

Overall Goal of VT CIP: Quality dependency court proceedings that promote children’s safety, permanency, and well-being.

Outline of Outcomes & Projects

1. Improve the timeliness of TPR proceedings

Project 1: Expedite those TPRs where parents are not engaged in caseplan

Project 2: Explore strategies to reduce the amount of time a TPR decision is under advisement

Project 3: Develop a plan for experimenting with a regional TPR venue to improve timeliness of TPR decisions

2. Improve the timeliness and quality of Probate Division adoption finalization hearings for children in the child welfare system.

Project 1: Improve timeliness of adoption finalization hearings in Probate Division

Project 2: Improve the quality of adoption finalization hearings in Probate Division

3. Identify and implement efficiencies in processing abuse/neglect cases

Project: Conduct an analysis of initial stages of abuse/neglect proceedings, examine suspected causes of case delay, and recommend reforms (Lean analysis)

4. Improve quality of court data

Project 1: Improve the quality of permanency data

5. Collaboration between the court, agency, and other partners in the child welfare system

Project 1: Courts, DCF, & other child welfare system partners collaborate to provide multidisciplinary education & training

Project 2: Collaborate with DCF-FSD on implementation of specific initiatives (e.g., older youth provisions of the federal Strengthening Families Act, SDM reunification tool, etc.)

Project 3: Support Safe Babies Court projects

6. Promote high quality legal representation

Project 1: Attorneys receive specialized training in child welfare and juvenile law

Project 2: Develop an instrument for judges to use that focuses on indicators of quality representation and provide data on attorneys to ODG

7. Judges and court personnel are knowledgeable and prepared to work with child welfare cases

Project 1: Judges assigned to the juvenile docket receive specialized training

Project 2: Court personnel assigned to the juvenile docket receive specialized training

8. GALs who advocate in juvenile proceedings are adequately trained and supervised

Project 1: Train GAL volunteers to advocate for children’s best interests in juvenile proceedings

Project 2: GALs in juvenile proceedings are adequately supervised.

Project 3: Assess statewide data to accurately identify cases assigned to volunteer GALs and identify any current or potential future problems.

(revised 2017)

State Name: Vermont

Date Strategic Plan Submitted: November 22, 2016 (rev.2017)

Timeframe Covered by Strategic Plan: 2017-2021

Overall Goal/Mission of CIP: Quality dependency court proceedings that promote children’s safety, permanency, and well-being.

Outcome #1: Improve the timeliness of TPR proceedings

(This is a joint court/agency project to improve a permanency outcome)

Priority Area: Timeliness/Permanency

Need Driving Activities & Data Source: The number of cases with a TPR filed rose for six consecutive state fiscal years through FY16.¹ While Vermont had made progress reducing the average time from Case Filing to TPR decision (and TPR filing to TPR decision) during FYs 11-14, the average length of time began climbing in FY15 and the upward trend continued into FY17. Delays in TPR decisions contribute to delays in permanency. For now, we will focus on expedited TPR hearings for cases that meet specific criteria. Developing and implementing a plan for those TPRs could produce strategies for possibly exploring regional TPR venue or other non-traditional ways of keeping up with TPR caseload, at a later date.

Theory of Change: Expedite TPR hearings in those TPR cases in which parents are not actively engaged in their case plan (not seeing their child), so that courts decide TPRs in a more timely manner. This is a strategy to reduce permanency delays for children who have adoption as a caseplan goal.

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Project 1: Expedite those TPRs where parents are not engaged in case plan. This project was selected after discussions with DCF-FSD and Chief Superior Judge. This strategy was discussed by the Best Practices subcommittee of the Justice for Children Task Force after one judge experimented with this approach.							
1. Create a work group to develop criteria for identifying these cases and	Trial Court Operations, Chief Superior Judge;	Produce implementation plan	Reduce the number of pending TPRs and the % of TPRs pending > 5 months.	Start winter 2017	court-room space; attorney & judge	% of TPRs pending > 5 months;	Ongoing

¹ Source: court data, TPRs filed (TPR trends report)

