



**The *RESOURCE GUIDELINES*:
Supporting Best Practices and
Building Foundations for
Innovation in Child Abuse and
Neglect Cases**

Looking Back and Moving Forward

Permanency Planning for Children Department
National Council of Juvenile and Family Court Judges
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The *RESOURCE GUIDELINES*: Supporting Best Practices and Building Foundations for Innovation in Child Abuse and Neglect Cases

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Chapter 1: Introduction



Over a three-year period in the early 1990s, the National Council of Juvenile and Family Court Judges (National Council) developed the ***RESOURCE GUIDELINES: Improving Court Practice in Child Abuse & Neglect Cases***. Initially, the *GUIDELINES* document was intended to provide judges with guidance on **conducting effective court hearings in child abuse and neglect cases – hearing timeframes, the purpose of specific hearings, parties’ attendance at various hearings, addressing issues at each hearing, and making thorough and effective judicial findings**. Since its publication in 1995 and dissemination to date, the *RESOURCE GUIDELINES* has grown in its power of influence through the widespread acceptance of what have become foundational judicial best practices in child abuse and neglect cases, the recognition of the critical leadership role of the judge (both on- and off-the-bench), the role of the court more broadly, and the need for systems-wide collaboration to improve outcomes for abused and neglected children.

Judicial leadership is the cornerstone of the *RESOURCE GUIDELINES’* principles – both on-the-bench in individual cases and off-the-bench in the broader community. Committed, knowledgeable judicial leaders are crucial to the success of best practice and reform efforts. The driving *RESOURCE GUIDELINES’* principle, on which all other principles are based, is the need for judicial leadership to provide comprehensive and timely judicial action in child abuse and neglect cases. Without this vitally important cornerstone, best practice principles cannot be fully implemented and achieved. The leadership of the judiciary is a crucial and necessary component in implementing reform efforts that support the *RESOURCE GUIDELINES*.

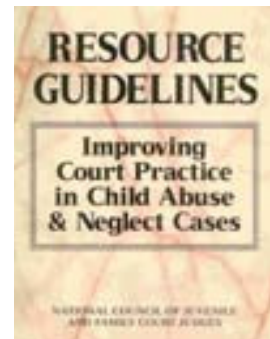
Development of the *RESOURCE GUIDELINES* formally began in 1992 with funding from the Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Justice. The best practices and judicial role described in

the *RESOURCE GUIDELINES* ultimately developed through the extensive dialogue and debate of Committee members, but it also evolved from prior years of judicial practice, information-sharing, and outreach efforts among the National Council membership and its leaders. Today, the best practices of the *RESOURCE GUIDELINES* are still a critical component of ongoing reforms in child abuse and neglect cases across the nation – and they continue to shape the future of ongoing legal and social reform efforts.

This document, which was developed from interviews with *RESOURCE GUIDELINES* founders and review of relevant background materials, provides an overview of the genesis of the *RESOURCE GUIDELINES* and, over the years, how it has been used (and continues to be used) to support and guide court and systems reform across the nation.

Every child deserves a safe and permanent home in the shortest time possible.

- RESOURCE GUIDELINES



Chapter 2: The *RESOURCE GUIDELINES*



Beginning in 1992, with support from OJJDP, a multidisciplinary National Council committee worked over a three-year period to develop a judicial guide to best practices in the handling of child abuse and neglect cases. **The *RESOURCE GUIDELINES*, published in 1995, details effective dependency court hearing processes, provides options for improved practice, and guides juvenile and family courts in assessing and implementing improvements in the handling of child abuse and neglect cases.** Once published, the *RESOURCE GUIDELINES* was endorsed by the Conference of Chief Justices and the American Bar Association. In 2000, the *RESOURCE GUIDELINES* was supplemented with the *ADOPTION AND PERMANENCY GUIDELINES*, which focused on best practices at the later stages of the child abuse and neglect or dependency case process. The *RESOURCE GUIDELINES* also served as a model for the development of the *JUVENILE DELINQUENCY GUIDELINES: Improving Court Practice in Juvenile Delinquency Cases* (2005) which outlines key principles for best practice in the juvenile delinquency court.

Upon publication in 1995, the *RESOURCE GUIDELINES* became foundational to the training programs and efforts of the National Council, especially those of the Permanency Planning for Children Department (PPCD). Initial judicial training programs focused very specifically on judicial leadership and the role of the judge, as well as the best practice recommendations of the *RESOURCE GUIDELINES* by each hearing type. Training programs based on the *RESOURCE GUIDELINES* were conducted with small groups of judges, in addition to large groups of judges in statewide and national training programs and conferences. In many of the early training programs, judicial students actively debated the appropriateness of the new, more active judicial role in child abuse and neglect cases outlined in the *GUIDELINES*, as well as the appropriateness of the recommended practice changes and expectations.

With the development of the *RESOURCE GUIDELINES*, the PPCD received further funding from the OJJDP to support implementation of the best practices in specific project sites, with an initial focus on training and outreach. The Child Victims Act Model Courts Project (VAMC), funded through the Victims of Child Abuse Act of 1990, began with a small number of courts and a very specific focus on supporting the development of judicial leadership, implementing court-based best practices from the *RESOURCE GUIDELINES*, and building collaborative relationships between the court and the child welfare agency. Today, while Model Courts continue to focus on the best practices of the *RESOURCE GUIDELINES* as the foundational component of their reform efforts, the range of system partners involved in collaborative efforts in each site has grown and increasingly complex issues are being addressed. Lessons learned and reforms achieved through Model Court efforts continue to be shared nationally and provide guidance on how to implement and achieve *RESOURCE GUIDELINES* goals. The Model Court project is discussed further in Chapter 4 and 5.

In the early days of training at local, regional, and national programs, the need for substantive judicial training programs became obvious and the PPCD developed an annual Child Abuse and Neglect Institute (CANI) that was designed to provide a week-long, judge taught, judicial training program focused exclusively on the best practices of the *RESOURCE GUIDELINES* and the role of the judge. The first week long program was held in 1998 at the National Council headquarters in Reno, NV. Twenty judicial students participated in the first Institute and all participants were funded to attend through an OJJDP funded project.ⁱ By mid-2008, 385 judges from across the nation have participated in CANI. Today, there continues to be a great deal of interest in CANI training opportunities for judges, with most participants receiving state funding or providing self-funding to participate. In recent years, components of the CANI curriculum have been adapted to a CD version and made widely available for judicial officers across the nation to access.ⁱⁱ Efforts are also underway at PPCD to create and fund advanced CANI programs that address increasingly complex areas of practice.

