what the additional training may include on the line below the chart.

	Column A Content was....				Did Not Attend	Column B Topic was.... Not Relevant Relevant		Column C Additional Training Needed?*
	Poor		Outstanding					
Wednesday Cross System Team Training								
Services/Resources Presentation	1 5%	2 18%	3 68%	4 10%	Did Not Attend	<input type="checkbox"/> 85%	<input type="checkbox"/>	<input type="checkbox"/> 11%
Best Practice Courts Presentation	1 6%	2 17%	3 50%	4 4%	Did Not Attend	<input type="checkbox"/> 83%	<input type="checkbox"/>	<input type="checkbox"/> 8%
Goals Methodology Presentation	1 6%	2 8%	3 42%	4 25%	Did Not Attend	<input type="checkbox"/> 92%	<input type="checkbox"/>	<input type="checkbox"/> 3%
Individual Team Work Session	1 4%	2 35%	3 33%	4 27%	Did Not Attend	<input type="checkbox"/> 100%	<input type="checkbox"/>	<input type="checkbox"/> 9%

***If yes, please briefly describe additional training needs:**

Could have been more detailed and less generic.

Hard to explain all funding aspects in 60min, but those not directly involved don't need more detail.

Topics specific to each team.

9. Were the Cross System Team Training sessions designed in an engaging way (i.e., lecture, interactive, time for Q & A, etc)? If not, what should be changed?

Couldn't hear in big room.

Difficult to hear each other. Had 2 tables together, had to speak really loudly for all to hear.

Discussion of funding for TANF/Core was not relevant to the goals of the teams

First 3 presentations not very helpful. The idea of the talking piece was helpful. Interactive team was good. Repeating the "S Mart" wasted time (the way it was done) and felt like a pep rally.

Good framework.

Hard to hear.

More directed discussion with the group.

Rushed.

Smart speaker was excellent.

Sound system.

Team interaction was very beneficial/productive.

Would be more helpful to spend more time with team rather than listening to bureaucratic side.

Overall recommendations:

All good!!

Don't understand why judicial and attorneys separated - judicial topics appropriate to what attorneys need to know for proper representation of kids and clients.

Focus more on working with teams to find what would work better for our areas.

Have separate rooms for the hour to discuss goals; even if your team is in the hall, would be quieter than big room.

Make 1st portion more relevant to what we're trying to do. Be sure you can hear each other - moving to another room was helpful.

More background - purpose/basis of the Xsystem team. When asked to join the team, I got no info about expectations.

More discussion about how our different systems can collaborate and what each team member brings to the table. Not sure how DYC fits into discussion.

More input from teams.

Need more audience engaging in discussion.

The rock thing was the dumbest thing ever. I've never seen Indians use this.

We accomplished today in team meeting what I've been trying to accomplish for years!!!

Appendix D

**Follow Up Evaluation Instrument and
Frequencies**

Follow-Up Evaluation Instrument

The State Court Administrator's Office and the Colorado Department of Human Services are working with the Muskie School of Public Service to evaluate the Judicial Component of the 2008 Colorado Summit on Children, Youth, and Families. The evaluation has two parts. The first part happened at the 2008 Summit, where we collected your immediate impressions of the Tuesday sessions and the Wednesday morning Cross System Team Session. Now, we are following up to determine how your involvement in the Tuesday sessions and the Wednesday morning Cross System Team Session may have informed your work when you returned to your jobs. Your answers will help us improve next year's 2009 Summit and also will provide information to the State Court Administrator's Office to better address your training and technical assistance needs. For additional information about this evaluation, please contact Kay Yorty, Colorado State Court Administrator's Office at margaret.yorty@judicial.state.co.us or 303-837-2345. Thank you!

Names are requested only to track respondents and to avoid duplicating follow up phone calls to those who have already completed the survey online. If you include your name, it will only be known to researchers from the University of Southern Maine Muskie School of Public Service; only aggregate data will be provided to Colorado DHS and the Colorado Judicial Department.

