

IMPLEMENTATION GUIDE
CHILDREN’S JUSTICE INITIATIVE
MINNESOTA SUPREME COURT AND MINNESOTA DEPARTMENT OF HUMAN SERVICES
JULY 2006

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Following is a brief outline of the steps taken to implement the Children’s Justice Initiative in each of Minnesota’s 87 counties. The 87 counties were phased into the process, first starting in 2001 with 12 pilot counties from a mixture of urban, suburban and rural counties, then adding 16 more counties in 2002, and finally adding the 60 remaining counties in 2004. The same process was used as each group of counties was added. Gradually adding the counties was critical to the process as it allowed the enthusiasm from the first groups of counties to spread to each subsequent group of counties as they began to share success stories. The first counties also assisted in mentoring the subsequent groups of counties.

Identification of Project Leaders and Staff

1. Establish a state-level leadership team¹ to:
 - a. identify the overall vision of the project,
 - b. establish a project mission statement (*see Appendix A – page 4*), and
 - c. oversee implementation of the project vision and mission.
2. Designate as Project Chair a judge who has subject matter expertise and who has a desire to champion the reform efforts (*see Appendix A, page 6, for role and responsibilities*).
3. Designate project management staff who have subject matter expertise (*see Appendix A, page 6, for role and responsibilities*).
4. Designate a lead judge in each county participating in the project (*see Appendix A, page 7, for role and responsibilities*).
5. Designate a district lead judge or judges and a project staff person in each judicial district (*see Appendix A, page 7, for role and responsibilities*).

¹ For the CJI, the leadership team is comprised of the Chief Justice, the State Court Administrator, the Director of Court Services, the Project Chair, the two CJI Project Managers, and the DHS Director of Children and Family Services.

Advisory Committee

6. Establish a multidisciplinary advisory committee comprised of statewide representatives from each judicial district and from each key stakeholder group (judges, court administrators, GALs, county attorneys, social workers, attorneys for parents and children). The purpose of the Committee is to provide advice about training, mentoring, progress on action plans, outcomes, and other issues (*see Appendix A, page 6, for role and responsibilities*).

Project Rollout

7. All lead judges attend a mandatory “Lead Judge Kickoff Meeting” designed to (*see Appendix B, pages 9-23, for agenda and related meeting materials*):
 - a. discuss the vision and purpose of the project and the need for reform efforts,
 - b. motivate desire to participate in the project (*see Appendix B, page 10, for steps to becoming a reform leader*),
 - c. achieve “buy-in” regarding the project purpose and goals (*see Appendix B, page 12*),
 - d. discuss steps for developing a county team (*see Appendix B, page 13-14*) and team membership categories (*see Appendix B, pages 18-21*); and
 - e. identify next steps for the lead judges and teams (*see Appendix B, page 15*).
8. Each lead judge contacts the Director of his/her county social services agency to invite leadership participation on the project and to attend a “Leadership Kickoff Meeting.”
9. All lead judges and agency directors attend a “CJI Leadership Kickoff Meeting” designed to begin the collaborative process at the county and district levels (*see Appendix C, pages 43-28, for agenda and related materials*).
10. Each lead judge, in consultation with the agency director, establishes a multidisciplinary team in his/her county (*see Appendix B, page 18-21, for team membership categories*).
11. Each lead judge, in consultation with the agency director, conducts one or two team meetings prior to attending a statewide “CJI Kickoff Conference” (*see Appendix B, pages 22-23, for proposed team meeting agenda*).
12. Each county team attends a two-day “CJI Kickoff Conference” designed to identify the purpose of the CJI, to motivate the counties to make improvements, to describe the developmental needs of children, and to allow the county teams to begin initial review of the “CJI County Practice Guide” (Appendix E, pages 30-44) and to begin work on their county action plan (*see Appendix D, pages 29-30, for agenda*).
13. Each county team begins review of the “CJI County Practice Guide” to identify practice areas needing improvement and to develop an action plan designed to achieve compliance with goals and standards (*see Appendix E, pages 31-45*).
14. Each county team develops and implements a plan for sharing revised processes and procedures with all stakeholders in the county.

Ongoing Mentoring and Support to Sustain Reform Efforts

15. State project staff develop and distribute data showing progress toward achievement of goals and standards.
16. District Lead Judges and District Project Staff mentor county teams and monitor progress on action plans and outcome measures. Meetings with District Lead Judges are held semi-annually to share successes and challenges, and to re-motivate everyone, and to identify statewide strategies for obtaining additional resources.
17. Project Chair and State Project Staff provide ongoing technical assistance to the counties and districts, mentor county teams, monitor progress on action plans and outcome measures, attend district lead judge meetings, hold periodic meetings for CJI judges to share success and challenges (*see Appendix F, pages 46-47*).

APPENDIX A
CHILDREN'S JUSTICE INITIATIVE (CJI) OVERVIEW

MISSION STATEMENT

The mission of the Minnesota Children's Justice Initiative (CJI) is to ensure that, in a fair and timely manner, abused and neglected children involved in the juvenile protection court system have safe, stable, permanent families.

COLLABORATIVE METHODOLOGY

The CJI is a collaboration between the Minnesota Supreme Court and the Minnesota Department of Human Services. These two state agencies work closely with the juvenile courts, social services departments, county attorneys, public defenders, court administrators, guardians ad litem, and other key stakeholders in each of Minnesota's 87 counties to improve the processing and outcomes of child protection cases. The overall objective is to timely find safe, stable, permanent homes for abused and neglected children, first through reunification with parents if that is appropriate, or through some other permanent placement option. Using the CJI County Practice Guide, each team is identifying areas needing improvement and developing an action plan for making reforms in practices and procedures.

ORGANIZATIONAL STRUCTURE

See pages 3 - 5 for flow chart of organizational structure and explanation of roles and responsibilities for the various groups, such as the Project Chair, State Project Staff, Advisory Committee, District Lead Judges, District Lead Agency Directors, District Project Staff, County CJI Judges, and County Team Secretaries.

GOALS AND VALUES

The CJI values are as follows:

- Child centered (operating "through the eyes of the child")
- Timeliness
- Safety and stability of the child
- A permanent, nurturing family for each child through reunification, adoption, or transfer of custody to a relative
- Recognition of cultural, social and economic differences
- System Accountability
- Due process protection of the parties

The CJI goals are as follows:

- Form a child protection system collaborative aimed at providing a permanent, nurturing family for the child
- Implement case processing best practices
- Establish a continuous assessment process aimed at continuous improvement of practices, policies and procedures
- Strengthen judicial oversight of child protection cases.

CJI COUNTIES

The five-year CJI project began in December 2000 with 12 pilot counties from the following districts: Carver (1), Ramsey (2), Olmsted (3), Hennepin (4), Faribault (5), St. Louis (6), Otter Tail (7), Stearns (7), Chippewa (8), Crow Wing (9), Kanabec (10), and Washington (10).

Sixteen additional counties were designated in March 2002: LeSueur (1), Mower (3), Waseca (3), Blue Earth (5), Brown (5), Nicollet (5), St. Louis-Hibbing/Virginia (6), Clay (7), Mille Lacs (7), Todd (7), Kandiyohi (8), Lac Qui Parle (8), Yellow Medicine (8), Aitkin (9), Itasca (9), and Sherburne (10).

In Spring 2004, all 60 remaining counties began participation in the CJI.

LEAD JUDGES AND COUNTY TEAMS

In each of the counties, a CJI Lead Judge has been designated who is committed to making improvements in our child protection system. Each Lead Judge is required to establish a “county team,” the size and composition of which is left to the discretion of the Lead Judge. However, the lead judges are asked to include on his/her team “decision-makers” and “line staff” from each of the following key stakeholder categories: court administration, guardians ad litem, social services, county attorneys, and public defenders. Other county team members may include foster care providers, parents, medical and mental health professionals, chemical health professionals, service providers, tribal representatives, school officials, law enforcement officials, county commissioners, citizen review panel representatives, and others interested in the welfare of children.

EXAMPLES OF PROJECTS

- **Judges Juvenile Protection Benchbook:** Designed to assist judges to successfully perform their expanded oversight role in child protection cases, the Benchbook specifies the necessary elements of a fair, thorough, and timely court process for such cases. In compliance with federal and state law, it also identifies the findings, conclusions, and orders required at each stage of a proceeding. Checklists and scripts are included for each hearing.
- **Model Order Templates:** Model order templates for each hearing type (e.g., EPC, Admit/Deny, Review, Adjudication/Disposition, Permanency, etc.) are available on a secure website accessible by judges, court administrators, and county attorneys. The templates include options for all of the required findings and decisions that must be made at each stage of the proceeding, and include space for case-specific findings.
- **Outcome Measures:** Consistent with the federal Children and Family Service Reviews, four key outcomes have been identified as the overarching goals of the CJI: Safety, Permanency, Wellbeing, and Due Process. Likewise standards for each of the goals have been adopted, as well as have targets for each of the standards. Data regarding the standards and goals is made available to the judicial districts and counties to all them to identify areas needing improvement and to measure their progress toward achieving the goals and standards.
- **Mentoring and Monitoring:** Judges and others who are part of each district’s leadership team are mentoring the new CJI Judges. They also are involved in helping to monitor the progress of each county toward achieving the outcomes listed in the County Practice Guide.