Over the years, multiple entities and a variety of local, state, and national resources have been used to support *RESOURCE GUIDELINES* based training programs, including the national Court Improvement Project (CIP). Training areas have remained foundational and, over the years, they have served as the core training component for a wide range of judicial training programs that have expanded in scope. In implementing training on the *RESOURCE GUIDELINES*, their relevance to other stakeholders beyond the judge became apparent – today, the *RESOURCE GUIDELINES* has been incorporated into many training programs for attorneys, social workers, child advocates, and other child welfare system stakeholders.

In addition to training and outreach, upon publication in 1995, a copy of the *RESOURCE GUIDELINES* was sent to every Congressperson, with the hope of convincing them that appropriating funding solely to the child welfare system was not going to achieve the systems' changes and improved outcomes for children and families that were sorely needed. It was argued that formally including the court in reform efforts and empowering the court to have a supervisory role over all parties would result in greater accountability within the system and improve outcomes for abused and neglected children and their families. Over the years, political support for the implementation of the *RESOURCE GUIDELINES'* best practices has grown significantly, at both the state and national levels, and across political parties.

In recent years, through Congressional funding of the CIP and the Violence Against Women Act (VAWA), as well as through a variety of outreach efforts, there is an increasing amount of visible commitment and leadership at the statewide level for reform efforts – Chief Justices, Governors, and other state leaders are becoming increasingly and actively involved in child welfare reform efforts and they are working closely with their juvenile and family court judges to ensure implementation and assessment of those reform efforts and associated outcomes. With increasing leadership and involvement of Chief Justices, states across the country are working hard to implement *RESOURCE GUIDELINES'* best practices throughout their state.ⁱⁱⁱ

Chapter 3: Reflecting on the Development of the *RESOURCE GUIDELINES*



The first juvenile court was established in 1899 in Chicago, Illinois. Created by the Illinois Legislature with the *"intention of creating a statewide special court with unique jurisdiction over pre-delinquent and delinquent youth ... the court was created to extend protection to troubled children in general, including those who are abused, neglected, dependent or in need of supervision."*^{iv} By 1907, 26 states and the District of Columbia had created juvenile courts and passed laws specific to juveniles.

In 1935, the Social Security Act authorized the first federal grant for child welfare services and provided small grants as a starting point for states to begin to establish child welfare agencies that would deliver such services. The Act also created the Aid to Dependent Children program which made funding available to states to provide financial assistance to children whose fathers were absent; such children were defined as "dependent."

In 1937, the Association of Juvenile Court Judges of America, which was ultimately renamed the National Council of Juvenile and Family Court Judges, was founded; it was the first national judicial membership organization in the United States. Judge Harry L. Eastman from Cleveland, Ohio had spearheaded efforts to create a national organization of juvenile court judges and was elected as its initial President. He served as the President of the National Council for four years. Since its inception, 64 judges have been elected to serve as President of the National Council.

During the 1940s, the Association of Juvenile Court Judges of America was recognized as an important and influential national organization that urged the U.S. Senate to address issues for delinquent children and provided educational programs for system professionals. In 1944, the organization was officially renamed the National Council of

Juvenile Court Judges. In 1949, National Council President Judge Gustav L. Schramm of Pittsburgh, Pennsylvania, formally established training programs for juvenile and family court judges and other court-related personnel as a core purpose of the Council.

In 1950, National Council member Judge Walter H. Beckham from Miami, Florida was part of a national team developing the first White House Conference on Children and Youth (December 19, 1950). Conference participants considered methods to strengthen juvenile courts, as well as a variety of specific areas aimed at improving systems' responses and child outcomes.

In the early 1960s, the Social Security Act was amended several times. The 1961 amendment was created so that "Children Service Agencies" would provide appropriate services to make the home suitable, or to move the child to a suitable placement while continuing to provide financial support on behalf of the child. As a result, child welfare caseloads increased, as did the need for more services for more children. In 1962, amendments to the Social Security Act emphasized the importance of service delivery to children whose homes were unfit. ***For the first time, state agencies were to report to the court system those families whose children were identified as possibly needing to be removed from their home. Courts became an entity in the child welfare system, but carried little authority in directing service delivery from the child welfare system. In reaction, the National Council continued outreach and training efforts to increase the authority, oversight, and leadership role of the court in child abuse and neglect cases.***

In 1974, the Child Abuse Prevention and Treatment Act (P.L. 93-247, CAPTA) was passed, becoming the first piece of major federal legislation specifically addressing child abuse and neglect cases. Through CAPTA, federal funding was attached to child abuse prevention and treatment and all states were required to create child abuse reporting procedures and investigation systems. State implementation of mandatory reporting laws resulted in a ***rapid increase in the number of children who were removed***

from their homes and placed in foster care. It also resulted in *increased caseloads for juvenile and family court judges.*

In 1978, the Indian Child Welfare Act (P.L. 95-608; ICWA) was enacted due to the ever-increasing number of Native American children being placed outside of their Native American communities. Under ICWA, minimum Federal standards were established for the removal of Indian children from their homes and for the placement of Indian children in homes that reflect the values of Indian culture. Tribes were also given the right to intervene in state court proceedings.

In the 1970s, with OJJDP funding, the National Council was awarded an initial contract to support starting the National Court Appointed Special Advocates Association (NCASAA). **The National Council formed the Children in Placement Committee which developed the *Judicial Review of Children in Placement Benchbook* and, ultimately, the national CASA program.** Aware of Seattle Superior Court Judge David Soukup's CASA-type program held in his courtroom, the Committee built on his model in developing a program that ultimately became the national CASA program. States across the country joined the movement toward providing better representation for abused and neglected children through the development of local CASA programs. In 1990, the Victims of Child Abuse Act (P.L. 101-647) authorized funding for national CASA to award grants to states and local CASA programs in order to expand CASA advocacy. The number of CASA volunteers increased, making them available to more children involved in the court system due to abuse or neglect, and allowing the volunteer child advocate to represent the best interest of the child in court. Today, the National Council continues to support CASA programs at local, state, and national levels and has included CASA volunteers in multi-disciplinary training programs, court reform initiatives, outreach activities, and systems reform efforts. The leadership of the National CASA Program continues to work with the National Council and PPCD to support and expand CASA efforts in collaborative reform

*In 1977, the National Council was renamed the **National Council of Juvenile and Family Court Judges** in recognition of the increasing need to address family issues.*

issues. The President of the National Council serves as an Ex-Officio member on the Board of the National CASA.