1. Please enter your name.

2. Please identify your judicial district number.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20
- 21

Statewide Office

3. Are you (please check):

- Chief Judge
- District Judge
- County Judge
- Magistrate
- County Attorney
- Parent's Attorney
- GAL
- County Administrator
- County Director
- Family Court Facilitator
- CASA
- Education
- Foster Parent
- Caseworker
- Therapist
- Probation
- Other
- Other (please specify)

4. Number of years of experience working in the child welfare system?

0-50

5. Are you currently a member of a Cross System Judicial District Team?

- Yes
- No

6. If yes, how long have you been a member of a Cross System Judicial Team?

- 1-3 months
- 4-6 months
- 7-12 months
- 13-24 months
- 25-36 months
- 37+ months

7. What, if anything, would you recommend to improve the overall effectiveness of the NEXT Cross System Team Session at the 2009 Summit? (Please choose all that apply and briefly describe your recommendation/s in the comment box provided.)

Length of session?

Content?

Additional training on SMART goal setting?

Other? (Please describe).

No recommendation

(Brief explanation)

8. As a result of attending the Tuesday Sessions, are you more aware of available resources and how to utilize them effectively?

Yes

No

Didn't Attend

9. As a result of attending the Wednesday morning Cross System Team Session at the 2008 Summit, are you more aware of available resources (e.g. TANF, Chief Justice Directives, Core Services) and how to utilize them effectively?

Yes

No

Did not attend

10. Has your team met since the Summit to continue working on the goals discussed during the Wednesday morning Cross System Team Session?

Yes

No

Not a member of a team/don't know

11. Is a future meeting is scheduled?

Yes

No

Don't know

12. Has your team established a regular meeting schedule? (e.g. monthly, bimonthly, quarterly, other)

Please indicate when the next meeting is scheduled or why one hasn't yet been scheduled.

Yes

No

Don't know

13. To continue working on your team goals do you need additional technical assistance from the State Court Administrator's Office and the Colorado Department of Human Services?

Yes

No

If yes, please enter name and contact information.

14. Please select the TA you need: (please check all that apply)

Setting or refining goals

Identifying resources

Information exchange with other judicial districts

Regularly scheduled TA calls

No TA needed

Other

Other (please specify)

15. Do you have any additional comments or suggestions on the Cross System Team Process?

FOLLOW-UP EVALUATION FREQUENCIES

2008 SUMMIT ON CHILDREN, YOUTH, AND FAMILIES Cross-Systems Team and Role Specific Training Follow-up Evaluation

October 2008

n = 80

1. Please include your name.

2. Please identify your judicial district number.

District 1 - 3	District 7 - 5	District 13 - 6	District 19 - 2
District 2 - 4	District 8 - 5	District 14 - 4	District 20 - 1
District 3 - 3	District 9 - 0 (no attendees)	District 15 - 3	District 21 - 6
District 4 - 6	District 10 - 3	District 16 - 2	District 22 - 2
District 5 - 4	District 11 - 6	District 17 - 1	Statewide Office- 0
District 6 - 4	District 12 - 9	District 18 - 6	

3. Are you (please check):

County Attorney - 15% (12)

Family Court Facilitator - 11% (9)

Parent's Attorney - 10% (8)

GAL - 9% (7)

County Director - 8% (6)

Magistrate - 6% (5)

District Judge - 6% (5)

County Administrator - 6% (5)

Caseworker - 6% (5)

Therapist - 4% (3)

Chief Judge - 2.5% (2)

CASA - 3% (2)

Foster Parent - 2% (1)

Probation - 1% (1)

County Judge - 1% (1)

Education - 0

Other (explain): 18% (14)