- **Training:** The Training Subcommittee of the Advisory Committee has developed a plan to provide ongoing training and information to all stakeholders. Some information/training will be available to specific court personnel (e.g., judges or court administrators), while other training will be made available to all stakeholders (e.g., county attorneys, public defenders, GALs, foster parents, etc.).
- **Rules:** State CJI staff are involved in the ongoing review and updating of Juvenile Protection Rules, Adoption Rules, and GAL Rules.
- **Website:** The CJI Website includes links to national best practices and resources from other states. <http://www.courts.state.mn.us/page/?pageID=177&subSite=childrensJustice>

PROJECT “STAFF” ROLES AND RESPONSIBILITIES

CJI Project Chair (Judge Wally Senyk)

- Acts as primary advisor to the Chief Justice and state-level staff regarding the CJI Project
- Serves as consultant for CJI County Judges and teams statewide
- Chairs Advisory Committee and State-level Lead Judge Meetings
- Acts as primary liaison with stakeholder leaders, such as the Board of Public Defense, the Department of Human Services, the County Attorney’s Association, etc.
- Serves as communications lead at stakeholder group meetings; e.g., professional associations, the CCJ, district bench meetings, etc.

State Court Administration Project Staff (Ann Ahlstrom and Judy Nord)

- Advises the Chief Justice, the CJI Project Chair, the Department of Human Services, district lead judges, CJI County Judges, CJI county teams, and others regarding the direction and general parameters of the CJI
- Provides general expertise and technical support to teams and individuals in terms of legal research, review of local procedures, local CJI team development, etc.
- Serves as project lead workers on development of statewide publications, reports and forms
- Serves as general resource liaisons to stakeholders like DHS, County Social Services, the County Attorney’s Association, the ABA, etc.
- Obtains and coordinates expenditures of federal funding related to the CJI
- Monitors and evaluates status and improvements to support federal reporting requirements and general project planning and direction
- Receives and reviews status reports from the Districts and responds as needed

CJI Advisory Committee (representation from all districts and all stakeholder groups)

- Advises the CJI Project Chair, CJI State Staff, District Lead Judges, and District Social Services Directors regarding the direction and general parameters of the CJI
- Serves as liaison for stakeholders and communicates CJI message to others
- Assists with identification of outcome measures expectations
- Reviews district and county status reports on a regular basis in terms of compliance with outcome measure expectations
- Identifies stakeholder training needs and opportunities

District Lead Judges (2 per district)

- Participates in state-level CJI Project planning and policy development through participation in periodic state-wide lead judge meetings
- Promotes and supports CJI implementation in all counties in the district through regular district bench meetings, email communications throughout the district, and the provision of technical assistance to CJI County Judges and teams within the district as appropriate/possible
- Works with other judges in the district to identify the “CJI judge” in each county
- Prepares and distributes the district implementation plan/timeline
- Coordinates as appropriate with DSS County Director in the CJI
- Reviews district and county status reports on a regular basis in terms of compliance with CJI Project outcome measure expectations and consults with DSS County Director and other stakeholders
- Assists District Staff in preparing the written progress reports that are to be submitted to state staff.

District Lead Social Services Agency Director (2 per district)

- Periodically participates in state-level CJI Project planning and policy development
- Promotes and supports CJI implementation in all counties in the district/region through regular district/regional meetings, email communications throughout the district/region, and the provision of technical assistance to agency personnel and teams within the district/region as appropriate/possible
- Coordinates as appropriate with District Lead Judge
- Reviews district and county status reports on a regular basis in terms of compliance with CJI Project outcome measure expectations and consults with District Lead Judges and other stakeholders

District Project Staff (1 per district)

- Assists district lead judges in scheduling and conducting CJI planning/coordination meetings with other stakeholders
- Reviews district and county data reports on a regular basis in terms of compliance with CJI Project outcome measure expectations and discusses with District Lead Judges
- Collects and reviews county team status reports and discusses with District Lead Judges
- Reports regularly to district lead judges regarding progress and/or areas of the district needing attention pursuant to the available data
- Serves as a central information resource for teams throughout the district, and as a primary contact for State CJI staff
- Provides written status reports to State CJI staff on status of the CJI in the District
- Assists with start-up activities in the county teams as needed and directed by the District Lead Judges

County CJI Judge

- Establishes and Chairs the CJI County Team
- Collaborates with the county DSS Director to plan team meetings, work assignments, etc.
- Serves as leader and “motivator” in promoting positive change among the stakeholders
- Reviews and communicates results of county case data and other reports to the CJI team
- Participates in district-wide CJI initiatives and planning efforts as needed
- Assures submission of county status reports to the District Project Staff

County Team Secretary

- Assists the County CJI Judge in arranging meetings and preparing agendas
- Assures that accurate team meeting minutes are kept and distributed
- Provides written status reports on county team activities to District Project Staff

APPENDIX B
AGENDA
CJI LEAD JUDGE KICKOFF MEETING
“SUCCESSFUL COUNTY CJI TEAM FORMATION”

Meeting Objective:

To understand the key aspects of forming and maintaining a successful county CJI team and the “next steps” in your role as County CJI Judge and District Project Staff

- 5 Minutes** **1. Welcome, Opening Remarks, and Meeting Overview**
Hon. Wally Senyk, CJI Project Chair
- (a) Review of meeting objective
 - (b) Review of CJI Mission Statement
 - (c) CJI mission is achieved through multidisciplinary county teams
 - (d) Judicial leadership is critical to forming and maintaining a successful county team – “if you ask, they will participate”
 - (e) 1.5 hours of continuing education credits have been awarded (CJE and CME)
 - (f) Introduction of Judge William Byars, Director of South Carolina Dept. of Juvenile Justice
-
- 60 Minutes Critical** **2. Reforming the Child Protection System: Judicial Leadership is Critical**
Hon. William R. Byars, Jr., Director, South Carolina Dept. of Juvenile Justice
- (a) Four steps to becoming a reform leader
 - (b) Possible project goals
 - (c) Excuses you will hear about why the project won’t work
 - (d) Forming a successful county CJI team
-
- 15 Minutes** **3. Forming Your County CJI Team**
Ann Ahlstrom and Judy Nord, CJI State Staff Attorneys
- (a) Next Steps Timeline
 - (b) County team member categories
 - o Special instructions for judges serving multiple counties
 - (c) Team development and team meeting worksheet
 - (d) Agenda template for first team meeting
-
- 5 Minutes** **4. Questions and Wrap Up**

FOUR STEPS TO BECOMING A REFORM LEADER
Hon. William R. Byars, Jr.
Director, South Carolina Department of Juvenile Justice

1. DECIDE REFORM IS NECESSARY

- Nationally, 500,000 children in foster care drift.
- In Minnesota in 2001:
 - 26,388 reports of maltreatment.
 - 17,600 children removed from home.
 - 5,498 child protection petitions filed.
 - 61% of the children experienced no moves once placed in foster care; 21% experienced one move while in foster care; and 18% experienced 2+ moves.
 - About 1/3 of all foster care placements were one week or less, while 17% were one year or more.
 - Rate of foster care re-entry was between 28% and 32%.

2. DECIDE YOU ARE RESPONSIBLE

- For judges, this is obvious given that we are responsible for overseeing the care of the abused and neglected children who enter our court systems.
- You may need to help others broaden their field of vision.

3. DEVELOP AND SELL A COMMON VISION

- In this instance, the common vision is to see the courts, the legal system, and all components of the child protection system “through the eyes of the child.”

4. ACT

- Do something.
- Don't give up, even if it becomes difficult or unpopular.

POSSIBLE PROJECT GOALS
Hon. William R. Byars, Jr.
Director, South Carolina Department of Juvenile Justice

Overall Goal of CJI Project is to End Foster Care Drift In Minnesota

Query: How Many Minnesota Children Are Today Suffering From Foster Care Drift?
National Estimate Is 500,000 Children

1. One casework team
2. One judge per case from CHIPS petition to permanency or one judge per family
3. One GAL
4. One placement
5. One year to permanency decision by judge
6. One set of pleadings for abuse/neglect petition and permanency petition (e.g., TPR)
7. Expedited appeals
8. Juvenile protection law is included on bar exam
9. Mandate CLEs for those subject to judicial appointment or who serve on these cases
10. Court, not agency, controls docketing of cases
 - Comment: It would seem to violate due process for one party to an action to have general control over the scheduling of hearings
11. In larger counties, appoint a juvenile court administrative judge
12. Increase frequency and length of hearings
13. Improve tracking of progress of cases
14. Recruit more foster parents
15. Identify barriers to recruiting adoptive families
 - Example: The attitude or rule that an adoptive family must be found before TPR is begun. Since Baby Jessica, this has become a major problem to recruiting adoptive parents.
 - Query: In Minnesota, is the foster parent investigation sufficient to allow foster parents to adopt a child in their care or is a completely new investigation required?

EXCUSES YOU WILL HEAR ABOUT WHY THE PROJECT WON'T WORK

Hon. William R. Byars, Jr.

Director, South Carolina Department of Juvenile Justice

Everyone in the child protection system knows that it is seriously impaired. Few, however, can imagine another way of operating. Most have succeeded within the current system and are fearful of any change. From these folks, including your own team members and judicial colleagues, you will hear the following excuses about why change can't happen – why the project won't work. As a reformer, you must be able to counter these arguments and forge ahead.

1. THE SYSTEM WON'T CHANGE – IT'S WORKED THIS WAY FOREVER

- Translation: I don't want the system to change

2. YES, I AGREE THAT CHANGE IS NECESSARY, BUT THERE ARE TOO MANY CHANGES NECESSARY

- Translation: It won't work unless we change everything. But, since changing everything is impossible, we are wasting our time trying to change anything.