Develop implementation plan	AAGs				availability; court staff	Avg time from TPR filing to decision	
2. retired judges may be utilized to hear TPRs fitting the criteria	Chief Superior Judge; Retired judges		Reduce the number of pending TPRs	Through June 2017 2018	CIP funds for retired judge time		
<p>Project 2: Explore strategies to reduce the amount of time a TPR decision is under advisement – on hold This was identified because DCF-FSD knew of cases where the TPR decision was long overdue.</p>							
1. Monitor those TPRs where the decision is “under advisement” for more than 30 days	Chief Superior Judge	Reduce # of days from close of evidence to TPR decision	Improve timeliness of TPR decisions (impacts timeliness of permanency)	Start 12/1/16	Chief Superior Judge’s staff	Baseline: % of TPRs under advisement > 30 days	On hold
2. If warranted based on data collected from #1 above, explore strategies to reduce the amount of time a TPR decision is under advisement	Chief Superior Judge; Trial Court Operations	Reduce # of days from close of evidence to TPR decision	Improve timeliness of TPR decisions (impacts timeliness of permanency)	Feb. 2017			On hold
<p>Project 3: Develop a plan for experimenting with a regional TPR venue to improve timeliness of TPR decisions. – on hold This was identified by members of the Justice for Children Task Force and was authorized by statute in 2016.</p>							
1. Develop a plan for experimenting with a regional TPR venue to improve timeliness of TPR decisions	Chief Superior Judge; Trial Court Operations; DCF, ODG, etc.	a. work group created b. plan approved by VT Supreme Court		Year 1	Plan should identify resources needed	plan will identify how we will monitor impact	On hold
2. Implement plan			Improve timeliness of TPR decisions	Year 2 +			On hold
3. Assess impact after one year			Tweak plan as needed	Year 3 +			On hold

Outcome #2: Improve the timeliness and quality of Probate Division adoption finalization hearings for children in the child welfare system.

(This is a joint court/agency project to improve hearing quality and timely permanency)

Priority Area: Timeliness/Permanency ; Quality Court Hearings

Need Driving Activities & Data Source: The increase in the number of children coming into DCF custody over the past three years has resulted in an increased number of TPR proceedings and adoption finalizations. The number of cases with a TPR filed in FY16 was 53% higher than in FY14.² This has resulted in more adoption finalization hearings for the probate courts. All but one probate court has a part-time judge. This project strives to ensure timely hearing dates once the adoption finalization paperwork is filed with the Probate Division. It should reduce variability county by county in the length of time probate courts take to finalize adoptions. As of September 1, 2016 there were 127 cases that will be ready for finalization on or before 12/31/16.³ (Data source: Lund)

Theory of Change: This project is intended to move children to permanency quicker, which should have a positive impact on children’s sense of well-being and security. Adoption finalization hearings will occur more timely. Families will have a positive experience at their finalization hearing. This will be accomplished by monitoring the time between filing of adoption finalization paperwork and the finalization hearing *and* improving the quality of the hearing experience for children and families through education of probate judges and court staff.

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Project 1: Improve timeliness of adoption finalization hearings in Probate Division.							
1. Set time standard for finalizing adoptions in Probate Division.	Lund/ Project Family Staff, Trial Court Operations, Probate Division Oversight Cmte, Chief Superior Judge Grearson	Reduce permanency delays for children who have adoption as caseplan goal Reduce delays between filing of adoption finalization paperwork to adoption hearing.	-Improve timeliness of adoptions Increase the percentage of adoption finalizations that occur within 30 days of the filing of the adoption paperwork Secondary benefits (won’t be measured): -Reducing # of pending adoptions will reduce caseloads for FSD social	Feb. 1, 2017	Meeting time; personnel resources	Review data every 6 months. Goal set in March 2017: 80% of the finalization hearings occur within 30 days of the paperwork being filed in the probate court; & 90% finalizations within 45 days.	Ongoing

² Source: court data (TPR Trend report)