Caseworker Supervisor (3), Juvenile Parole (2), Chief Deputy District Attorney, County DSS Child Welfare Supervisor, Drug/Alcohol Treatment, Executive Director of Family Resource Center, Family Parenting Program, Registered Nurse working with Child Welfare Caseworkers, County Dept Deputy Director, Director of Community Health Services, Director Youth Services Center, liaison

4. Number of years of experience working in the child welfare system:

1-5 years - 23% (18)

6-10 years - 24% (19)

11-15 years - 20% (16)

16-20 years - 18% (14)

21-30 years - 11% (9)

31 + years - 5% (4)

5. Are you currently a member of a Cross System Judicial District Team?

Yes - 90% (72)

6. If yes, how long have you been a member of a Cross System Judicial District Team?

1-3 months - 19% (15)

4-6 months - 48% (38)

7-12 months - 1% (1)

13-24 months - 5% (4)

25-36 months - 3% (2)

37+ months - 14% (11)

7. What, if anything, would you recommend to improve the overall effectiveness of the NEXT Cross System Team Session at the 2009 Summit?

No recommendation - 35% (28)

Content - 21% (17)

- ◆ "I think you need to have **separate tracks and specialized sessions** for DR Court facilitators, Respondent Counsel, and Judicial Officers."
- ◆ "Detailed information concerning **procedures and techniques that are successful in other districts** are always helpful. Ideas and theories are not worth much unless they are shown to produce concrete results."
- ◆ "I would appreciate being given **information on what resources, financial and support persons, are available** to the individual districts from the State."
- ◆ "[More on the] means by which to move forward with **steps to implement upon the team's return home**. One of the biggest challenges to the collaborative team is keeping the momentum from the conference going."
- ◆ "Helpful to **hear from other jurisdictions (in CO and elsewhere) about what they're trying** or have tried, whether it was successful, why or why not, what they would do differently, etc."
- ◆ "**Too much time spent on introductions and staff presentations** about the "different perceptions" of Judicial v. DHS."
- ◆ "A **plan for follow up discussion** to ensure goals are still being worked on and to determine progress on goals and issues that were defined at the joint session."
- ◆ "**More interaction at the conference-wide meeting**. The breakout session with the team itself was definitely useful and productive but more interaction with the conference/state-wide teams meeting at the conference would have been nice."
- ◆ "**Guidance** would be helpful. Especially prior to the session, I was unclear what our task would be and so had a hard time explaining the goal to others."
- ◆ "Less lecture and **more time to work in teams** - or, if it is longer, same information about resources but more team work time."
- ◆ "**Very confusing agenda**."
- ◆ "More time to **meet with an experienced team with similar population and area**."
- ◆ "More interaction at the conference-wide meeting. The breakout session with the team itself was definitely useful and productive but **more interaction with the conference/statewide teams meeting at the conference would have been nice**."
- ◆ **Too much focus on how we should communicate** - the "rock/circle" session seemed a bit unnecessary as we are all professionals.
- ◆ More emphasis on **services available to children**.

- ◆ **Training related to EPP cases**, with emphasis on time frames and compliance with state statutes.
- ◆ "Best part was having the groups **be able to break out and work on the district's specific issues.**"
- ◆ **"Some material was superficial and not really helpful."**
- ◆ **"More time to meet with an experienced team with similar population and area."**
- ◆ "Difficult to do this training because of differing degrees of advancement but we **need to bring in real leaders in the field.** Those that can challenge our ways of thought!!"
- ◆ **"Have more systems included.** Only judicial and child welfare had scholarships and they were for the full conference."