3. WE AREN'T THE PROBLEM – THEY ARE!!

- Translation: These are the individuals who are too busy pointing out the faults of other parts of the system to focus on their own part of the system.
- In Biblical terms, they are too busy looking at the mote (speck) in someone else's eye to see the beam in their own.
- They must be re-focused or, if you prefer, have a paradigm shift to enable them to re-examine their role in the system “through the eyes of the child.”

4. IT DOESN'T MAKE SENSE, BUT IT 'S POLICY

- Translation: This is the "Pontius Pilate" excuse – they wash their hands of any responsibility for the injustice or foolishness in the system.

5. IF YOU HAD BEEN IN THIS FIELD AS LONG AS ME, YOU WOULD UNDERSTAND

- Translation: This person takes criticism of the system as criticism of them personally.
- Or, they don't want any changes impeding their retirement .
- They are a professional in this field and you are an amateur.

6. I'M WILLING, BUT I CAN'T DO IT ALONE

- Translation: I may be willing to follow, but I'm not going to stick my neck out.
- These are people who don't want to be seen as too eager to “fix the system.”

7. WE NEED MORE SAY / INPUT BEFORE WE ACT

- Translation: Let's kill this thing.

8. WE NEED MORE MONEY / PERSONNEL

- Translation: The last and surest refuge of those who oppose your reforms

Take the above as examples of the excuses you will hear. Excuses for inaction may come in many forms. My comments/translations are made with tongue-in-cheek seriousness. You must translate the stated excuses to the real source of contention and resolve it. To do that, you may need to see the world through the eyes of the other individual to help them see “through the eyes of the child.”

FORMING A SUCCESSFUL COUNTY CJI TEAM
Hon. William R. Byars, Jr.
Director, South Carolina Department of Juvenile Justice

1. WHEN ESTABLISHING YOUR COUNTY TEAM, SELECT DECISION MAKERS AND LINE STAFF

- Personally invite people to become members of your county team; be sure to solicit their commitment to attend meetings and to fully participate in improving the child protection court process.
- Invite representatives from all key system stakeholder groups (court administration, county attorneys, social workers, GALs, public defenders) as well as other important groups (foster parents, school, tribe, law enforcement, etc.).
- In each stakeholder category, select individuals with the authority to implement change and front line workers who know how the system “really” works.
- If confronted by the “uninvited,” be prepared to state a reason. Possible reasons include: too forceful or too powerful; too much prior involvement; “hidden” agendas; or need for diversity of profession, race, ethnicity, gender, age, opinion, residence, agency, public/private.

2. BE PREPARED TO DIS-INVITE SOME TEAM MEMBERS

- Dis-invite the argumentative, those too divisive, those with hidden agendas, or those too close to retirement to see the process through.
- The dis-invited will still be involved in the child protection system and you will need their continued assistance, so, if possible, “gently” dis-invite by helping them to understand that this project doesn’t seem to be a good fit for their skills and talents.

3. SELECT A SCRIVENER

- Select someone who is pro-active and with whom you can closely work.
- This person will be responsible for helping to prepare agendas, distributing meeting reminders, taking meeting minutes, drafting meeting summaries, and following up with assignments.

4. SEATING AND OTHER LOGISTICS – PLANNING IS CRUCIAL

- Arrange seating by use of name plates, including person’s name and agency.
- Try to use a round or hollow square seating arrangement so everyone can see each other.
- To spark discussion, place “the talkers” on the opposite sides of the table.
- To reduce arguments, seat the argumentative on the same side of the table.
- If there are two people who have problems with each other, place them on the same side of the table with two people between them.
- Don’t place all lawyers or all social workers on one side of the table – mix them up.
- Alternate the seating so co-workers are not seated next to each other – mix them up.
- Arrange for food (lunch/dinner) for your first meeting (and for others if possible).

5. ALLOW PLENTY OF TIME FOR THE FIRST MEETING

- The first meeting is the most important meeting you will have – it will set the tone for all future meetings – a minimum of 2.5 hours is recommended.
- To avoid interruptions and team members rushing off to conduct business, the first meeting should not be at the courthouse.
- During the first couple of meetings, you must accomplish the following: a paradigm shift, establish a common vision, give permission to question the status quo, and establish a “team” attitude/feeling.
- As part of the meeting, be sure to break for food (lunch or dinner) and watch the networking begin and the discussions continue.

6. POSSIBLE FIRST AGENDA

- Judge opens, initiates introduction of team members, explains purpose of CJI, and introduces permission grantor (i.e., agency director)
- Permission grantor endorses CJI Project and introduces paradigm shifter (i.e., Phase 1 or 2 CJI Lead Judge)
- Paradigm shifter (Phase 1 or 2 lead judge) speaks.
- Discussion of future meeting dates and next steps.

**NEXT STEPS
FOR COUNTY CJI JUDGES AND DISTRICT PROJECT STAFF**

No.	Item	Due Date
1.	County CJI Judges and District Project Staff attend County Team Formation ITV meeting (or view videotape)	Fri., Nov. 7, 2003 (8:00 – 9:30) Thurs., Nov. 13, 2003 (4:00 – 5:30) Fri., Nov. 14, 2003 (Noon – 1:30)
2.	County CJI Judges contact Social Service Director(s) to: <ul style="list-style-type: none"> • discuss formation of county team(s), and • confirm that they will be able to jointly attend the CJI Leadership meeting to which they have been invited on January 28 or January 29 (see page 14 for meeting date for each county) 	Dec. 1, 2003
3.	County CJI Judges and District Project Staff contact State Staff to confirm attendance at CJI Leadership Meeting	Dec. 30, 2003
4.	County CJI Judges: <ul style="list-style-type: none"> • schedule date, time, and location of first team meeting for February 2004; • identify team members and ask each person to serve on the team; • identify team secretary and provide name to State Staff; and • send invitations to team members for first team meeting 	Dec. 30, 2003
5.	County CJI Judges submit to State Staff names of up to 11 team members (including judge) who will attend regional Kick Off Meetings in April and May (see page 15 for each county’s meeting date/location)	Dec. 30, 2003
6.	CJI Leadership Meetings in St. Paul for County CJI Judges, Social Services Directors, and District Project Staff	Wed. Jan. 28, 2004 (10:00 – 3:45) Thurs. Jan. 29, 2004 (10:00 – 3:45)
7.	State Staff distribute invitations for Regional Kick Off Meetings (invitations provided to County CJI Secretary to distribute to invitees)	February 1, 2004
8.	County CJI Judges: <ul style="list-style-type: none"> • conduct first county team meeting; and • set dates for monthly meetings before regional Kick Off Meeting in April or May 2004 	February 28, 2004
9.	County CJI Judges conduct monthly team meetings	March – May 2004
10.	Regional Kick Off Meetings (see page 15 for each county’s meeting date/location)	Bemidji, April 15-16, 2004 Alexandria, April 19-20, 2004 Mankato, May 13-14, 2004 Brooklyn Park, May 17-18, 2004
11.	County CJI Judges conduct monthly team meetings and teams continue work on County Action Plans	June – December 2004

CJI LEADERSHIP MEETING DATES

**Each meeting will be held at the Minnesota Judicial Center in St. Paul
and will run from 10:00 a.m. to 4:00 p.m.**

WEDNESDAY, JANUARY 28, 2004 (Districts 1, 7, 8, and 9)

- | | |
|---------------------------|-----------------------------------|
| 1. McLeod (1) | 14. Grant/Pope (8) |
| 2. Sibley (1) | 15. Renville (8) |
| 3. Scott (1) | 16. Meeker (8) |
| 4. Dakota (1) | 17. Kittson/Roseau (9) |
| 5. Goodhue (1) | 18. Marshall/Pennington (9) |
| 6. Becker (7) | 19. Red Lake/Polk (9) |
| 7. Wadena (7) | 20. Norman/Mahnomen (9) |
| 8. Morrison (7) | 21. Clearwater (9) |
| 9. Benton (7) | 22. Hubbard (9) |
| 10. Douglas (7) | 23. Cass (9) |
| 11. Wilkin/Travers (8) | 24. Beltrami (9) |
| 12. Big Stone/Stevens (8) | 25. Lake of Woods/Koochiching (9) |
| 13. Swift (8) | |

THURSDAY, JANUARY 29, 2004 (Districts 3, 5, 6, and 10)

- | | |
|--------------------------|-------------------|
| 1. Dodge (3) | 13. Watonwan (5) |
| 2. Wabasha (3) | 14. Rock (5) |
| 3. Winona (3) | 15. Nobles (5) |
| 4. Fillmore (3) | 16. Jackson (5) |
| 5. Houston (3) | 17. Martin (5) |
| 6. Freeborn (3) | 18. Lake/Cook (6) |
| 7. Steele (3) | 19. Carlton (6) |
| 8. Rice (3) | 20. Wright (10) |
| 9. Lincoln/Lyon (5) | 21. Anoka (10) |
| 10. Redwood (5) | 22. Isanti (10) |
| 11. Pipestone/Murray (5) | 23. Chisago (10) |
| 12. Cottonwood (5) | 24. Pine (10) |

REGIONAL KICK OFF MEETING DATES AND LOCATIONS

The meetings will run from 8:30 to 5:00 each day.
CJI Judges may invite 11 team members, including judge, for each county team.