Throughout the 1970s, there was an increasing concern about the number of children being removed from home and spending extended time in foster care. The Adoption Assistance and Child Welfare Act of 1980 (P.L. 96-272) was created to address increased concerns over the number of children being removed from their home, a practice of “foster care drift,” and the lack of oversight within the foster care system. The Act established the first federal procedural rules governing child welfare case management, permanency planning, and foster care placement reviews, and required states to develop a state plan detailing how child welfare services will be delivered. ***The Adoption Assistance and Child Welfare Act also created the first significant role for the court system by requiring courts to review child welfare cases on a regular basis. The court or an administrative body was required to determine the children’s future status – whether it is return to parents, adoption, or continued foster care – within 18 months after initial placement into foster care.***

In order to help states take full advantage of P.L. 96-272, and effectively implement ***permanency planning for children***, the National Council initially obtained support from the Edna McConnell Clark Foundation to provide training and technical assistance. Five states were targeted for initial project efforts. Among

Permanency Planning – efforts to ensure that abused and neglected children are not unnecessarily placed in foster care, do not drift from foster home to foster home, but instead are provided with a permanent living situation as quickly as possible.

achievements in these five target states were increased judicial review, court/social service agency cooperation on behalf of children, and expanded services for victims of abuse and neglect – essential to these achievements was the leadership of juvenile and family court judges and other child welfare professionals. Particularly successful in the National Council’s initial permanency planning efforts were leaders in Missouri, who had established a ***State Permanency Planning Task Force*** which included trial and

appellate court judges, social service professionals, representatives of volunteer organizations, and legislators. Task Force activities focused on identification of barriers to permanency planning for abused and neglected children in the state, and interdisciplinary training to help professionals recognize and eliminate those barriers. In 1983, the U.S. Department of Health and Human Services provided support to the National Council to replicate the "Missouri Model" in three additional states. Recognizing the relationship between child abuse and later delinquency, in 1984 OJJDP also provided support for the ***National Council's Permanency Planning for Children Project***. This Project established Permanency Planning Task Forces based on the Missouri Model in each of the 50 states and the District of Columbia. The National Council provided individualized technical assistance to the Task Forces, and served as a national clearinghouse for permanency planning progress within the states.^v The National Council's Permanency Planning Task Forces served as precursors to the development of the national state Court Improvement Project (CIP).

State Permanency Planning Task Forces and subcommittee members in the 50 States and D.C. met on an estimated 300 occasions, planning and implementing an estimated 100 training conferences and seminars. More than 9,550 judges, legislators, social service workers and administrators, citizen volunteers, attorneys and others participated in these trainings. This interdisciplinary approach to permanency planning resulted in increased interagency cooperation and significant improvements in the delivery of services to abused and neglected children.

In response to the increasing oversight role of the courts, the National Council also produced two publications in the 1980s that included specific recommendations and standards for the practice of judges. Both documents also demonstrated the value and impact of developing such publications. In 1984, the *Juvenile Court and Serious Offenders: 38 Recommendations*^{vi} publication focused on two controversial issues: (1) Bind-overs or transferring children who had committed crimes that were especially serious; and (2) Punishment for the crime to include both a penalty and services to the child to help advance good behavior. The publication proved beneficial to judges, as well as to State legislators, county officials, and community leaders, in addressing serious youth crime and its perpetrators more effectively. The *Recommendations* also

highlighted consensus among judges in jurisdictions of various size and structure on how to handle serious offender cases. This publication served as a ***model to illustrate how the National Council could develop recommendations that would serve as a foundation to address common issues and challenges, and to develop best practices.*** The *Juvenile Court and Serious Offenders* publication also served as a model for a future publication focused specifically on recommendations for child abuse and neglect cases.

Building on the *Juvenile Court and Serious Offenders* publication, the National Council's Metropolitan Court Judges Committee, comprised of judges from the nation's largest cities, engaged in a process of dialogue and debate, establishing 73 recommendations to better address the needs of abused and neglected children across the nation – *Deprived Children: A Judicial Response, 73 Recommendations.*^{vii} The recommendations ***redefined the role of judges, moving from adjudicators to leaders of systems change and served as a catalyst to move the court into the position of problem-solving or treatment courts.*** The publication highlighted the agreement and alignment of juvenile and family court judges, from jurisdictions across the nation of various size and structure, about how to best address cases involving child abuse and neglect.

In the early 1990s, several National Council articles were published that outlined and strengthened the role of the judge and improved court practice. In 1992, National Council member and future National Council President, Judge Leonard Edwards, wrote "*The Juvenile Court and the Role of the Juvenile Court Judge.*"^{viii} The article outlined the unique leadership role of the juvenile court judge – a role that combines "...judicial, administrative, collaborative and advocacy components,"^{ix} and acknowledged the need to educate and socialize juvenile court judges to their "nontraditional," distinct role.

During the 1990s, the American Bar Association (ABA) also published reports on reform efforts in two juvenile courts led by National Council judicial leaders. *Judicial Implementation of Permanency Planning Reform: One Court that Works* (1992)^x

highlighted reforms in the Hamilton County Juvenile Court (Cincinnati, Ohio), led by then National Council Executive Officer and soon-to-be President Judge David E. Grossmann. This publication discussed how the juvenile court implemented change in order to more effectively manage the new demands placed upon it through major foster care reform legislation and state law reform initiatives. The publication outlined the key elements of reform and noted that Hamilton County's court experience could be replicated in other jurisdictions. The report provided a blue print for reform in juvenile and family courts and it spoke to the importance of judicial leadership, effective case flow management, collaboration, as well as other necessary components for change.

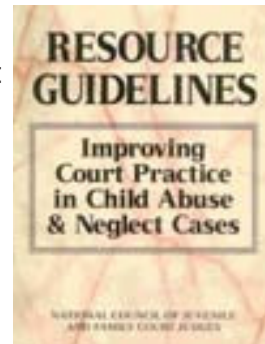
As a follow-up to the publication on Hamilton County, the ABA chronicled permanency planning reform efforts and practices in the Kent County Juvenile Court (Grand Rapids, Michigan), led by National Council member and former President Judge John P. Steketee.^{xi} Many of the same key elements and reform efforts that were found in Kent County were consistent with reform efforts in Hamilton County, supporting the belief that core reforms and best practices are needed in all juvenile and family courts to achieve significant and lasting reform – most notably, strong judicial oversight, effective case flow management, and system collaboration.

The national ***Court Improvement Program*** was created as part of the Omnibus Budget Reconciliation Act of 1993 (P.L. 103-66), making funds available in the form of grants to state court systems, for states ***to conduct assessments of their foster care and adoption laws, to assess judicial processes, and to develop and implement a plan for system improvement that included the courts.*** In many ways, the State Permanency Planning Task Forces were precursors to the State Court Improvement Program.

Building on the efforts underway through the leadership and members of the National Council, as well as national efforts underway to improve practice by allied organizations (e.g., the American Bar Association) and federal entities, including the Court Improvement Program, the National Council formally began to develop the ***RESOURCE***

GUIDELINES in 1992, with publication in 1995. As discussed, the primary focus of the *RESOURCE GUIDELINES* was judicial leadership, on- and off-the-bench, and the development and articulation of best practices in the handling of child abuse and neglect cases. Since its publication, the *RESOURCE GUIDELINES* has had a very strong and meaningful impact on dependency court practice and child welfare reform.