³ Source: Lund Project Family data

			workers & GALs, and may eliminate the need for some post-TPR permanency hearings (if adoption occurs before the hearing is required) -Foster care savings			Issue the adoption decree at the finalization hearing 90% of the time	
2. Develop procedures for Lund & probate court staff to follow	Lund/ Project Family Staff, Trial Court Operations, Probate Division Oversight Cmte	Less variation court by court (more uniformity)	Roll out procedures (Jan. 2017)	3/1/17			Completed
3. Train court staff on efficient processing of adoption paperwork and setting finalization hearing.	Trial Court Operations		<i>This was the 1/12/17 meeting/training of Court Operations Managers and Probate Registers.</i>	4/1/17	Funds for training		Completed
4. Measure time between filing of adoption finalization paperwork to the finalization hearing and adoption decree	Lund/ Project Family Staff	More timely adoption hearings		ongoing	Lund personnel & data	Lund shares data with CIP	Review timeliness data every 6 months
5. Evaluate and apply findings Assess progress. Develop a plan for those courts that cannot meet the time standards due to high volume.	Lund/ Project Family Staff, Trial Court Operations, Probate Division Oversight Cmte			Start summer 2017, then ongoing	personnel resources	Share data with probate courts, DCF-FSD, Justice for Children Task Force & others	
Activity or Project Description	Collaborative Partners	Anticipated Outputs or Accomplishments	Goals of Activity (short and/or Long-term) <i>Progress toward Outcome</i>	Timeframe	Resources Needed	Plans for Evaluating Activity	Status of Project/ Activity

Outcome #2: Improve the timeliness and quality of Probate Division adoption finalization hearings for children in the child welfare system.
(continued)

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 2: Improve the quality of adoption finalization hearings in Probate Division.							
1. Provide training or informal coaching to probate judges on meaningful adoption hearings.	Lund/ Project Family Staff, Trial Court Operations, Probate Division Oversight Cmte	Consistency among probate judges conducting finalization hearings; useful information for new probate judges	See #3 below	Start 4/1/17; ongoing	CIP funds for training; Lund adoption staff		Ongoing
2. Produce "best practices" tips (meaningful adoption hearings) for probate judges.	CIP, Lund, Trial Court Operations, Probate Division Oversight Cmte	Use of guide will promote consistency across courts, and quality of hearings.	Lund personnel report improvement in quality of hearings in the probate courts	4/1/17 Start summer 2017	Lund staff; Probate judge (Hon. Smith) input; CIP staff	Collect feedback from probate judges to assess their satisfaction with the guide.	under development (spring-summer 2018)
3. Collect feedback from families about their adoption finalization hearing experience.	Lund	engagement of families; satisfaction of families	Positive feedback from families	Start March 2017	Lund personnel	Lund provides survey data quarterly; Share feedback with probate judges	Prelim. results shared at 2017 Judicial College

Outcome #3: Identify and implement efficiencies in processing abuse/neglect cases

(This is one of the joint court/agency projects to improve the permanency outcome of timeliness)

Priority Area: Timeliness/Permanency

Need Driving Activities & Data Source: The number of new Vermont dependency cases filed has been climbing for four consecutive fiscal years. This has impacted the Family Division’s ability to process these cases in a timely manner. It also impacts other dockets, when the courts add more time to their juvenile calendar. Length of time to disposition and TPR has increased.⁴

State fiscal year:	FY13	FY14	FY15	FY16
CHINS (abuse/neglect) cases filed:	657	808	1,060	1,073

Theory of Change: Undertake a “Lean” analysis to identify efficiencies in how abuse/neglect cases are handled. Implement recommendations that are likely to ease backlogs in dependency cases.

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Project: Conduct an analysis of initial stages of abuse/neglect proceedings (from the emergency care order up to merits), examine suspected causes of case delay, and recommend reforms. Methodology was selected by the State Court Administrator. Scope was limited to initial stages of abuse/neglect proceedings because that impacts the highest volume of cases (as opposed to later state, such as TPR.)							
1. Assemble a team of subject matter experts, contract with facilitators and consultant	CIP Manager & other CAO personnel; DCF-FSD, etc.	preparation	Buy-in from external stakeholders	June – Sept 2016	CIP funds; personnel time		Completed
2. Conduct Lean analysis	representatives from the courts, DCF, Defender General system, prosecutor, agency attorney, and GAL	Produce Lean report	Complete the Lean analysis & produce a report	Oct 2016	CIP funds; personnel time		Ongoing
3. Review recommendations	Court Administrator; CIP personnel, DCF, others	Discussions about findings and potential solutions	Meaningful consideration of potential solutions	Dec 2016- March 2017 <i>delayed</i>	CIP funds; personnel time		Ongoing
4. Develop implementation plan	CIP, Superior Judge, Trial Court Operations, DCF,	Implementation plan that is realistic and achievable		Dec 2016- May 2017 <i>delayed</i>	CIP funds; personnel		

⁴ Source: court data, CFSR findings

Outcome #4: Improve quality of court data

NOTE: This scope of this project will be limited if data grant funds are not available.