APRIL 15-16, 2004 – NORTHERN INN, BEMIDJI (District 9)

- | | |
|---------------|-----------------------|
| 1. Kittson | 8. Mahnomen |
| 2. Roseau | 9. Clearwater |
| 3. Marshall | 10. Hubbard |
| 4. Pennington | 11. Cass |
| 5. Red Lake | 12. Beltrami |
| 6. Polk | 13. Lake of the Woods |
| 7. Norman | 14. Koochiching |

APRIL 19-20, 2004 – RADISSON ARROWWOOD, ALEXANDRIA (Districts 7 and 8)

- | | |
|-------------|--------------|
| 1. Becker | 8. Big Stone |
| 2. Wadena | 9. Stevens |
| 3. Morrison | 10. Swift |
| 4. Benton | 11. Grant |
| 5. Douglas | 12. Pope |
| 6. Wilkin | 13. Renville |
| 7. Traverse | 14. Meeker |

MAY 13-14, 2004 – HOLIDAY INN, MANKATO (Districts 3 and 5)

- | | |
|---------------|--------------|
| 1. Lincoln | 8. Rock |
| 2. Lyon | 9. Nobles |
| 3. Redwood | 10. Jackson |
| 4. Pipestone | 11. Martin |
| 5. Murray | 12. Freeborn |
| 6. Cottonwood | 13. Steele |
| 7. Watonwan | 14. Rice |

MAY 17-18, 2004 – NORTHLAND INN, BROOKLYN PARK (Districts 1, 3, 6, 10)

- | | |
|-------------|-------------|
| 1. McLeod | 11. Wright |
| 2. Sibley | 12. Anoka |
| 3. Scott | 13. Isanti |
| 4. Dakota | 14. Chisago |
| 5. Goodhue | 15. Pine |
| 6. Dodge | 16. Carlton |
| 7. Wabasha | 17. Lake |
| 8. Winona | 18. Cook |
| 9. Fillmore | |
| 10. Houston | |

COUNTY CJI TEAM MEMBER CATEGORIES

ALL COUNTY CJI JUDGES

Each County CJI Judge should establish a County CJI Team composed of at least the following child protection system stakeholders, each of whom should regularly attend team meetings:

County CJI Judge

- You

Other Judges

- Other judges who preside over child protection cases within the county

County Attorney Office

- The county attorney
- Assistant county attorney who regularly handles child protection matters and is a leader in his/her office

Social Services Agency

- The director of social services agency
- A social worker or child protection manager who regularly handles child protection matters and is a leader in his/her office

Public Defender Office

- The district's chief public defender
- An assistant public defender who regularly handles child protection matters as an attorney for parents and is a leader in his/her office

Guardian Ad Litem Program

- The district GAL program manager or local program coordinator
- A GAL who regularly handles child protection matters and is a leader in his/her office

Court Administration

- The court administrator
- A deputy court administrator who regularly handles child protection matters and is a leader in his/her office

Each County CJI Judge should also consider inviting others to participate on the County CJI Team, including the following:

- Foster parents
- Tribal representatives
- School officials (principals, educators, counselors)
- Truancy officers
- Chemical health assessors and treatment providers
- Mental health assessors and treatment providers (child and adult services)
- Medical doctors (emergency room physicians, pediatricians)
- Psychologists (child and adult services)
- Public health officials
- Domestic Abuse Counselor/Advocate
- Insurance providers
- Housing specialists
- Law enforcement personnel
- Probation community corrections officers
- Public defender dispositional advisors
- Local legislators
- County Commissioners
- Others in your community whose work relates to child protection issues
-
-
-

SPECIAL INSTRUCTIONS FOR COUNTY CJI JUDGES SERVING MULTIPLE COUNTIES

Several judges will be serving as County CJI Judges in two counties. When forming their CJI team(s), those judges (in consultation with their Social Service Director partners) will need to consider the following additional information:

- Whether there will be two separate teams (one per county) or one combined team joining the two counties?
- If two separate teams, whether they will sometimes meet jointly to discuss pooling of personnel and other resources?
- How to ensure both Social Services Agency Directors are involved on the team(s), including whether they can share/alternate partnership/leadership duties?
- How to ensure that each county's separate interests are considered if it is decided to have one combined team? This will include deciding whether each county will have all stakeholders represented – for example, whether county attorneys, court administrators, GALs, and public defenders from both counties will be invited to participate or whether one such member can adequately represent both county's interests.

CJI TEAM DEVELOPMENT AND TEAM MEETING WORKSHEET

1. Identify the members of your county team:

No.	Category	Name	Address	Phone and Email Address
1.	County CJI Judge (you)			
2.	Other Judge(s)			
3.	Court Administrator			
4.	Deputy Court Administrator			
5.	County Attorney			
6.	Assistant County Attorney			
7.	Social Services Director			
8.	Social Worker or Supervisor			
9.	GAL Manager or Coordinator			
10.	Guardian Ad Litem			
11.	Chief Public Defender or Mgr.			
12.	Assistant Public Defender			
13.	Foster Care Provider			
14.	School official(s)			
15.	Tribal Representative			
16.				
17.				
18.				

2. If you already have a team in place, names of individuals that you should “dis-invite,” if any?

3. Who will serve as team “secretary” for purposes of drafting agendas, sending meeting reminders, taking notes and preparing meeting summaries, and following up with assignments?

Name: _____

4. Schedule a contact or meeting with your county Social Services Director(s):

- Day/date of meeting/contact _____

- Time of meeting/contact: _____

5. Schedule your first team meeting:

- Day/date of meeting (Monday, Tuesday, etc.) _____

- Time of meeting (7:30 a.m., Noon, 4:00 p.m.) (2.5 hours suggested): _____

- Location of meeting: _____

- Arrange for caterer or other food source: _____

- Arrange for equipment and meeting materials as necessary (TV/VCR, flipchart and markers, name tents, etc.)

6. Personally contact team members and invite them to participate and to attend first team meeting

7. Draft Agenda (see sample agenda) and send written meeting invitations

AGENDA TEMPLATE
 _____ **COUNTY CJI TEAM MEETING**
Date: _____
Time: _____ **to** _____ **(2.5 hours suggested time)**
Location: _____

MEETING OBJECTIVES

By attending this meeting CJI Team Members will:

- **Be introduced to other stakeholders and their roles in the child protection process.**
- **Gain a common understanding of the Children’s Justice Initiative and the child protection court process.**
- **Begin the process of working together as a decision-making team.**

10 minutes **1. Welcome**
 CJI Judge

15 minutes **2. Introductions**
 CJI Team Members

15 minutes **3. Overview of Children's Justice Initiative**

GUEST SPEAKER: DISTRICT LEAD JUDGE, STATE STAFF, OR PHASE 1 OR 2 CJI TEAM MEMBER

- Introduce general concepts of CJI
- Discuss and give some examples of successes achieved by existing CJI counties
- Review the number of CHIPS filings the county had during the past year and discuss how the team will be looking at improving the lives of these children

25 minutes **4. Lunch/Dinner/Snacks – Networking Opportunity**

25 minutes

5. View “In the Best Interests of the Child” Video

CJI Judge

- Introduce the video
- Distribute the “Parent hand-out,” the “Instructional Guide,” and “Example Acknowledgement forms”
- Indicate that one of the first team projects is to decide how the county will consistently show the video to parents (and others).
- Show video

15 minutes

6. Video Break-out Groups

CJI Judge

- Team divides into groups of 5 (do not have more than one of the same stakeholder in each group if possible)
- Instruct each group to discuss ideas about how to show the video, such as who should be responsible for showing it, frequency, location, etc.

15 minutes

7. Video Large Group Discussion

CJI Judge

- A leader from each breakout group reports on ideas
- Decision about the video showing process
- Assign responsibilities to different stakeholders to complete by next meeting to implement the video showing decision (e.g., forms, reporting back on any successes/problems with showing the video, etc.).

10 minutes

8. Discussion about whether to include other people on the CJI team

10 minutes

9. Wrap up

CJI Judge

- Set next team meeting date, location and time
- Discuss frequency of future meetings – schedule additional monthly meetings, if possible

5 minutes

10. Questions and Answers

Lead Judge

Adjourn

**APPENDIX C
AGENDA**

**Children’s Justice Initiative Leadership Meeting
For New County CJI Judges, Agency Directors and Managers,
and District Project Staff
January 28, 2004. 10:00 a.m. to 4:00 p.m.
Room 230, Minnesota Judicial Center, St. Paul, Minnesota**

Meeting Objectives

By attending this CJI Leadership meeting, County CJI Judges, Social Services Directors, Child Protection Managers, and District Project Staff will be able to:

- Understand and promote to others the purpose, values, and goals of the Children’s Justice Initiative
- Work together to develop and maintain a successful multidisciplinary county team
- Identify ways for the county’s multidisciplinary team to be successful in operating “Through the Eyes of the Child”
- Identify one area of the child protection court process within the county that needs improvement, and alternatives for achieving improvement

9:30 – 10:00 Registration

10:00 – 10:10 Welcome, Introductions, and Overview of Meeting Objectives
Hon. Waldemar “Wally” Senyk, CJI Project Chair

10:10 – 10:20 Overview of Children’s Justice Initiative
Ann Ahlstrom, CJI State Staff, Minnesota Supreme Court

10:20 - 11:30 Key Concepts for Improving the Child Protection System
Hon. Len Edwards, Santa Clara County, California
Norma Doctor Sparks, Director, Santa Clara County Dept. of Social Services

- Why collaboration is necessary to improve the child protection system.
- Potential agenda items for improvements in your county.
- Training is essential for all child protection system stakeholders.
- Collaboration goals.