More than 33,000 copies distributed nationwide since first published in 1995



More than 16,000 copies distributed nationwide since first published in 2000

Chapter 4: Diffusion and Dissemination of the *RESOURCE GUIDELINES* – Key Events



As dissemination of the *RESOURCE GUIDELINES* began, the National Council engaged in congressional testimony in support of new federal legislation.^{xii} Under the leadership of Judge David Grossmann from Cincinnati, Ohio, National Council judges integral to the development of the *RESOURCE GUIDELINES* testified that federal legislative changes concerning expedited permanency decisions, performance standards, child safety, permanency, and child well-being needed to be paramount in any child welfare decision. ***Passage of the Adoption and Safe Families Act in 1997 (P.L. 105-89; ASFA) reflects the significant role that the judiciary played in helping to shape the needed legislation.***

ASFA mandates that child safety, permanency, and well-being are of paramount concern in any child welfare decision. ASFA set new time frames for permanency hearings, reducing the time frame from 18 months from placement to 12 months from the date the child entered care, establishing new time lines and conditions for filing termination of parental rights, and requiring states to document efforts to adopt and address adoption barriers. ASFA established performance standards and a state accountability system and encouraged states to test innovative approaches to delivering child welfare services. With the passage of the ASFA, the PPCD focused on training programs that built upon the *RESOURCE GUIDELINES*, but also included ASFA provisions, and emerging issues and practices based on a growing knowledge base resulting from years of *RESOURCE GUIDELINES* implementation.

The Child Victims Act Model Court Project

Building on the work underway as the *RESOURCE GUIDELINES* was being developed, and based on the reforms underway in the Hamilton County (Cincinnati, Ohio) Juvenile Court, the National Council launched its national Model Court Project. Funded by the

OJJDP, the Model Courts Project was, and continues to be, designed to support and guide reform efforts based on the best practices of the *RESOURCE GUIDELINES*. Beginning with Cincinnati in 1993, by the implementation of ASFA in 1997, the Model Courts Project had expanded to include 12 diverse jurisdictions: Alexandria, Virginia; Chicago, Illinois; El Paso, Texas; Honolulu, Hawaii; Louisville, Kentucky; Miami, Florida; Nashville, Tennessee; Newark, New Jersey; Reno, Nevada; Salt Lake City, Utah; San Jose, California; and Tucson, Arizona. Today, there are 36 courts participating in the Model Courts Project – implementing the *RESOURCE GUIDELINES* and reforming their child abuse and neglect systems to improve outcomes for children and families.

The Model Courts represent juvenile and family courts from across the nation, differing in size, procedures, resources, and outcomes. Working with the PPCD and with each other, ***Model Courts begin with an assessment of judicial roles and foundational court practice in child abuse and neglect cases as articulated in the RESOURCE GUIDELINES.*** The Model Courts identify impediments to the timeliness of court events and delivery of services for children and families in care, and then work with system partners to design and implement court- and agency-based practice and policy changes to address these barriers. Working with the PPCD, the Model Courts provide training programs to their judiciary and other professionals to ensure an understanding of effective leadership, as well as educational training programs on foundational practice issues and emerging challenges.

Model Courts

Alexandria, Virginia
 Austin, Texas
 Baltimore, Maryland
 Charlotte, North Carolina
 Chicago, Illinois
 Cincinnati, Ohio
 Cleveland, Ohio
 Concord, New Hampshire
 Dallas, Georgia
 Des Moines, Iowa
 El Paso, Texas
 Greeley, Colorado
 Hattiesburg, Mississippi
 Honolulu, Hawaii
 Howell, Michigan
 Indianapolis, Indiana
 La Plata, Maryland
 Lake Charles, Louisiana
 Las Vegas, Nevada
 Los Angeles, California
 Louisville, Kentucky
 Miami, Florida
 Nashville, Tennessee
 Newark, New Jersey
 New Orleans, Louisiana
 New York City, New York
 Omaha, Nebraska
 Portland, Oregon
 Reno, Nevada
 Salt Lake City, Utah
 San Jose, California
 Seattle, Washington
 Toledo, Ohio
 Tucson, Arizona
 Washington, D.C.

Regional/Statewide Model Courts:
 Colorado
 New York

With technical assistance and training from the PPCD, child abuse and neglect practices and innovations are pilot-tested and refined as part of ongoing court and multi-agency systems' change efforts.

Model Courts are continually engaging in active reform efforts. ***Believing that it is in a child's best interest to be raised in a safe, permanent, and loving family, the Model Courts have rejected "business as usual."*** Instead, the Model Courts bring together a broad range of system stakeholders to critically review how well the court and system structures and processes are meeting the needs of these most vulnerable children. Stakeholders engage in a collaborative strategic planning process – assessing system functioning; targeting specific, attainable goals; implementing and evaluating reforms; and supporting ongoing efforts to achieve substantive, sustainable change. As they implement and assess reform efforts at the local level, Model Courts increasingly use their experiences, successes, and lessons learned to support statewide reform efforts. Working closely with the Model Courts, the PPCD facilitates the reform process at both the local and state level, and links the efforts of the Model Courts to other national reform efforts. (See Chapter 5 for further information about the Model Courts and their *RESOURCE GUIDELINES* implementation.)

In 1999, the National Council's Millennium Conference, "Launching Improved Court Practice in Child Abuse and Neglect into the Next Century," was held in Washington, D.C. This Conference brought together judge-led teams from each state, and focused on the fundamental best practices of the *RESOURCE GUIDELINES*, as well as the accomplishments and lessons learned from the Model Court jurisdictions. The Conference provided opportunities for information-sharing, brainstorming, and outreach amongst Model Courts and courts across the nation. The design and development of the Millennium Conference also served as a model for the development of the National Judicial Leadership Summit on the Protection of Children.

In 2000, a live national satellite broadcast entitled "Model Court Practices in Abuse and Neglect Cases" was produced by OJJDP, in cooperation with the National Council and

the U.S. Department of Health and Human Services, Children's Bureau. The broadcast highlighted *RESOURCE GUIDELINES* implementation and reform efforts in the Louisville, Newark, and El Paso Model Courts and provided opportunities for broadcast participants to raise questions and discuss challenges of systems' reform with the Model Court Lead Judges.