Length of session - 21% (17)

- ◆ "For rural districts, **more time** might have helped us flesh out a few more resources to satisfy the needs identified."
- ◆ "We had many representatives, so we **needed more time to have everyone present share their ideas** and for discussion."
- ◆ "The most helpful time was when we were able to sit as a group and make decisions and form goals. **Need more time for that.**"
- ◆ "Session should be **1-2 hours longer.**"
- ◆ **"More time to process and develop plan** without a 3 hour time limit."
- ◆ **"More time to discuss how to achieve the goals we developed.** Its hard to not have more time to actually discuss the particular goals!"
- ◆ **"Providing time to connect and work together was essential.** Now we are making the time available within our district and agency."
- ◆ **"Short sessions with intensive, interactive content (1/2 day) help maintain focus** and lead to the creation of realistic, dynamic goals."
- ◆ "It would be good to have **additional time in room where there was not so much noise.**"

Additional training on SMART goal setting - 13% (10)

- ◆ "I would suggest **more work regarding setting goals.**"
- ◆ **"More goal directed activity with clearer direction/outcome."**
- ◆ "Should include **more training on SMART goal setting.**"

Other -

- ◆ "Having such a **large group of people together in one room**, with each of the cross-system groups having different focuses, made for a chaotic session."
- ◆ **"Room was fairly crowded;** needed a bigger table."
- ◆ **"Need to get all the team players to come to the training.** In our group, we didn't have either of our D&N judges attend, so we could only discuss so much."
- ◆ "Process was **less helpful because we did not have the Chief Judge...**"
- ◆ **"Most issues that I was aware of had to do with Trails.** Need improvement in the assessment to speed up information sharing from DHS to Judicial."
- ◆ **"This was on of the most productive conferences I have attended.** We were busy from 8-5 every day learning and networking. I liked the fact that some of the sessions were offered more than once."
- ◆ **"Great opportunity to get folks together for planning purposes and discussion.** Facilitation might be more useful as plans develop or need to be initiated."

8. As a result of attending the Tuesday Sessions, are you more aware of available resources and how to utilize them effectively?

Yes 46% (37)

No 21% (17)

Didn't Attend 28% (22)

9. As a result of attending the Wednesday morning Cross System Team Session at the 2008 Summit, are you more aware of available resources (e.g. TANF, Chief Justice Directives, Core Services) and how to utilize them effectively?

Yes 64% (51)

No 26% (21)

Didn't Attend 5% (4)

10. Has your team met since the Summit to continue working on the goals discussed during the Wednesday morning Cross System Team Session?

Yes 53% (42)

No 28% (22)

Not a member of a team/Don't know 4% (3)

11. Is a future meeting scheduled?

Yes 48% (38)

No 13% (10)

Don't know 24% (19)

Please indicate when the next team meeting is scheduled or why one hasn't yet been scheduled.

Selected comments include:

- ◆ "I have asked multiple times, no one is taking the lead."
- ◆ "A three day notice was given. No information given to all the Cross team meeting members to date."
- ◆ "We are meeting on a monthly basis."
- ◆ "Missed the most recent meeting and waiting for word on the next. Some excellent discussion has come out of these meetings."
- ◆ "Plan to meet quarterly - next meeting in October."
- ◆ "The plan developed at the Summit has been distributed to the various stakeholders and a future meeting will be set if the need arises. At present, the group believes we are at a point where the plan can be adopted as a directive."
- ◆ "We meet monthly in Denver as a large group and have 3 monthly subcommittee meetings as well."
- ◆ "Those in charge never got back to us."
- ◆ "We do have the ability for daily input and openly discuss the needs of our cases across the disciplines."
- ◆ "This particular goal has been assigned to a group but other projects are currently being worked on and this is on the list."
- ◆ "Change in judicial leadership pending."
- ◆ "Not sure why one hasn't been scheduled. Perhaps it has to do with the distance between the rural counties."
- ◆ "We had a change in the judges in the 10th Judicial District."
- ◆ "We have started our model court and are meeting on Fridays at this point."

12. Has your team established a regular meeting schedule? (e.g. monthly, bi-monthly, quarterly, other)

Yes 38% (30)

No 29% (23)

Don't know 18% (14)

13. To continue working on your team goals do you need additional technical assistance from the State Court Administrator's Office and the Colorado Department of Human Services?