11:30 – 12:00 CJI Values Exercise (p. 4)
CJI County Judges, Social Services Personnel, and District Project Staff

- Individual – Personal prioritization of CJI values (5 minutes)
- Small Group – Sharing of responses regarding prioritization (10 minutes)
- Large Group – Discussion of CJI values (15 minutes)

- 12:00 – 12:45** **“Working Lunch” – CJI Juvenile Court Video**
Jennifer Stanfield, CJI State Staff, Minnesota Supreme Court
- Box Lunches (15 minutes)
 - CJI Video “In the Best Interests of Your Child” (20 minutes)
 - Discussion of distribution of video within counties (10 minutes)
- 12:45 – 1:00** **The Vision for the CJI**
Hon. Kathleen Blatz, Chief Justice, Minnesota Supreme Court
Kevin Goodno, Commissioner, Minnesota Department of Human Services
- 1:00 – 1:45** **Key Concepts for Improving the Child Protection System (continued)**
Hon. Len Edwards, Santa Clara County, California
Norma Doctor Sparks, Director, Santa Clara County Dept. of Social Services
- Propriety of a court-agency child protection system improvement project – is it ethical and appropriate?
 - Rural courts – is it worth the time and energy to collaborate when child protection is only a small part of the court docket?
 - Charting Improvements: How do you know if your county team has been successful?
- 1:45 – 2:30** **CJI Goals Exercise (p. 5)**
CJI County Judges, Social Services Personnel, and District Project Staff
- Small Group – Discussion of CJI goals in terms of roles (15 minutes)
 - Small Group – Discussion of team leadership strategies (10 minutes)
 - Large Group – Discussion of CJI goals (20 minutes)
- 2:30 – 3:15** **County Team Exercise (p. 6)**
CJI County Judges, Social Services Personnel, and District Project Staff
- Small Group – Identification of ways county teams can be successful (10 minutes)
 - Small Group – Identification of child protection court processes in need of improvement and alternatives for achieving improvement (15 minutes)
 - Large Group – Discussion of ways for county teams to achieve success (20 minutes)
- 3:15 – 3:30** **Leadership Manual**
Judy Nord, CJI State Staff, Minnesota Supreme Court
- 3:30 – 3:45** **Next Steps – Questions – Wrap Up**
Hon. Waldemar “Wally” Senyk, CJI Project Chair
Ann Ahlstrom, Judy Nord, and Jennifer Stanfield, CJI State Staff
- Availability of ongoing technical assistance
 - \$200 county team start-up funds
 - Regional Kick Off Meetings – April and May 2004
 - Other
- 4:00** **Adjourn**

Children's Justice Initiative "Values Exercise"

CJI VALUES

- Child centered (operating “through the eyes of the child”)
 - Timeliness
 - Safety and stability of the child
 - A permanent, nurturing family for each child through reunification, adoption, or transfer of custody to a relative
 - Recognition of cultural, social and economic differences
 - System Accountability
 - Due process protection of the parties
-

1. Individual exercise: Take 5 minutes to identify three CJI values from the above list that are most important to you and jot down your rationale.
 -
 -
 -
2. In your small group, designate someone to take notes and to report back to the large group. Take 10 minutes to reach consensus about which of the values is of highest priority in the processing of child protection court cases and why?

Children's Justice Initiative "Successful County Teams Exercise"

Instructions: In your small group, designate someone to take notes and to report back to the large group.

8. Take 10 minutes to identify one area of your county's child protection court process that needs improvement (this should be an area that does not require additional financial or other resources to achieve the improvement).

9. Take 15 minutes to identify alternative ways for your county team to achieve improvement in the area identified in number 1.

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APPENDIX D

AGENDA

CHILDREN'S JUSTICE INITIATIVE KICKOFF MEETING
Through the Eyes of the Child: A Commitment to Improve
Brooklyn Park, May 17-18, 2004

▶ ▶ ▶ ▶ ▶ MONDAY, MAY 17 ◀ ◀ ◀ ◀ ◀

- 8:00** **Registration (Coffee, Soda, Water)**
Conference Room Foyer
- 9:00** **Welcome, Introduction of Attendees, and “Housekeeping” Details**
Ann Ahlstrom and Judy Nord, CJI Project Managers
- 9:15** **Overview of Meeting Objectives and CJI Goals and Values**
Hon. Wally Senyk, CJI Project Chair
- 9:30** **Opening Remarks: *The Vision for the CJI***
Hon. Kathleen A. Blatz, Chief Justice, Minnesota Supreme Court
- 9:45** **Dave Thomas Foundation Video: *Pathways to Permanency***
- 10:15** **A New Paradigm: *Through the Eyes of the Child***
Hon. William Byars, Jr., Director, South Carolina Department of Juvenile Justice
- 11:15** **Essential Child Development Concepts: *Why Safety, Stability, and Permanency are Important in Child Protection Cases***
Dr. Charles Nelson and Dr. Megan Gunnar, Univ. of Minnesota Child Development Institute
- 12:00** **Lunch**
- 1:15** **Resource Guidelines Key Principles: *Court Improvement on a Shoestring...and a Heartstring***
Hon. Michael Key, Troupe County, Georgia; National Council of Juv. and Family Court Judges
- 3:00** **Break**
- 3:15** **Core Outcomes and County Action Plan: *A Living Document to Implement the CJI in Your County***
Ann Ahlstrom and Judy Nord, CJI Project Managers
- 3:30** **County Teams: *Action Plan Development***
County Teams Move to Break Out Locations
- 4:30** **County Teams Action Plan Progress Reports and Discussion**
Conference Room – County Team Representatives
- 5:00** **Adjourn – Dinner on Your Own**

- 8:00** **Continental Breakfast**
Conference Room Foyer

- 9:00** **Improving the Child Protection System: *What's In It For You and Your County***
Hon. Nancy Sidote Salyers, Cook County, Chicago, Illinois; Director, Fostering Results

- 10:15** **Minnesota's Experience: *The Benefits of Putting Theory Into Practice***
Hon. Robert Birnbaum, 3rd Judicial Dist.; Rob Sawyer, Dir., Olmsted County Children and Family Services; Sue Lohrbach, Child Protection Supervisor; Geoff Hjerlied, Assistant County Attorney

- 10:45** **Break**

- 11:00** **County Teams: *Action Plan Development (Continued)***
County Teams Move to Break Out Locations

- 11:45** **Lunch**

- 1:00** **County Teams: *Action Plan Development (Continued)***
County Teams Return to Break Out Locations

- 2:30** **Break**

- 2:45** **County Teams Action Plan Progress Reports and Discussion**
Conference Room – County Team Representatives

- 3:45** **Next Steps - Wrap Up**

- 4:00** **Adjourn**

APPENDIX E
MINNESOTA'S CHILDREN'S JUSTICE INITIATIVE
COUNTY PRACTICE GUIDE: BEST PRACTICES FOR ACHIEVING SAFE, PERMANENT, AND NURTURING HOMES FOR ABUSED AND NEGLECTED CHILDREN

A Living Document To Achieve CJI Core Outcomes

May 2004

This *County Practice Guide*, based on the *Resource Guidelines* published by the NCJFCJ², is used by Minnesota CJI County Teams to compare the county's current practices related to CHIPS, TPR, and Permanency case processing with the practices described in this *Guide*. Teams identify practice areas where improvements could be made and develop an action plan by assigning responsibility for working to implement the improved practice and by prioritizing the team's work. It has a companion document, *Core Outcomes for the Children's Justice Initiative*, which describes the basic goals, practices, and outcome measures for CJI. Not every practice described in this *Guide* will be able to be implemented in every jurisdiction, but selected practices cross-referenced by number in the accompanying *Court Outcomes* are used to measure compliance with CJI goals.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
PRE-PETITION FILING: BEST PRACTICES FOR SOCIAL SERVICES AGENCY'S RESPONSIBILITY FOR SERVICE DELIVERY AND COUNTY ATTORNEY'S PROCEDURES FOR CHILD PROTECTION CASES PRIOR TO FILING JUVENILE PROTECTION PETITION						
PP1	Agency has written screening criteria implementing statutory definitions of child abuse and neglect					
PP2	Screening criteria for child abuse and neglect are published to the community					
PP3	Training is provided to mandated reporters on statutory obligation to report					
PP4	Agency uses "family assessment" ³ approach for low and moderate risk cases unless the safety of the child requires child protection investigation					
PP5	Agency uses "traditional" investigative approach for high risk cases or cases where the child's safety demands this approach					
PP6	County has adequate service array to address needs of children and families needing child protection intervention including: a. accessible, culturally appropriate services are available to parents to prevent removal;					

² NCJFCJ is the National Council of Juvenile and Family Court Judges

³ "Family assessment" is the term used to describe the "alternative response" program to reports of child maltreatment authorized under *Minn. Stat. § 626.5551*

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
	<ul style="list-style-type: none"> b. accessible, culturally appropriate services are available to parents to reunify the child when the child must be removed from the parent or caretaker; c. accessible, culturally appropriate assessments are available regarding the child's physical and mental health; d. accessible, culturally appropriate services are available to address the child's physical and mental health needs; and e. enough foster and adoptive homes that reflect the racial and ethnic diversity of children entering care are available in the county 					
PP7	Agency has identified process for requesting court jurisdiction that, at a minimum, includes approval from the responsible worker's supervisor					
PP8	Agency uses the county multidisciplinary child abuse team established under Minn. Stat. § 626.558 for case consultation and planning in appropriate cases					
PP9	County attorney has established procedure, including a standardized outline or other format, for obtaining information needed from the assigned social worker in order to determine adequacy of evidence to file the petition					
PP 10	<p>County attorney ensures the following items are considered as part of the decision to petition:</p> <ul style="list-style-type: none"> a. whether the agency has made reasonable efforts to prevent the placement when such efforts are required; b. if reasonable efforts to prevent placement are not required which specific case category under Minn. Stat. § 260.012 the matter falls under; c. identity and whereabouts of both parents; d. identity and whereabouts of other persons who are parties; e. identity and whereabouts of persons who may be participants under the court rules; f. whether there are any services which could be offered to the parent at the time of the first hearing; g. if the agency recommends placement of the child, whether there are any relatives that could be immediately considered for placement; and h. whether there is a basis to ask for exclusion of an adult perpetrator and whether such exclusion would be enforced by the remaining parent 					
PP 11	County attorney follows the drafting and content requirements of RJPP 33 in preparing and filing the petition					