The CIP is able to *report* a number of performance indicators with respect to the juvenile docket, but the data itself are not *meaningful* unless we are confident in their accuracy. This project will help us to better measure efforts to improve the timeliness of court milestones such as time to merits, disposition, or permanency.

Priority Area: Data

Need Driving Activities & Data Source: The Vermont court system currently cannot rely on the accuracy of permanency data collected and reported by the courts.⁵ The CIP has to rely on agency (DCF-FSD) data. However, DCF measures timeliness to permanency differently than the courts do. (For example, for reunification, DCF uses the date when the child returns home, but the courts use the date that legal custody was transferred back to the parent with no conditions.) Efforts have been made to identify top data fields on which to focus.

Theory of Change: *The project is intended to:*

- a. Improve the accuracy of VTADS data so that we have greater confidence in the reports showing the timeliness of juvenile proceedings and other performance indicators. This will involve training and other strategies to ensure accurate data entry.
- b. Build court managers’ skills so they can actively monitor operational reports and use this data for case management.
- c. Improve the quality of data that may be migrated into a new case management system

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Project: Improve the quality of permanency data (This project was selected with input from Trial Court Operations and others)							
1. Develop a plan to evaluate the accuracy of court permanency data and clean up inaccurate data.	CIP Trial Court Operations CAO’s IT Division	Plan is produced (scope of plan depends on availability of data grant funds)	TBD (depends on data grant resources)	Start 2017 delayed	data grant (hire consultant ideally)		Choose an item.
2. Implement plan, including training of docket clerks and court managers	CIP Trial Court Operations CAO’s IT Division DCF-FSD	-Train docket clerks on data entry procedures -Train court managers to monitor accuracy of data		2017 -2018 (depending on resources)		Improved data accuracy; use DCF-FSD administrative data	On hold

⁵ Data source: court data from case management system

Outcome #4: Improve quality of court data (continued)

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3. Expand to other measures of timely court proceedings	CIP Trial Court Operations		Monitor measures of timely court proceedings	2019	data grant	To be addressed by the implementation plan	
4. Apply a CQI approach to assess and refine on an ongoing basis our efforts to record and report data more accurately.		Increase skill and capacity among court staff and managers with respect to data integrity					

This would be a first step toward implementing a process for court/agency data sharing.

Outcome #5: Collaboration between the court, agency, and other partners in the child welfare system

Continue activities that promote collaboration across systems and strengthens knowledge and skills of judges, attorneys, GALs and child welfare agency workers.

Priority Area: Other

Need Driving Activities & Data Source: Systems change is people driven. Collaboration between the courts, child welfare agency, and other systems partners is essential for improving the child protection system and ensuring better outcomes for children and families.

Theory of Change: The following activities will help continue and strengthen collaboration across systems, through communication outside of the courtroom and focusing attention on systemic goals.

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Project 1: Courts, DCF, & other child welfare system partners collaborate to provide multidisciplinary education & training							
1. CIP sponsored regional multi-disciplinary seminars	CIP & local court staff	Clashing Advocacies II seminar in 6 locations across Vermont	Increase attendance from last year's seminar	Fall 2016 – spring 2017		Satisfaction survey of participants	Ongoing
2. CIP co-sponsorship of DCF-FSD's annual Youth Justice Summit	CIP DCF-FSD	1 day-long conference raises awareness about a specific topic	Judges, attorneys, GALs join FSD social workers for a day of training	Spring 2017	CIP training grant funds past 2017	Satisfaction survey of participants	Planning for 2018 Summit
3. "Local learning" seminars at courthouses	CIP GAL Program Local court staff DCF-FSD	Raise awareness about specific topics (normalcy, sex trafficking, statewide initiatives, etc.)	Raise awareness and integration of new knowledge into practice	Ongoing	CIP training grant funds past 2017	Feedback from attendees	
Project 2: Collaborate with DCF-FSD on implementation of specific initiatives							
1. Collaborate with DCF-FSD on implementation of older youth provisions of the federal Strengthening Families Act	CIP DCF-FSD ODG	-Share informational bulletins across systems -Educate professionals across systems (more TBD)	Raise awareness and integration of new knowledge into practice	2017-2018			Ongoing
2. Collaborate with DCF-FSD on implementation of SDM reunification tool		-Educate across systems	Raise awareness and integration of new knowledge into practice	2017-2018 (start Apr. 2017)			spring - summer 2017