In September 2005, the Conference of Chief Justices, the Conference of State Court Administrators, the National Center for State Courts (NCSC), and the National Council, along with chief justices, appellate jurists, juvenile and family court judges, court improvement project directors, child welfare professionals, legal practitioners, and legislators joined together for the National Judicial Leadership Summit on the Protection of Children entitled "*Justice for Children: Changing Lives by Changing Systems*" in Bloomington, Minnesota. This National Judicial Leadership Summit represented a unique and significant convening of national and state leaders whose sole focus was to discuss *RESOURCE GUIDELINES* best practices strategies and develop meaningful action plans designed to improve outcomes for the nation's most vulnerable children. In March 2007, a second Summit was held in New York City. Again, the National Council collaborated with the NCSC to develop the National Judicial Leadership Summit.

Expanding the *RESOURCE GUIDELINES*, in 2000 the National Council published the ***ADOPTION AND PERMANENCY GUIDELINES: Improving Court Practice in Child Abuse and Neglect Cases.*** Developed as a result of a three-year effort to produce best practice recommendations for use in dependency cases in which the abused or neglected child cannot be reunified with their parents, it provides juvenile and family court judges with guidance on how to hold meaningful hearings from the permanency hearing through subsequent termination of parental rights hearings and final case closure.

Since the late 1990s, the PPCD has partnered with Model Courts, Court Improvement Program representatives, and other system experts to produce publications that highlight achievements and best practices, mistakes made and lessons learned from

RESOURCE GUIDELINES implementation, and outcomes of reform. Over the years, these publications have been shared with thousands of court and agency representatives who are actively engaged in reform initiatives and many have been incorporated into training programs. The development of such articles and technical assistance reports continues today, and a wide range of technical assistance materials are made available through the PPCD and the National Council's website (www.ncjfcj.org).

Chapter 5: Introduction and Consequences of *RESOURCE GUIDELINES* Implementations in Model Court Sites



The Child Victims Act Model Courts are committed to implementing the best practice recommendations outlined in the *RESOURCE GUIDELINES* in order to achieve better outcomes for the children and families they serve. Model Courts engage court and other system stakeholders in collaborative efforts to critically examine policies, practices and procedures and to design targeted reform initiatives – Model Courts serve as laboratories for systems’ change in child abuse and neglect cases.

WHAT PRACTICE IMPROVEMENTS WERE PIONEERED BY THE MODEL COURTS?^{xiii}

- Establishment of cross-system collaborative groups in each court guided by a Model Court Lead Judge.
- Establishment of one family-one judge calendaring.
- Substantive and thorough child abuse and neglect hearings.
- Front-loading of child abuse and neglect cases (e.g., substantive preliminary protective hearings; early appointment of counsel for parents and children; pre-hearing and pre-trial conferencing; early alternative dispute resolution; early identify of services to children and families).
- Scheduling hearings at a specific time (“time certain”).
- Implementation of strict no-continuance policies.
- Copies of orders disseminated to all parties at the end of each hearing.
- Setting the date and time of the next hearing at the end of the current hearing.
- Development of “dedicated” attorneys assigned to specific courtrooms and specific judges.
- Improved advocacy for children and representation for parents.

- Development of data information systems specifically focused on dependency case processing and performance measurement.
- Development and implementation of family group decision-making and dependency mediation programs.
- Improved adoption practices and "Adoption Saturday" celebrations.
- Dependency drug treatment courts.
- Dependency mental health courts.
- Use of judicial checklists focused on improving educational outcomes, children's exposure to violence, infant and child mental health, and the Indian Child Welfare Act.

WHAT IMPROVED OUTCOMES ARE ASSOCIATED WITH THE MODEL COURTS?^{xiv}

- In the District of Columbia, the Model Court collaboration between two organizations that provide CASA services led to increased numbers of children being served and represented.
- In Tucson, the average number of months a case remained open was 23.2 months in 2008- down from 39 months a decade ago, along with a 33 % decrease in the number of dependent youth growing up in foster care.
- In New York City, the number of children in foster care in 2008 (16,982) is down from an estimated 42,000 children in care a decade ago. Over half of these children are teenagers. With the implementation of "Teen Days" in 4 of the 5 boroughs, these youth are participating more in court.
- In Des Moines, due to the efforts of the Model Court, best practices in supporting visitation have been utilized in child welfare cases statewide. The Iowa Code has adopted Parent Child visitation guidelines developed by the Des Moines Model Court for all courts to follow.
- In Chicago, the backlog of children under court jurisdiction in out-of-home, long-term foster care was reduced from an estimated 58,000 to fewer than 20,000 during 1996-1999. The number in 2008 is fewer than 8,000 children.

- In Los Angeles, the leadership of the Model Court Lead Judge and team resulted in significant improvements in achieving permanency for children through the Adoption Saturday program, which has since become a national model. More than 3,000 children found permanent homes in 2000.
- In San Jose, the adoption rate doubled. San Jose also created one of the first child welfare mediation and family group conferencing programs in the United States; the San Jose program is now a nationally recognized model and is an expected part of best practices.

WHAT COMMITMENT IS REQUIRED OF A MODEL COURT?

Becoming a Model Court requires a unique commitment of energy, time, and personnel. All prospective jurisdictions are asked to follow seven fundamental elements in order to become part of the project:

- Identify a Lead Judge to guide the process with the support of the Presiding Judge or Chief Justice in his or her jurisdiction or state.
- Establish a collaborative with key stakeholders who work within the system.
- Assess court practice and identify challenges, goals, and improvements based upon best practices.
- Agree to serve as a “laboratory” for systems change by implementing new practices and sharing experiences with others.
- Open the court process to PPCD staff, evaluators, and others.
- Track measurable outcomes through a data information system or by other means.
- Agree to mentor other jurisdictions by hosting site visits, serving as presenters at state, regional, and national conferences, and developing publications.

Becoming a Model Court is a long-term commitment. Systemic improvement is a multi-year, multi-phase, multi-systems change process that evolves through leadership, legislation, policy, and personnel. Working closely with each other and with the PPCD, the Model Courts continually assess their child abuse and neglect case processing, examine barriers to timely permanency, develop and institute court improvement plans,

and collaborate within their jurisdictions to bring about meaningful and sustainable systems change.

All Model Courts are engaged in developing new policies, practices, and programs which will not only speed cases to permanency, but also provide high-quality attention and services to children that focus on the safety, permanency, and well-being of the children in care. Each Model Court is committed to taking a hard look at how its court process is working in everyday practice.