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		IMPLEMENTED	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
PP 12	Agency and county attorney ensure that compliance with the Indian Child Welfare Act (ICWA) 25 U.S.C. § 1901 et. seq. is discussed prior to petition being filed, including: a. whether child is an Indian child; b. if child is Indian, which tribe is child's tribe ⁴ and should be given ICWA notice by registered mail; c. protocol for involving tribe as soon as possible in case planning and placement decisions including prior to legally required notice d. "active efforts to prevent the break up of the Indian family" as required by ICWA					
Training: BEST PRACTICES FOR ADEQUATELY TRAINING JUDGES, ATTORNEYS, GUARDIANS AD LITEM, SOCIAL WORKERS, AND COURT ADMINISTRATIVE STAFF BEYOND THE BASICS OF ADVANCING OR DEFENDING A MATTER THROUGH LEGAL PROCESS						
T1	All stakeholders receive training prior to serving in juvenile court, including child development, statutes, court rules, case law					
T2	All stakeholders regularly receive continuing education on child development, legislation, court rules, and case law updates					
T3	All stakeholders receive training and regular updates about non-adversarial case resolution for child protection matters including cases where the child cannot return to the care of the parent					
T4	All stakeholders receive training on implementing the spirit and requirements of ICWA as appropriate for the number of Indian children and families coming into the county's child protection system					
T5	All stakeholders receive training to increase cultural competence in interaction with and service delivery to diverse families coming into the county's child protection system					
Courtroom Facilities: BEST PRACTICES FOR ENSURING COURTROOM FACILITIES MEET NEEDS OF FAMILIES AND PROFESSIONALS REGULARLY APPEARING IN JUVENILE PROTECTION MATTERS						
CF1	Courtrooms have separate tables for county attorney/agency worker, counsel/parent, GAL, and counsel/child					
CF2	Courtrooms and waiting areas are child-friendly					
CF3	Attorneys and workers have private space to meet with clients					

⁴ An Indian child may have affiliation with more than one Indian tribe. In this case it is the tribe with which the child has more significant contacts that is considered the child's tribe. See 25 U.S.C. § 1903. In a dispute, the court makes the final determination about which tribe the child has more significant contacts. See *BIA Guidelines, Section B.2.(a)*. The factors to be considered by the court are quite specific in the *Guidelines*. The best practice is to request that the tribes decide among themselves which tribe will speak for the child. The tribes give up a great deal of their autonomy on this issue if District Court makes the decision.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
CF4	Courtrooms have telephone and/or ITV connections					
CF5	Courtrooms have computer, printer, and copier					
CASE ASSIGNMENT: BEST PRACTICES FOR CASE ASSIGNMENT OF PROFESSIONAL JUDICIAL SYSTEM STAKEHOLDERS						
CA1	Case assignment and calendaring practices ensure strong judicial oversight of child protection cases including: a. one judge is assigned to hear the matter from CHIPS petition through final permanency order; b. courts have uniform way of recording judge's notes and expectations regarding next steps for parties and the status of the case to ensure continuity of judicial oversight from one hearing to the next in the event a second judge must share oversight of the case; c. CJI district leadership work group ⁵ monitors the number of judges hearing individual CHIPS, TPR, and permanency matters					
CA2	Vertical representation: same county attorney, GAL, and counsel for parents and child handles case from petition through permanency					
CA3	Agency ensures: a. family friendly transition of case between intake and field workers; b. transition of case from one worker to another does not delay development or delivery of services to child or family; c. continuity of planning occurs when more than one worker has responsibility for a case					
CA4	Cases are assigned based upon reasonable caseload standards					
CA5	Rotation in juvenile court is for no less than three years (and longer if possible)					
CA6	Service in juvenile court is by professionals who are committed and trained to serve in juvenile court					
CALENDARING: BEST PRACTICES RELATED TO COURT CALENDARING OF JUVENILE PROTECTION MATTERS						
C1	Court calendaring is respectful of the family's and stakeholders' time: a. hearings are scheduled to minimize waiting time; b. hearings are scheduled as close to time-certain as possible					
C2	Court sets sufficient time for each case: a. hearings are at least 30 minutes in length to fully address all issues required under the court					

⁵ "CJI District Leadership Workgroup" means the CJI Lead Judges, CJI District Staff, social services directors, and others identified by the district as the work group that oversees district implementation of CJI and monitors district progress on core requirements and outcomes

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
	rules; b. if necessary, another CHIPS day is added to master calendar to accommodate increased hearing length					
C3	Court has and enforces a “no continuance” policy: a. hearings occur the date they are first scheduled; b. hearings are not rescheduled by request to court administration; hearings are rescheduled only if a motion is filed pursuant to RJPP 15 and the court makes findings on the record as required in RJPP 5; c. parties document to the court emergency circumstances requiring continuance					
C4	Court establishes specific days/times for EPC hearings so that counsel for parents and child, GAL, and others may be “on call” to attend					
C5	Court schedules settlement conference to increase ability to resolve issues and case prior to pretrial hearing					
C6	Child’s tribe’s or parents’ request for additional 20 days to prepare for proceeding as required by ICWA and RJPP 32.06 is honored ⁶					
FRONT-END LOADING: BEST PRACTICES RELATED TO ENSURING THAT COURT SYSTEM IMMEDIATELY ENSURES PARTIES’ RIGHTS CAN BE MEANINGFULLY EXERCISED AND THAT THE OPPORTUNITY FOR PARENTS TO ACCEPT DELIVERY OF SOCIAL SERVICES OCCURS VERY EARLY IN THE COURT PROCESS; ALSO BEST PRACTICES RELATED TO REDUCING ADVERSARIAL NATURE OF COURT PROCESS, WHENEVER POSSIBLE AND APPROPRIATE						
FL1	Court has established procedure for informing custodial parents, non-custodial parents, children, county attorneys, SWs, GsAL, counsel for parents and child, child’s tribe, foster parents, grandparents, and others of EPC hearings; contacts made or attempted are documented using EPC Hearing Checklist					
FL2	Agency and county attorney have process for early identification and location of absent non-custodial parents and for assessing the appropriateness of a non-custodial parent to provide day-to-day care for the child and the necessity of a case plan for the non-custodial parent ⁷					
FL3	Agency, county attorney, and GAL program have procedure for all parties to gain access to agency and GAL files in order to minimize disputes over “discovery” and resulting delays					
FL4	Court uses scheduling orders in every case so parties and attorneys are aware of timelines and dates, which includes the date by which the permanency hearing must be commenced					

⁶ See 25 U.S.C. § 1912

⁷ See Minn. Stat. § 260C.212, subd. 4

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
FL5	Each child in foster care has a written Out-of-Home Placement Plan filed with the court ⁸ that meets all requirements of Minn. Stat. § 260C.212, subd. 1, and RJPP 37 and which: <ul style="list-style-type: none"> a. reflects a family-centered approach including the parents and, where appropriate, the child in its development; b. describes how compliance will be measured; c. is reviewed in court or through administrative process⁹ at least every 6 months as long as the child remains in foster care; d. is developed in consultation with the child's GAL, child's tribe, and the child's foster parent; e. documents the agency's consideration of the 8 factors set out at Minn. Stat. § 260C.212, subd. 2, in determining how the particular placement meets the child's best interests; f. includes the plan for visitation between the child and parents and the child and siblings who are not placed together 					
FL6	County has non-adversarial process ¹⁰ in place available for use from pre-petition filing to permanent resolution of the matter to resolve issues related to child's safety, permanency and well-being and which: <ul style="list-style-type: none"> a. is used to identify and consider placement with relatives; b. maximizes family's ability to provide and plan for child; c. gives parent a fair chance to utilize services to achieve reunification; d. ensures services and plans for child and family are culturally appropriate 					

⁸ Minn. Stat. § 260C.212, subd. 1, and RJPP 7 requires the Out-of-Home Placement Plan to be filed with the court within 30 days of the filing of the petition alleging the child to be in need of protection or services when the child is ordered into foster care; Minn. Stat. § 260C.141, subd. 2, requires the plan to be filed with the petition when the petition is reviewing the voluntary placement of the child.

⁹ "Administrative process" or "administrative review" means the process used by the social services agency to periodically review the child's placement when such a review has not taken place in court. Federal and state laws require such reviews at least every 6 months. See Minn. Stat. § 260C.212, subd. 7, and 42 § U.S.C. 670 et seq.