Outcome #5: Collaboration between the court, agency, and other partners in the child welfare system (continued)

Project 2: Collaborate with DCF-FSD on implementation of specific initiatives (continued)							
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3. Assist FSD to Implement its CFSR Program Improvement Plan	CIP DCF-FSD Trial Court Op.	Raise awareness; Assist FSD with certain aspects of its plan	Examples: provide data on timeliness of TPR decisions, possibly timely filing of caseplans (TBD)	2017-2018	TBD	Timeliness of TPR decisions See objective 1, p. 2-3	
Project 3: Support Safe Babies Court projects <i>NOTE: this depends on additional funding from training and data grants</i>							
1. Support local court efforts to maintain (and possibly expand) Safe Babies Court Teams <i>(depending on availability of CIP funds)</i>	DCF-FSD Easter Seals Local Family Courts	Better services to families, with children 0-3 who are removed from home or at risk of removal, through provider collaboration.	Placement stability and timely permanence (TBD if there is funding available for this)	2017 and beyond	Additional CIP grant funds	TBD	<i>Current focus is on maintaining, not expanding</i>

Outcome #6: Promote high quality legal representation *(to the extent that funding allows; Training grant)*

Quality legal representation is essential to improving outcomes for children and families. The competency and skill of all professionals involved in child abuse/neglect cases impacts the quality and depth of hearings.

Priority Area: Quality Legal Representation

Need Driving Activities: CIP has long offered its support for trained and competent attorneys, both by sponsoring training provided by the Defender General system and by inviting attorneys to multi-disciplinary, CIP-sponsored educational events. The VT Bar Journal article series “Children’s Corner” also supports this priority area. **Continuation of these efforts depends on receipt of training grant funds. Therefore, details regarding the activities below will be provided at a later date, should resources become available.**

Theory of Change: Attorneys who are trained in juvenile law are better able to provide quality legal representation.

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Project 1: Attorneys receive specialized training in child welfare and juvenile law. (This was selected based on long-standing CIP support for attorney education and training.)							
1. ODG’s quarterly newsletter for defense attorneys	ODG	Quarterly newsletter <i>Also the VT Bar Journal article series</i>	Highlight practice and policy changes, changes in federal and state statutes, notable caselaw	Fall 2016-	CIP Training grant funds to continue this		Ongoing
2. Training for defense attorneys	ODG	Training 2x/year	Increase knowledge, skills, and quality of representation	Fall 2016-	CIP Training grant funds to continue this		Ongoing
3. Training for prosecutors	Dept of State’s Attorneys; AAGs	Training 1x/year	Increase knowledge, skills, and courtroom practice	Fall 2016-	CIP Training grant funds to continue this		Ongoing
Project 2: Develop an instrument for judges to use that focuses on indicators of quality representation and provide data on attorneys to ODG. <i>This plan is under development.</i>							
1. Decide whether to move forward with this plan, if agreeable to ODG	ODG	Provide qualitative data to ODG on indicators of attorney performance	Improve quality of legal representation	If moving forward, do so by March 2017		TBD- will be part of the planning process	Not moving forward

Outcome #7: Judges and court personnel are knowledgeable and prepared to work with child welfare cases *(to the extent that funding allows)*

The juvenile docket is one of the more complex trial court dockets. To be effective in processing cases and interacting with litigants, judges and court personnel must receive some specialized training before working in this docket, as well as opportunities for ongoing training and professional development. *CIP training grant funds are needed to maintain these efforts.*

Priority Area: Quality Court Hearings

Need Driving Activities & Data Source: In Vermont, Superior court judges receive annual court assignments. This means that a judge may rotate out of a particular county and docket. This “judicial rotation” can sometimes be a challenge for maintaining a judicial workforce that is up to date on current juvenile law and policy. Court staff must also be skilled at accurate docket entries, case processing, and scheduling the multiple parties involved in dependency cases.