Yes 26% (21)

No 58% (46)

If yes, please enter name and contact information (*specific TA needs indicated in parentheses*):

(Contact information and requests included in a separate memo.)

14. Please select the TA you need:

No TA needed 44% (35)

Identifying resources 20% (16)

Information exchange with other judicial districts 19% (15)

Setting or refining goals 13% (10)

Regularly scheduled TA calls 6% (5)

Other 10% (8)

- "I don't believe we need technical assistance but I believe at some point, comparing our process/goals/etc. with similar judicial districts would be insightful/helpful."
- "Quarterly meeting notes or updates would be great. Newsletter?"
- "Resources are always an issue in the mountains."
- "Transferring information."
- "As a result of the session at the Summit, more aware of Chief Justice Directives, but could use more on identifying resources surrounding TANF and Core Services."
- "Need a better sense of a state-wide system for furthering child welfare goals, instead of a fragmented system of jurisdictions who each do things their own unique way. As families move from one jurisdiction from another, we do them a disservice."
- "Working with the judicial district to re-engage the team."

15. Do you have any additional comments or suggestions on the Cross System Team Process?

- ◆ Kudos to whoever initiated this Cross System Team concept in Colorado. It's going to be a lot of work, face many struggles/challenges and some changes may seem like steps backwards but starting the process - searching for better way
- ◆ Each team have Email address of their contact person as well as a quarterly report, a phone or email list of resources.
- ◆ Ensure there is follow up. We tentatively scheduled this, but an attorney took the lead and I have not heard of any follow up.
- ◆ I believe that these cross team discussions have the potential to improve services to the families who find themselves involved in the court process. I am especially interested in expediting services to families and expediting the court process.

- ◆ I don't believe we need any technical assistance at this time, but it is clear that I need to follow-up with the Fremont County Court Facilitator and/or the County Attorney to determine the status of the Cross System Team Process. It could be that the Te
- ◆ I think that there should be more emphasis on collaboration between Child Protection/ Child Welfare and Delinquency. These systems often include the same kids, and too often, the child protection system raises the child to adolescence and then they enter.
- ◆ It was good to have time to get the majority of the administrators together to discuss potential issues and discuss the feasibility of actually achieving a particular goal.
- ◆ Keep it in place. It is a useful tool toward cooperation.
- ◆ Our county does very well, compared to other counties, and I, as GAL, am always trying to improve the services provided and raise the level of professionalism and efficiency/effectiveness of our system.
- ◆ Our team needs a SECRETARY. Someone who can keep minutes, make phone calls, do follow up, and generally push us all to accomplish something. Judges and other team members don't have time to do this and shouldn't have to do this.
- ◆ The concept is great and the feedback I have received from others has been positive. I hope we continue to make positive strides.
- ◆ Bring in Hampton, VA Judge Dugger and their Child Welfare Director who can teach us all the meaning of significant change!!
- ◆ Cross-system team process is a critical need to build a better child welfare system, to provide quality services to families in distress, and to prevent serious injuries or death to children.
- ◆ Helpful to have cross-pollination of ideas. Presentations from non-traditional team members would be helpful.
- ◆ I'm just glad we are doing this now to include all CO jurisdictions. I know we can all learn from exchanging programs that work in other jurisdictions.
- ◆ The greatest value is the awareness of (1) we all are dealing with virtually the same issues; (2) there is greater awareness of the challenge at both the court and the Department level; and, (3) we will be stronger and more effective through a mutual..."
- ◆ The session was very well attended with most players there, including judges. Encouraging that kind of attendance again would be key- it was important to have everyone there.
- ◆ The Team that assembled at the Summit was not representative of the local team due to the scholarship/logistical features of the Summit.
- ◆ This is a great idea and we need to make it work. There are several counties in this district and one hurdle appears to be getting a master list of resources available from the 5 DHS offices involved. If there is any assistance that can be offered on how to make that happen.