Model Court has given me the opportunity to come together with a group of committed and dedicated people to share frustration and to learn. It provides an opportunity to test ideas and get meaningful feedback ... it provides a source of support and numerous resources that can assist in problem-solving and developing new ideas and programs. - Lead Judge Ernestine Gray, New Orleans, LA

The Model Court offers its participants an opportunity to creatively and energetically come to the table and contribute ideas about ways to improve service to children and families. The spirited discussions that ensue, and the resulting innovations, nurture and sustain us all! - Lead Judge Sallyanne Floria, Newark, NJ

Model Courts are not exemplary courts, but are laboratory courts, using trial and error, creativity, and ongoing evaluation to come up with enhancements and improvement of best practices. They are willing to try new things to improve outcomes for children. - Deputy Lead Judge Oscar G. Galbadon, Jr., El Paso, TX

Being a Model Court takes best practices off the pages of books and breathes life into them. - Lead Judge Louis A. Trosch, Jr., Charlotte, NC

Chapter 6: **RESOURCE GUIDELINES** Support for Court Performance Measurement



The *RESOURCE GUIDELINES* was ahead of its time with the recommendation for courts to gather their own performance and outcome data. The *GUIDELINES stressed how important it is for courts to have their own data* to track such things as: length of time from case filing to case closure; length of time for key steps in the legal process (e.g., case filing to adjudication, disposition, and the permanency hearing); and length of time from filing the termination of parental rights petition to the finalization of adoption. While measurement focused on timeliness, the *RESOURCE GUIDELINES strongly advised courts to measure progress in case flow management and to measure all aspects of their performance from the time a petition is filed until final permanency and all steps and events in-between.*

In the early years following the dissemination of the *RESOURCE GUIDELINES*, most of the courts, including Model Courts, had very little, if any, ability to track case time frames and outcomes. Due to a lack of data resources and technology across the nation, courts tended to rely on their local or state child protection agency to provide at least some information regarding the timeliness of court events and other data outcomes. Courts cannot, however, hold themselves accountable by relying on someone else's data to examine their own performance. *In recent years, there has been a growing focus on court performance measurement.*

Through collaborative efforts with the American Bar Association, Center on Children and the Law, and the National Center for State Courts, the National Council has encouraged courts to develop their own data capacity in child abuse and neglect cases. In 1998, a mini-conference was co-sponsored by the Court Improvement Conference and the Conference of State Court Administrators'

Court Statistics Project Advisory Committee. Participants worked with a number of resource documents, including the *RESOURCE GUIDELINES*, to summarize key performance measures for dependency courts in a consensus statement. Those measures were then revised in an article by Dr. Victor E. Flango from the National Center of State Courts, entitled "*Measuring Progress in Improving Court Processing of Child Abuse and Neglect Cases*," published in 2001,^{xv} and then further refined through a multi-year collaborative project funded by the David and Lucile Packard Foundation – resulting in the identification of national ***court performance measures*** for child abuse and neglect cases. The measures fall into four primary categories – safety, permanency, due process, and timeliness, and were outlined in a 2004 publication entitled "*Building a Better Court: Measuring and Improving Court Performance and Judicial Workload in Child Abuse and Neglect Cases*."^{xvi}

After publishing *Building a Better Court*, the Children’s Bureau funded the collaborative partners (the ABA, NCSC, and the National Council) to provide targeted technical assistance to six diverse project sites: Charlotte, North Carolina; Clackamas County, Oregon; Little Rock, Arkansas; Minneapolis, Minnesota; New Orleans, Louisiana; and Omaha, Nebraska. During this project, the partnering organizations were able to test sites’ capacity for producing data on each of the court performance measures, and, as a result, further refine the measures themselves.

With passage of the Strengthening Abuse and Neglect Court Act, SANCA, (P.L. 106-314) in 2000, and with funding from the OJJDP, the National Council partnered with the NCSC and the ABA to provide collaborative court performance measurement technical assistance to an additional six states (Colorado, Florida, Georgia, Idaho, New Jersey, Virginia). These states created management information systems, or expanded their existing systems, to collect data concerning the national dependency court performance measures.

All of the aforementioned work has culminated in the production of the *Toolkit for Court Performance Measurement in Child Abuse and Neglect Cases*, which is informed by the

early Packard-funded project, the work of the Children’s Bureau and the SANCA project sites. The *Toolkit* publications are jointly funded by the Children’s Bureau and OJJDP. Information on both projects and the national dependency court performance measures can be obtained at www.courtsandchildren.org. The *Toolkit* is also available at www.ojjdp.ncjrs.gov.

The RESOURCE GUIDELINES’ principles stress the importance of data and court performance measurements. Courts, like child welfare agencies, must focus not only on timeliness of case processing and decision-making, but also on the quality of the process and the outcomes resulting from the court’s efforts. Consistent with the focus for reform efforts, courts must also be able to share their independent system data with their child welfare agency and other system partners.

Chapter 7: Looking Ahead – How the *RESOURCE GUIDELINES* Continues to Support Ongoing System Reform Initiatives and Improved System Outcomes



Since its publication in 1995, the *RESOURCE GUIDELINES* has been a critical guide to court and system reform efforts. ***Today, the RESOURCE GUIDELINES is still foundational to court-based best practices and reform efforts, and to broader system reform initiatives.***

The *RESOURCE GUIDELINES* continues to maintain a focus on foundational best practices for each hearing type in child abuse and neglect cases, and on the legal, practice-oriented, leadership role of judges' on-the-bench in individual cases. ***The appropriate focus and quality of court hearings, and the appropriate role of the judge in individual cases, is a critical and necessary component for ongoing judicial training – whether conducted by local or state-based judicial training experts and state Court Improvement Programs, through national conferences and training programs, or by the National Council.***

In addition to foundational training programs focused on the judicial role on-the-bench, National Council training programs have also focused on the ***off-the-bench leadership role of judges.*** Over the years, the off-the-bench leadership focus of National Council training programs has been on developing judicial leadership skills that facilitate effective multi-disciplinary reform efforts and community outreach. Today, with the increasing leadership role of judges in collaborative efforts at the local, state, and national levels, PPCD training programs are becoming increasingly focused on leadership development. These emerging training programs combine the research and theory of effective leadership generally, with the research, theory, and practice of effective judicial leadership in the dependency context.^{xvii}

In addition to training programs specifically designed for judicial students, the National Council has worked with local, state, and national organizations to develop and provide multi-disciplinary training programs on a wide range of topic areas.

Today, training programs are addressing increasingly complex issues. Emerging training areas also require outreach to new faculty who may have the expertise in specific topics, but do not necessarily have the expertise in how to translate the material to the specifics of dependency cases and the role of the judge. This requires new partnerships between experts and system professionals in how increasingly complex information is presented in a relevant and useable way. In several topic areas, the National Council has supported training programs that include a faculty partnership between a judge and a scientist or other appropriate expert.

Building on foundational best practice and training programs, the ***RESOURCE GUIDELINES*** has also proved to be a ***critical component of effective collaborative efforts with child welfare agencies and other system professionals.***

Reinforcing and expanding collaborative efforts at the local, state, and national level is an ongoing critical process.