Theory of Change: *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above. (This will be developed more if Training grant funds become available)*

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Project 1: Judges assigned to the juvenile docket receive specialized training. This was selected because Vermont has had a number of new judges appointed to the bench in recent years due to filling of vacant judge positions and the retirement of a number of judges. Abuse/neglect case numbers continue to rise. There has been sweeping statutory reform of juvenile law for two consecutive years. Judges must receive adequate training in this area of the law.							
1. New judges receive training on abuse/neglect cases within a year of being assigned to a juvenile docket	Judicial Education staff; Superior Court Judge	<i>Two of the “new” judges who will assigned to juv cases as of Sept 2017 attended NCJFCJ’s CANI program in June 2017.</i>			CIP Training grant funds		Ongoing
2. Provide judges with opportunities for professional development	Jud. Education staff; Superior Court Judge	<i>This yr: CIP “local learning” seminars, July NCJFCJ conference, Gabor Mate</i>			CIP Training grant funds		Juvenile Law Day 2017 done
Project 2: Court personnel assigned to the juvenile docket receive specialized training							
1. Provide court personnel newly assigned to the juvenile docket with juvenile orientation materials and relevant training.	Judicial Education staff; Trial Court Operations		Court staff who are newly assigned to the juvenile docket are prepared		CIP Training grant funds		
2. Provide in-service training to court personnel	Judicial Education staff; Trial Court Op.	Some of this can be the “local learning” seminars	training on juvenile court procedures and best practices		CIP Training grant funds		Possibly 2018

Outcome #8: GALs who advocate in juvenile proceedings are adequately trained and supervised *(to the extent that funding allows)*

Priority Area: Quality Court Hearings

Need Driving Activities: Vermont Guardians ad Litem are volunteers who advocate for the best interests of children, and are assigned to every child involved in CHINS proceedings. In child protection cases, they are often the “eyes and ears” of the child’s attorney. Most of the work the GALs do is out of court and involves gathering information, interviewing the parties, and working with other professionals in the case to work toward attaining the goal of safeguarding the child’s best interest and rights. (VT Rule of Family Proceedings 6) The Child Abuse Prevention and Treatment Act (CAPTA) requires that in every case involving an abused or neglected child that results in a judicial proceeding, a GAL who has received training appropriate to the role shall be appointed. Every volunteer GAL is required to complete a 32 hour pre-service training which provides an overview of applicable state and federal law, practice guidelines utilized by the Division for Children and Families (DCF), an overview of the sociological factors they may encounter, and general best practice guidelines. Each GAL is also required to complete a “mentoring” process where they shadow one or more experienced guardians before can be assigned to a case. Furthermore, GALs need specialized in-service training to help them better serve youth. Since GALs are assigned to every child, ongoing recruitment efforts are essential to increase the number of volunteer GALs serving children, decrease the caseloads, and to replenish the pool of qualified and trained GALs due to attrition. Ongoing support, supervision, and coaching is also needed to integrate new GALs into the program, assist active GALs to handle difficult and complex issues, and improve retention of volunteer GALs. Finally, the GAL Program needs an effective system for collecting and reporting data to measure results of recruitment, training, and supervision efforts.⁶

Theory of Change: CIP funding will be used to develop an accurate database of current cases to increase the program’s ability to proactively address difficulties, increase the amount of specialized training offered to volunteers, and make additional supervision available in one or more counties.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing”.</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1: Train GAL volunteers to advocate for children’s best interests in juvenile proceedings							
1. Train new GAL volunteers to advocate for abused and neglected children. <i>The need for volunteer GALs is most acute in Franklin, Rutland, Washington, Addison, and Chittenden Counties.</i>	GAL Program	-Offer at least three 32 hour pre-service CASA “basic” training programs to new GALs -Train 40 new GAL volunteers a year.	Provide VT GAL Program resources to develop these trainings. Increase the # of trained GALs to serve as court advocates for abused and neglected children in court.	By 9/30/17, then annually through September 30, 2020	Training Grant	GAL Program will collect and report data to CIP	Ongoing

⁶ Source: Vermont Guardian ad Litem Program’s 2016 Report to the Judiciary.