¹⁰ Non-adversarial processes can include Family Group Conferencing, Family Group Decision-Making, and other case-conferencing strategies.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
FL7	Agency appears at EPC prepared to offer assessments for mental health and substance abuse, as appropriate, and with a preliminary service plan; ¹¹ agency has procedure to promptly schedule necessary assessment and service appointments and follow-up procedures to ensure parents attendance at appointments					
FL8	Very early in the child's placement, the agency conducts a thorough relative search: <ul style="list-style-type: none"> a. the search includes both paternal and maternal relatives; b. the search gives consideration to placement of the child with a fit and willing relative¹² who is willing to commit to being the permanent placement for the child in the event reunification cannot occur;¹³ c. if a parent refuses consent to relative search, the agency recommends to the court whether the parents refusal is in the best interests of the child, and if the parent's withholding of consent is not in the child's best interests, the court orders the search and the parent's disclosure of necessary information¹⁴ 					
FL9	Placement preferences of ICWA are followed ¹⁵ ; agency and tribe consult very early in the child's placement and on an ongoing basis about placement with a child's relative					
FL 10	Planning, placement decisions, and court orders result in no more than 2 moves for the child during the child's placement including into an adoptive home when that is the permanent plan for the child					
FL 11	Adjudication or dismissal occurs within 60 days of the filing of the petition when the child is placed out of the home or within 60 days of the Admit/Deny Hearing when the child remains in the care of the parent ¹⁶					
FL12	Expert testimony required to order continued out-of-home placement in ICWA cases is presented to the court within 90 days of the child's removal ¹⁷					

¹¹ "Necessary assessments" means assessments indicated by the allegations in the petition which have led to the request that the court determine the child in need of protection or services. "Preliminary service plan" refers to immediate steps that the parent can take, with support from the agency, to access services that the agency believes will address the conditions leading to the request to place the child out of home. Neither phrase refers to the Out-of-Home Placement Plan.

¹² Relatives must be licensed to be foster parents for the child (see *Minn. Stat. § 245A*); relatives must be "fit and willing" in order to take custody of the child (see *Minn. Stat. § 260C.201, subd. 11*).

¹³ Under the principles of concurrent permanency planning, the relative or foster parent committing to the child's permanency also commits to supporting the reunification plan.

¹⁴ See *Minn. Stat. § 260C.212, subd. 5(b)*

¹⁵ See 25 U.S.C. § 1915

¹⁶ See *Minn. Stat. § 260C.178, subd. 6, and RJPP 39*.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		IMPLEMENTED	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
NOTICE: BEST PRACTICES BEYOND COMPLIANCE WITH COURT RULES FOR ENSURING NOTICE OF COURT HEARINGS TO APPROPRIATE PARTIES, PARTICIPANTS, PROFESSIONALS, AND OTHER STAKEHOLDERS						
N1	Parties, participants, and attorneys bring calendars to every hearing so that date of next hearing may be set at end of existing hearing					
N2	Written notice of the next hearing date is distributed to those present before people leave courtroom; notice is sent to parties and participants, including foster parents, who are not present					
N3	Court has policy for when children appear in court and who decides when they should be there taking into consideration: a. age and child's preference b. disability c. nature of case and issues to be discussed at hearing d. whether child must be removed from school or treatment to be present					
N4	Children are in court when the matter involves truancy, runaway, prostitution as a CHIPS case, or delinquents who have been found incompetent as a CHIPS case					
N5	ICWA notices are filed with the court together with the returned registered mail receipts ¹⁸					
N6	Notice of tribal request for transfer of jurisdiction in ICWA cases ¹⁹ is promptly given by district court to parties and participants; district court has a protocol for transferring case and case record to tribal court including: a. if a party requests a hearing regarding the tribe's request, the matter is timely calendared for hearing; b. upon the tribal court's filing of a notice or letter of acceptance of jurisdiction, the court administrator completes the transfer of jurisdiction by forwarding copies of the court file and other information in a timely manner to the receiving tribal court					

¹⁷ Absent extraordinary circumstances, *BIA Guidelines for the Implementation of ICWA* require expert testimony presented within 90 days of foster placement. See 44 *Federal Register* 228, page 67589.

¹⁸ See 25 U.S.C. § 1912.

¹⁹ See 25 U.S.C. § 1912.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
HEARING QUALITY: BEST PRACTICES FOR ENSURING MOST PROGRESS IS MADE AT EVERY HEARING IN ORDER TO ACHIEVE THE GOAL OF ENSURING THE CHILD HAS A SAFE AND NURTURING PERMANENT HOME IN A TIMELY MANNER						
HQ1	All hearings are in court – no paper reviews; administrative reviews ²⁰ are conducted by the Social Services Agency and occur as specifically permitted or required under Minn. Stat. § 260C.141, subd. 2, and § 260C.212, subd. 7, and RJPP 44					
HQ2	At the first hearing, the judge inquires whether the parties and participants have viewed the CJI orientation video and whether they understand their rights and responsibilities; if not, the judge explains the parties and participants rights and responsibilities; At every hearing the judge: a. States type and purpose of the hearing; b. Identifies all parties, participants, and attorneys present; c. Identifies audience members present and their relationship to the case; d. Identifies missing parties and participants and process for providing future notice; e. States required findings of fact, including reasonable efforts/active efforts; f. States decision/order and inquires of parent/child understanding of the order; g. Findings and orders address: (1) Placement; (2) visitation between parent and child and child and siblings; (3) parent’s tasks before next hearing; (4) agency’s tasks, including services which must be offered, before next hearing; (5) GAL services/tasks required before next hearing					
HQ3	Hearings are of sufficient length to fully discuss all issues required under the Rules and ensure parents and professionals understand outcome of the hearing and the court’s order					
HQ4	Worker with hands-on knowledge of the current status of the case attends all hearings					
HQ5	EPC, Admit/Deny, and Disposition hearings are combined when possible					
HQ6	Date and time of next hearing is scheduled before parties and participants leave the courtroom; written notice of such date/time is provided to everyone present and mailed to those absent					
HQ7	Active tribal participation in ICWA cases is supported including permitting tribe to appear by telephone when permitted under RJPP 12					

²⁰ See footnote 9.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
Orders: best practices related to effectuating orders in juvenile protection proceedings						
O1	Orders are stated on the record, reduced to writing, and distributed to parties and attorneys at end of hearing except for orders after trial					
O2	If written order cannot be issued at end of hearing, then the order is distributed within 5 days of hearing					
O3	Findings and orders are case specific and address reasonable efforts and the child's need for placement at appropriate hearings including: a. <u>EPC</u> : reasonable efforts to prevent placement at the time or before the child is removed or such reasonable efforts were not required; b. <u>EPC</u> : placement is in the child's best interest or continued custody of the child by the parent is contrary to the welfare of the child; c. <u>disposition and permanency</u> : reasonable efforts are made to reunify the child when such efforts are required; and d. <u>annually at post-TPR and foster care review hearings</u> : reasonable efforts are made to finalize a permanent placement for the child when the child cannot reunify with the parent in a timely manner or when reasonable efforts for reunification are not required					
O4	Orders are case specific and address "active efforts" requirement of ICWA ²¹ at appropriate points in the proceeding					
REPORTS: BEST PRACTICES FOR ENSURING ESSENTIAL INFORMATION ON PROGRESS OF CASE IS PROVIDED TO THE COURT AND STAKEHOLDERS IN A MANNER THAT PERMITS MEANINGFUL HEARING PREPARATION						
R1	GAL and SW reports are served and filed at least 5 days before each hearing (except EPC hearing) ²²					
R2	Court has policy permitting email service of GAL and SW reports					
R3	Agency and GAL have policy for providing copies of service provider reports (e.g., medical, CD assessment, psychological evaluations) to parties					
R4	Agency and GAL comply with requirements for content of reports outlined in RJPP 38					

²¹ See 25 U.S.C. § 1912(d).

²² See RJPP 38.

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
		IMPLEMENTED	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
LEGAL REPRESENTATION OF CHILDREN AND PARENTS: BEST PRACTICES FOR ENSURING ADEQUATE REPRESENTATION OF PARENTS AND CHILDREN IN JUVENILE PROTECTION MATTERS						
LR1	Court has procedure for appointing/assigning counsel for parents and child so counsel appears at EPC or Admit/Deny Hearing, whichever is first					
LR2	Attorneys meet with clients prior to date of each hearing including EPC hearing, whenever possible					
LR3	Attorneys recognize the significant counseling role they have in assisting parents to achieve safety and stability for the children ²³					
LR4	Attorneys actively participate at every stage of the proceedings from EPC through permanency					
LR5	Attorneys regularly consult and counsel client at every stage of the proceeding, including the following as appropriate: a. investigate what contacts the agency has made; b. interview client and key witnesses; c. review agency file and law enforcement reports; d. obtain necessary medical, mental health, school and other records; e. monitor client's case plan progress; f. call and cross-examine witnesses; g. file and argue motions; h. develop alternative dispositional proposals; i. file appeals					
LR6	Attorneys are willing to engage in and encourage their clients to engage in non-adversarial resolution of the case recognizing that, generally, this will result in better outcomes for children and families					
AGENCY REPRESENTATION: BEST PRACTICES RELATED TO REPRESENTING AN AGENCY IN JUVENILE PROTECTION MATTERS						
AR1	County attorney is available to the agency to timely provide answers to case specific questions and preparation for hearings					
AR2	County attorney is available to the agency to timely provide legal advice on policy issues					

²³ This CJI best practice does not ignore the ethical obligation that attorneys have to zealously represent their clients. It does, however, recognize the national research that demonstrates that non-adversarial resolution of cases involving family issues most frequently best serves the interests of both the parent and the child. Families come into the child protection system under traumatic circumstances and need assistance in understanding the system and support in using appropriate assistance the agency may offer.