As discussed, in recent years there has been an increasing focus on court performance measures in four primary categories – safety, permanency, due process, and timeliness.

Sampling of General Topic Areas of Multi-Disciplinary Training Programs

RESOURCE GUIDELINES' Best Practices
Child Abuse and Neglect Legal Process & Requirements
Leadership
Alternative Dispute Resolution Programs
System-wide Professional Roles and Responsibilities
Successful Collaboration and Systems Change
Child and Adolescent Development
Biological Development
Psychological Development
Social Development
Mental Health – Children, Adolescents, Parents
Children's Exposure to Violence
Forensic Evidence in Child Abuse and Neglect Cases
Improving Educational Outcomes
Substance Abuse and Treatment
Dependency Drug Court
Cultural Competence
Reducing Racial Disproportionalities and Disparities
Indian Child Welfare Act
Interstate Compact for the Placement of Children
Performance Measurement
Case Flow Management
Model Court Reform Efforts and Innovative Programs

Model Court jurisdictions, as well as courts across the nation, are working hard to increase the ability of the court to collect and track the necessary data, including data that can assess the effectiveness of *RESOURCE GUIDELINES'* best practice implementation. Many courts are also working with their child welfare agency to develop opportunities for appropriate data sharing between the court and the agency.

With the increasing focus on data, there is an essential need to conduct research-based evaluations of court practice and outcomes (including the best practices of the *RESOURCE GUIDELINES*) as well as practice and outcomes throughout the dependency court system. There needs to be increasing outreach and partnerships with local universities and colleges to support these research efforts.

Clearly the *RESOURCE GUIDELINES* continue to be a vital tool in child abuse and neglect courts' system change efforts. In order to ensure their ongoing relevance, and to ensure that the *RESOURCE GUIDELINES* continue to challenge courts to aspire to best practice, the National Council plans to review and update the *GUIDELINES* in light of years of implementation feedback from courts around the country. Through its *Courts Catalyzing Change: Achieving Equity and Fairness in Foster Care* initiative funded by Casey Family Programs and OJJDP, for example, the National Council will review the *GUIDELINES'* best practice recommendations through a racial equity lens – focusing on helping courts to reduce racial and ethnic disparities at all decision points in the child abuse and neglect hearing process.

Chapter 8: Core Philosophy and Practice of the *RESOURCE GUIDELINES* to Support Ongoing and Future Reform Efforts – A Reminder



To support ongoing and future reform efforts, it is important to revisit the key principles and practices of the *RESOURCE GUIDELINES*.

The *RESOURCE GUIDELINES* has a defining vision ...

Every child deserves a safe and permanent home in the shortest time possible.

This vision continues to guide court practice in dealing with child abuse and neglect cases across the country. The foundational principles support the vision.

***RESOURCE GUIDELINES* Foundational Principles**

Avoid unnecessary separation of child and family if the child can remain safely in the home.

Children will thrive, grow, mature, and reach their full potential when they have a home they consider permanent. The best plan, if it can be safely implemented, is the least restrictive environment – the child’s own home.

A child’s sense of time requires timely permanency decisions.

Research supports that a child’s development of trust and security can be severely damaged by prolonged uncertainty in not knowing or understanding if they will be removed from the home, or whether they will return home. The shorter the time a child spends in foster care, separated from his or her family, the less likely there will be prolonged damage to their development of trust and security.

Juvenile and family court judges have a responsibility to provide individual case oversight, as well as system oversight and leadership.

The vision cannot be achieved without strong leadership from the judiciary. The role of the juvenile and family court judge is a unique one, as it combines judicial, administrative, collaborative, and advocacy roles. By taking on these roles, the juvenile and family court judge holds all stakeholders, including the court, responsible to ensure safe, timely permanency.

How does the court provide a safe and permanent home in the shortest time possible?

Through the foundational philosophy and best practices of the RESOURCE GUIDELINES ...

One Family / One Judge – A single judge hearing all matters related to a single family's court experience develops a unique judicial perspective. Knowledge gained of family circumstances and responses to court orders may increase the quality of stakeholders' response to family crisis.

Front-Loading the System – When adequate time is spent at the beginning of the case to locate the whereabouts of family members, ensure proper services of process, appoint competent representation, engage the family in voluntary crisis intervention services, develop and implement a comprehensive case plan, and to encourage parties to be part of the solution for their children, the overall timeframe to permanency can be significantly reduced.

Individual Calendaring – When juvenile and family court judges control their docket by setting hearings for specific dates and times, scheduling the amount of time needed for specific hearings, setting future hearings at the conclusion of a hearing, and providing written notice of the date and time of the next hearing to all parties before

leaving the courtroom, they show respect for everyone's time and set the expectations that stakeholders will be prepared for court. They also limit the number of continuances, thus moving cases more quickly through the hearing process and shortening the time to permanency. By doing all of these things, juvenile and family court judges also use valuable court resources more effectively.

Frequent Court Review with Enforcement of Established Time Frames –

Juvenile and family court judges are good case managers by requiring frequent and effective review hearings at critical time points to ensure the interim steps of the case plan are completed in a timely fashion. Frequent court reviews help to ensure the permanency plan will be completed within the established time frame.

Monitoring the Effectiveness of the System – Juvenile and family court judges need to have access to court specific data in order to understand and better monitor specific case activity as well as gain insight into the larger picture of court performance. Data allows the juvenile and family court judges the ability to monitor timeliness, due process, safety, and permanency, to better serve the children and families that appear before the court.

And, critical to the successful implementation of all of the RESOURCE GUIDELINES PRINCIPLES is

➤ ***Judicial Leadership***

Strong judicial leadership, both on- and off-the-bench. Strong and effective leadership throughout the system.

From the bench, leadership is exercised through the judges' understanding of the legal, medical, and social complexities of child abuse and neglect cases and their application to the specifics of individual cases. A judge must set clear expectations for all parties, actively monitor cases, ask appropriate questions, use appropriate hearing time to effectively monitor cases, and create a courtroom atmosphere of respect.

Off-the-bench judicial leadership can be shown by judges taking the initiative with system partners to:^{xviii}

- Form a local collaborative team of stakeholders to engage in systems reform;
- Evaluate the handling of child abuse and neglect cases;
- Partner with the state Court Improvement Program to effect systems reform at the state level, including the establishment of best practices throughout the state;
- Develop policies, standards, rules, and laws in support of system reform efforts;
- Serve as a source of information to the community about the needs of children and families; and
- Encourage the continuing education of the judiciary, system professionals, and the community on issues that effect child abuse and neglect cases.

➤ ***Collaboration***

Strong and effective collaborative relationships and collaborative action among all aspects of the court and child welfare system.