Outcome #8: GALs who advocate in juvenile proceedings are adequately trained and supervised (continued)

Project 1: Train GAL volunteers to advocate for children’s best interests in juvenile proceedings (continued)							
<i>(depends on receipt of CIP training grant funds)</i>							
Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing”.</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
2. Provide in-service training to active GAL volunteers.	GAL Program, DCF, and others	GALs have professional development opportunities on relevant child welfare topics. <i>Examples: Youth Justice Summit, CIP “local learning” seminars, Clashing Advocacies seminars</i>	At least one statewide training on relevant subject matter will be made available to GALs. 20 GAL volunteers a year attend delinquency training. GALs have the education they need to effectively advocate for abused and neglected children	By 9/30/17, then annually through September 30, 2020 (funds permitting)	CIP Training Grant	GAL Program will provide CIP data on: - # of GALs who attend in-service training or other seminars on relevant child welfare topics; - # of volunteers who complete delinquency training;	Ongoing
Project 2: GALs in juvenile proceedings are adequately supervised.							
Local Program Coordinators serve targeted counties or regions in greatest need.	GAL Program	Increased time will be made available for the coordinator serving Washington County resulting in increased training, retention, and recruitment.	-Increased contacts with GALs -5 or more in-service “brown bag lunches” on relevant child welfare topics. -# of active GALs will increase (through retention increases and/or the addition of new volunteers).	2017, then annually through September 30, 2021	Basic Grant (also State Funds & Other Grants)	- 5% net increase in the # of activated GALs -Track in-services offered and attendance. -Measure retention rates of current volunteers	Ongoing

Outcome #8: GALs who advocate in juvenile proceedings are adequately trained and supervised (continued)

Priority Area : Data

Project 3: Assess statewide data to accurately identify cases assigned to volunteer GALs and identify any current or potential future problems.							
<i>(depends on receipt of CIP data grant funds)</i>							
Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
1. Contract with consultant to create databases of current GAL assignments by county and by volunteer	GAL Program DCF CAO's IT division ("RIS") Court Staff	Identify which specific open cases are currently assigned to volunteer GALs and the length of time the case has been open.	Create a database of all cases by volunteer. Identify cases where a GAL not associated with VTGAL is assigned to a CHINS case, cases that have been open longer than 8 months, cases open after permanency, and other potential problem areas.	June 2017, and then updated as frequently as the consultant determines is necessary.	CIP Data Grant	N/A	Ongoing On hold; need to re-visit
2. Identify trends and issues requiring a statewide response	GAL Program; GAL Advisory Committee; Judiciary, Trial Court Operations; Court Staff	Systemic issues will be identified that result in avoidable increases in caseloads, expectations, and other capacity issues.	-Ensure that CHINS cases with non-program GALs are reassigned to program volunteers. -Increase consistency around GAL dismissal. -Identify situations which would allow for modification of expectations without reducing the ability of the assigned GAL to be effective.	June 2017-September 2017	CIP Data Grant	GAL Program will report on systemic issues identified and the resolution for those issues.	Ongoing
3. GAL Program staff will work with individual GALs to resolve issues with current assignments.	Program staff including volunteer coordinators, Program Manager and administrative assistant	Issues with case assignments will be identified and addressed by Volunteer Coordinators and/or Program Manager who will work with assigned GALs to develop	- Develop strategies with volunteer GALs to address case specific issues in cases contributing to delay. - Identify strategies to reduce the work done by volunteer GALs on certain cases while ensuring that they remain able	June 1, 2017-Sept 30, 2017, and then ongoing through 9/30/17.	Data Grant State Funds	A database will be compiled by program staff showing each identified case and the actions taken. Over time, this should result in greater support for	Ongoing

		solutions to problem cases.	to effectively advocate for a child's best interests. - Identify advocacy strategies which could increase the Court's ability to address identified issues			GALs with difficult cases, an increase in the ability to prioritize work for volunteer GALs, and an increase in the ability of program staff to be proactive.	
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