		ACTION PLAN				
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		Implemented	NEEDS TO BE IMPLEMENTED	CANNOT BE IMPLEMENTED		
AR3	Signature on petition means that county attorney has knowledge, information, and belief formed after reasonable inquiry that the petition is well grounded in fact and is warranted by existing law					
AR4	Beyond juvenile protection rules and statutes, county attorney has knowledge of breadth of regulations affecting agency operations and practice including child protection statutes and rules, licensing statutes and rules, obligations of the welfare board under Minn. Stat. 256, adoption requirements under Minn. Stat. § 259 and court rules, and basic knowledge of Federal requirements for cases of children in foster care.					
GUARDIAN AD LITEM ADVOCACY: BEST PRACTICES RELATED TO OPTIMAL FUNCTIONING OF GUARDIAN AD LITEM AS ADVOCATE FOR BEST INTERESTS OF THE CHILD						
GAL1	Court has procedure for appointing/assigning GsAL so the GAL who will serve on the case appears at EPC hearing or admit/deny hearing whichever is first					
GAL2	GAL meets with (and/or observes) child prior to date of each hearing (except EPC)					
GAL3	GAL actively participates at every stage of the proceedings from EPC through permanency					
GAL4	GAL decides whether to request appointment of attorney					
GAL5	GAL decides whether to request appointment of counsel for child					
GAL6	GAL gathers and updates information prior to each hearing					
GAL7	GAL makes independent recommendations					
DISPOSITION: DESCRIBES BEST PRACTICES RELATED TO ENSURING MEANINGFUL DISPOSITION HEARINGS						
D1	Case plan is reviewed and, if appropriate, modified, and the court orders compliance by all parties and professionals					
D2	If case plan is not available for review, identify the child's and family's needs, the services necessary to meet those needs, and order examinations, evaluations, and services for the child and/or parent; order date for submission of case plan					
D3	When child remains at home, review services needed to keep child safely at home and whether those services are sufficient to avoid placement					
D4	When child is in placement, review whether the agency has made reasonable or active efforts to reunify the child and why those efforts have not eliminated the necessity of removal					
D5	When the case is a concurrent permanency planning case, review the agency's efforts to place the child with a family, including a relative, committed to permanent placement of the child in the event reunification cannot be achieved					

		ACTION PLAN				
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90-DAY REVIEW HEARING: DESCRIBES BEST PRACTICES RELATED TO ENSURING MEANINGFUL REVIEW HEARINGS						
DR1	<p>Review whether the agency is making reasonable, or in the case of an Indian child, active efforts to rehabilitate the family and eliminate the need for the child’s placement, including whether:</p> <p>a. out-of-home placement is necessary and continues to be appropriate;</p> <p>b. the Out-of-Home Placement Plan is relevant to the safety and best interests of the child including:</p> <p>(1) the specific services offered to the parent and child by the agency and the cultural appropriateness of identified services;</p> <p>(2) identification of any barriers to service delivery and agency’s plan to reduce or eliminate such barriers;</p> <p>(3) the agency’s efforts to support the parent in making progress on the case plan including the number of times the worker has visited with the parent;</p> <p>(4) the agency’s efforts to support the child in placement including the number of time the worker has visited the child in placement;</p> <p>c. the extent of progress the parent has made toward alleviating or mitigating the causes necessitating out-of-home placement is sufficient to permit the child to return home;</p> <p>d. the child is receiving appropriate services;</p> <p>e. the child is placed with a relative and, if not, whether the agency has completed an adequate relative search; in ICWA cases, whether the child is placed according to the preferences of 25 U.S.C. § 1915</p>					
DR2	Determine whether the services in the case plan and the responsibilities of the parties need to be clarified or modified due to the availability of additional information or changed circumstances					
DR3	Review parent and child contact, including frequency and nature of visitation and modify visitation order as necessary					
DR4	Review child and sibling contact, including efforts to place siblings together and frequency and nature of contact, and modify order as necessary					
PERMANENT PLACEMENT DETERMINATION HEARING: DESCRIBES BEST PRACTICES RELATED TO ENSURING MEANINGFUL PERMANENCY HEARINGS						
PPD1	Permanency pleadings (TLC, LTFC, or TPR) are filed and served by month 11					

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
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PPD2	<p>Permanency Progress Review Hearing commences within 6-months for a child under 8 at time CHIPS petition is filed; review includes:</p> <ul style="list-style-type: none"> a. the parents progress on the Out-of-Home Placement Plan; if the parent is not making progress on the plan, why not; b. the provision of services by the responsible agency; c. whether the parents have maintained regular contact with the child, and if not, why not; d. whether the child can be returned home, and if not, whether there are grounds to terminate parental rights or transfer permanent legal and physical custody of the child to a relative 					
PPD3	<p>Within 15 days of the conclusion of the Permanency Progress Review Hearing required at 6 months, the court issues an order:</p> <ul style="list-style-type: none"> a. extending the time for a permanency determination for up to a total of 6 additional months because the parent is making sufficient progress on the case plan and is visiting the child or the agency has not provided appropriate services to the parent; b. that the agency show cause why a termination of parental rights petition not be filed and if the agency has not shown cause, order the agency to file such a petition; c. that the agency file a petition to transfer permanent legal and physical custody of the child to a relative if the court determines that is the appropriate permanent plan for the child 					
PPD4	Except for children in placement due solely to their disability ²⁴ , the court commences a Permanent Placement Determination Hearing by day 365 of the child's placement to determine the permanent status of the child when a child continues in foster care for 12 months					
PPD5	Within 30 days of the conclusion of the permanency hearing required at 12 months, the court issues an order that provides permanency for the child either through an order that the child shall be returned home or an order for permanent placement away from the parent in the child's best interest					
PPD6	When the court makes a prima facie determination under Minn. Stat. § 260C.178 and RJPP 33.01, subd. 3, regarding one of the conditions at Minn. Stat. § 260C.012 and reunification efforts are not required, a permanency hearing is held within 30 days					
PPD7	Adoptions are finalized within 12 months of an order terminating the rights of both parents or the only known parent of a child ²⁵					

²⁴ Children who are in placement due solely to their disability must have a permanency hearing by the time they have been in placement 14 months. See *Minn. Stat. § 260C.141, subd. 2, and RJPP 44.*

		ACTION PLAN				
		CHECK ONE			RESPONSIBLE ENTITY OR INDIVIDUAL	TARGET IMPLEMENTATION DATE
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PPD8	Tribe is involved in permanency planning for the child from the very beginning of the child's placement					
PPD9	Expert testimony required to order termination of parental rights in ICWA cases is presented ²⁶					
PPD10	Standard of proof beyond a reasonable doubt ²⁷ is met in cases where termination of parental rights is ordered and the matter is governed by ICWA					
POST-PERMANENCY REVIEW HEARING: DESCRIBES BEST PRACTICES RELATED TO ENSURING MEANINGFUL POST-PERMANENCY REVIEW HEARINGS						
PPH1	If the permanency decision was TPR, a hearing must take place every 90 days for the purpose of monitoring progress toward adoption; at least annually, the court reviews and making findings on the agency's reasonable efforts to finalize the child's adoption, as long as the plan for the child remains adoption ²⁸					
PPH2	If the permanency decision was long-term foster care, a hearing must take place at least annually for the purpose of determining whether the agency is making "reasonable efforts" to finalize the permanent plan for the child including whether long-term foster care is still the best permanent plan for the child and monitoring whether child's physical, emotional, and educational needs are being met and, if not, ordering services to meet those needs ²⁹					
PPH3	If a child, age 16 or older, is in foster care, the court reviews the child's Out-of-Home Placement Plan to ensure the child is receiving appropriate services for independent living as provided in Minn. Stat. § 260C.212, subd. 1(8)					
PPH4	If the permanency decision was transfer of permanent legal and physical custody to a relative and the jurisdiction is not terminated, the hearing must take place as ordered by the court ³⁰					
PPH5	In appropriate cases, the court monitors provision of services to the child and family after an order reunifying the child with the parent ³¹					

²⁵ See Minn. Stat. § 259.22, subd. 4.

²⁶ See 25 U.S.C. § 1912.

²⁷ See 25 U.S.C. § 1912.

²⁸ See Minn. Stat. § 260C.317 and RJPP 43.

²⁹ See Minn. Stat. § 260C.201, subd. 11, and § 260C.317 and RJPP 43.

³⁰ Minn. Stat. § 260C.201, subd. 11(d)(1)(vi), permits a court to maintain jurisdiction over a matter after an award of permanent legal and physical custody for the purpose of ensuring appropriate services are delivered to the child and permanent legal custodian or for the purpose of ensuring conditions ordered by the court relating to the care and custody of the child are met

³¹ See Minn. Stat. § 260C.201, subd. 1(e), and § 260C.312.

APPENDIX F

AGENDA

REGIONAL CJI LEAD JUDGE MEETING

10:00 A.M. TO 3:00 P.M.

June 9: Districts 1, 2, and 4 – Minnesota Judicial Center, St. Paul

June 10: Districts 7 and 8 – Holiday Inn, Alexandria

June 24: District 9 – District Administration Office, Bemidji

July 19: Districts 6 and 10 – Kanabec County Courthouse, Mora

August 11: Districts 3 and 5 – Blue Earth County Gov. Center, Mankato

Welcome

CJI Current Status and Ensuring Sustainability

Resources: What Is and Is Not Working in Your County

- GALs
- Public Defenders
- Social Services
- County Attorneys
- Drafting of Orders
- Calendar Time
- Availability of Services

Lead Judge Worksheet (*yellow*)

County Teams and Action Plans

- Is the County Practice Guide/Action Plan the focus of your County CJI Team effort?
- Challenges?
- Summary of Action Plan Themes and Trends (*lavender*)

Outcome Measures

- How outcome measures can be used by your and your team
- Feedback about state targets – how will you know when you're there? (*green*)
- Discussion of your district and county data (*pink*)
- Access to MNJAD reports

Expectations for the Future (*gold*)

- Communication goals
- Short term goals
- Long term goals

Updates

- Alcohol and Other Drug Project (*blue*)
- Benchbook
- Model Order Templates

Wrap Up and Next Steps