No one system serving the needs of abused and neglected children can work effectively in a vacuum. All systems are interconnected to at least some extent and, therefore, effective coordination and collaboration is absolutely necessary to achieve successful systems reform. Effective collaboration among judges, child welfare professionals, experts and community representatives is essential to identify, implement, and maintain best practices and to effectively address specific system barriers to improve child welfare practices and outcomes.

In order for collaboration to be effective and longstanding, stakeholders must be allowed to have a strong voice and truthful interactions through which both trust and mutual respect can develop among members of the collaborative. A key responsibility for the court is taking a leadership role, bringing appropriate people to the table and

empowering them to participate in a collaborative effort to improve outcomes for children and families.

System professionals must be willing to share how their specific system functions, as well as their structural and organizational arrangements. Only through understanding the various systems can stakeholders explore how to best implement the best practices of the *RESOURCE GUIDELINES*, as well as create a culture of collaboration that addresses system issues. It is necessary that collaborative meetings provide the opportunity to openly and honestly discuss multiple perspectives on systems reforms, underlying assumptions and expectations held by each collaborative partner, common and competing systems goals, and the like.^{xix} Before collaboration can truly become effective, the members of the collaborative must understand the collaborative group has to become more than the sum of its individual parts. A collaborative group develops a group identity of its own, becoming more than a meeting of various stakeholders who merely interact within the limits of status and turf boundaries. True collaboration involves system partners:^{xx}

- Engaging in a process of organizational and system learning – thus allowing partners to deepen the level of conversation across all systems and the community to allow for open and honest discussion of multiple perspectives on system reforms;
- Willingness to commit their experience, expertise, energy, and authority to moving reform efforts forward; and
- Readiness to accept a widening sphere of stakeholders who are included in the change process, and representatives with differing levels of organizational responsibilities.

The *RESOURCE GUIDELINES* are only implemented effectively when judicial leadership uses collaborative efforts with other system experts and stakeholders. Collaboration brings together system stakeholders to address the various system barriers to increased permanency, timeliness, and well-being for the children and families of the child abuse and neglect system.

➤ **Education**

System-wide stakeholder education regarding roles and responsibilities, core best practices, emerging complexities, and reform efforts.

The foundational principles and practices of the *RESOURCE GUIDELINES* logically lend themselves as a strong tool for system-wide stakeholder education regarding how to implement system reform to improve court practice in child abuse and neglect cases. Used as an educational tool, the *RESOURCE GUIDELINES* lays the groundwork for why change is necessary and how to move through the change process.

The *RESOURCE GUIDELINES* is an effective tool to use for system stakeholder education that is focused on reform efforts to improve court practice in child abuse and neglect cases. The *RESOURCE GUIDELINES* clarify the principles and foundational elements on which court reform is based. Ultimately, the *GUIDELINES* outline court processes that are necessary to support effective and efficient permanency for children and families.

ⁱ The CANI was funded by the OJJDP Permanent Families Grant. Through the VAMC Grant funded by OJJDP, judges from Model Court jurisdictions have been supported to attend CANI as part of their Model Court outreach and training. Today, CANI is attended by judges from around the country and its territories through a variety of funding sources, including state Court Improvement Projects.

ⁱⁱ The State Justice Institute (SJI) funded an adaptation of the CANI curriculum entitled: *Child Abuse and Neglect Institute: The Role of the Judge – A Curriculum Guide and Instructors' Manual* (2007). This curriculum is available on CD from www.ncjfcj.org

ⁱⁱⁱ The National Council works closely with the National Center for State Courts to promote and encourage the involvement of the Conference of Chief Justices in child welfare reform efforts.

^{iv} Roush, D.W. (1996). Part I: Historical Perspective – Advent of the Juvenile Justice System. In *Desktop Guide to Good Juvenile Detention Practice – Research Report*. U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention, Washington, D.C.

^v *Permanency Planning for Children Project: 50 State Update*. National Council of Juvenile and Family Court Judges, Reno, NV, July, 1986.

^{vi} *The Juvenile Court and Serious Offenders: 38 Recommendations*. National Council of Juvenile and Family Court Judges, Reno, NV, 1984.

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- ^{vii} “Deprived Children: A Judicial Response, 73 Recommendations” *Juvenile and Family Court Journal*, Vol. 37 (4), 1986. National Council of Juvenile and Family Court Judges, Reno, NV.
- ^{viii} Edwards, L.P. (1992). “The Juvenile Court and the Role of the Juvenile Court Judge,” *Juvenile and Family Court Journal*, Vol. 43(2), National Council of Juvenile and Family Court Judges, Reno, NV.
- ^{ix} *Ibid*, p. 25.
- ^x Hardin, M. (1992). *Judicial Implementation of Permanency Planning Reform: One Court that Works*. American Bar Association, Center on Children and the Law, Washington, D.C.
- ^{xi} Hardin, M. (1995). *A Second Court That Works*. American Bar Association, Center on Children and the Law, Washington, D.C.
- ^{xii} The American Bar Association also played a leadership role in supporting the Adoption and Safe Families Act (ASFA).
- ^{xiii} This list is not meant to be exhaustive and serves only as a snapshot of Model Court achievements. For more detailed and comprehensive information, please review the series of *Model Court Status Reports* available at www.ncjfcj.org
- ^{xiv} This list is not meant to be exhaustive and serves only as a snapshot of Model Court achievements and associated outcomes. For more detailed and comprehensive information, please review the variety of specific Model Court evaluation reports and *Model Court Status Report* documents available at www.ncjfcj.org
- ^{xv} Flango, V.E. (2001). Measuring Progress in Improving Court Processing of Child Abuse and Neglect Cases,” *Family Court Review*, Volume 39, pp. 158-169.
- ^{xvi} American Bar Association, National Center for State Courts & National Council of Juvenile and Family Court Judges (2004). *Building a Better Court: Measuring and Improving Court Performance and Judicial Workload in Child Abuse and Neglect Cases*. David and Lucile Packard Foundation.
- ^{xvii} Dobbin, S.A., Gatowski, S.I., and Maxwell, D. (2004). *Building a Better Collaboration: Facilitating Change in the Court and Child Welfare System*. National Council of Juvenile and Family Court Judges, Reno, NV. The concepts and strategies outlined in this publication are currently being developed as an off-the-bench judicial leadership curriculum.
- ^{xviii} *Back to Basics: Fundamental Application of the RESOURCE GUIDELINES and ADOPTION AND PERMANENCY GUIDELINES in Child Abuse and Neglect Cases*. Technical Assistance Brief, October 2006, National Council of Juvenile and Family Court Judges, Reno, NV.
- ^{xix} *Building a Better Court*, pg 51-52
- ^{xx} *Building a Better Court*, pg 51-52