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# Sustainability Toolkit for Infant-Toddler Court Team States and Sites

**February 23, 2023**

**National Resource Center for the Infant-Toddler Court Program**



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## Our Sponsors

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# Today's Speakers



**Torey Silloway**

Director, Policy and  
Financing



**Lisa McGarrie**

Sr. Policy/Finance Specialist,  
National Infant-Toddler Court  
Program



**Jaclyn Szrom**

Sr. Policy Manager,  
National Infant-Toddler Court  
Program

# Purpose of the Sustainability Toolkit



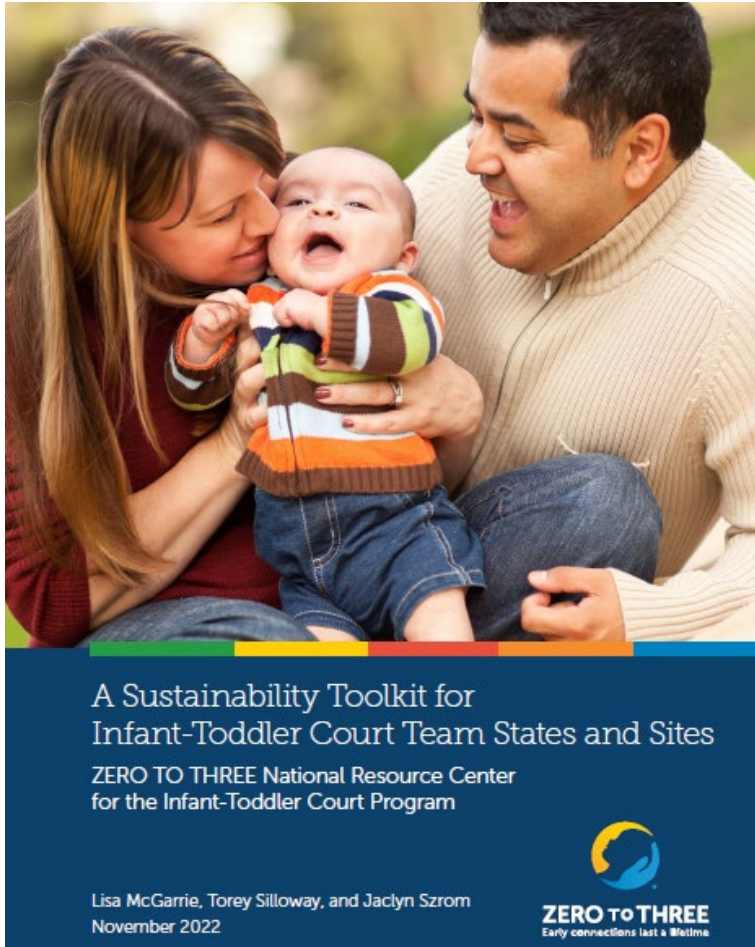
A Sustainability Toolkit for  
Infant-Toddler Court Team States and Sites  
ZERO TO THREE National Resource Center  
for the Infant-Toddler Court Program

Lisa McGarrie, Torey Silloway, and Jaclyn Szrom  
November 2022



- Developed from learnings and direct work with ITCTs
- Builds on prior work done in partnership with the Center for the Study of Social Policy
- Complements ITCP webinar series on sustainability
- Critical for sites/states to address early to lay the groundwork for long-term success
- Priority area for funders

# What's in the Sustainability Toolkit?



## A Sustainability Toolkit for ITCT States and Sites

- Overview of each key element
- Examples from Sites/States
- Key Questions for Teams
- Tools, Resources, and Worksheets

What comes to mind when  
you hear the word  
'sustainability'?

# What Is Sustainability?

“Sustainability is driven by a confluence of factors that, if working synergistically, will create conditions for programs to continue in the long term. Achieving sustainability means that the program is fully embedded in systems, has led to substantive change in the way those systems operate and partner, and is seen as a value-add to the community such that it attracts the investment of resources. Sustainability should encompass policy and practice change that focuses on creating equitable and inclusive systems that lead to better outcomes for everyone served. Sustainability is NOT just about funding.” --ZTT *Sustainability Toolkit*





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# Sustainability Planning



It's never too soon to start thinking and planning for sustainability

Sustainability planning requires time with your team – set aside time for developing a plan and revisiting this plan

Support is available from the ITCP Policy and Sustainability Team –

- 1:1 or team discussions and meeting facilitation (e.g., State Advisory Group or State Team)
- Background research on topics of interest
- Presentations for local teams (virtual or during site visits)





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# Key Elements of Sustainability for Infant-Toddler Court Teams





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## Common Vision





## Common Vision

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- Creating a shared vision with your team of what success will look like
- Examples of vision/mission statements from states
- Tools that include worksheets and examples of vision/mission statements for nonprofits

### OHIO

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**VISION:** We will create a future where all families have the capacities, resources, and supports to care for and nurture their children.

**MISSION:** The Ohio Infant-Toddler Court Team Expansion Project intends to transform the experience of infants and toddlers and their families involved in the court system so that they can be safe, loved and thrive, and to enable communities to be non-adversarial, racially and culturally equitable, and collaborative as they address the problems that interfere with the health and well-being of children and families.



# Common Vision Key Questions & Tools



## KEY QUESTIONS

- What are the issues we are trying to solve with this approach?
- What results do we hope to achieve?
- What will be the results if we solve these issues?



## TOOLS

- [Mission and Vision Statement Worksheet](#)
- [Sample Vision Statements from Nonprofits](#)
- [Sample Mission Statements from Nonprofits](#)



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# Collaboration and Key Champions

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## Collaboration and Key Champions

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- Outlines the types of partners ITCTs have identified
- Emphasizes the intentional process of identifying partners based on needs and goals
- Recognizes collaboration as an ongoing evolutionary process
- State Scan Tool, worksheets in Appendix B are additional resources

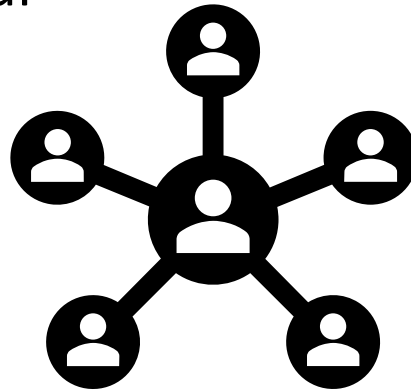


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# Partnering with a Sustainability Mindset

## What does it mean to partner with a sustainability mindset?

The partnership is **dynamic** and will grow and change with your program

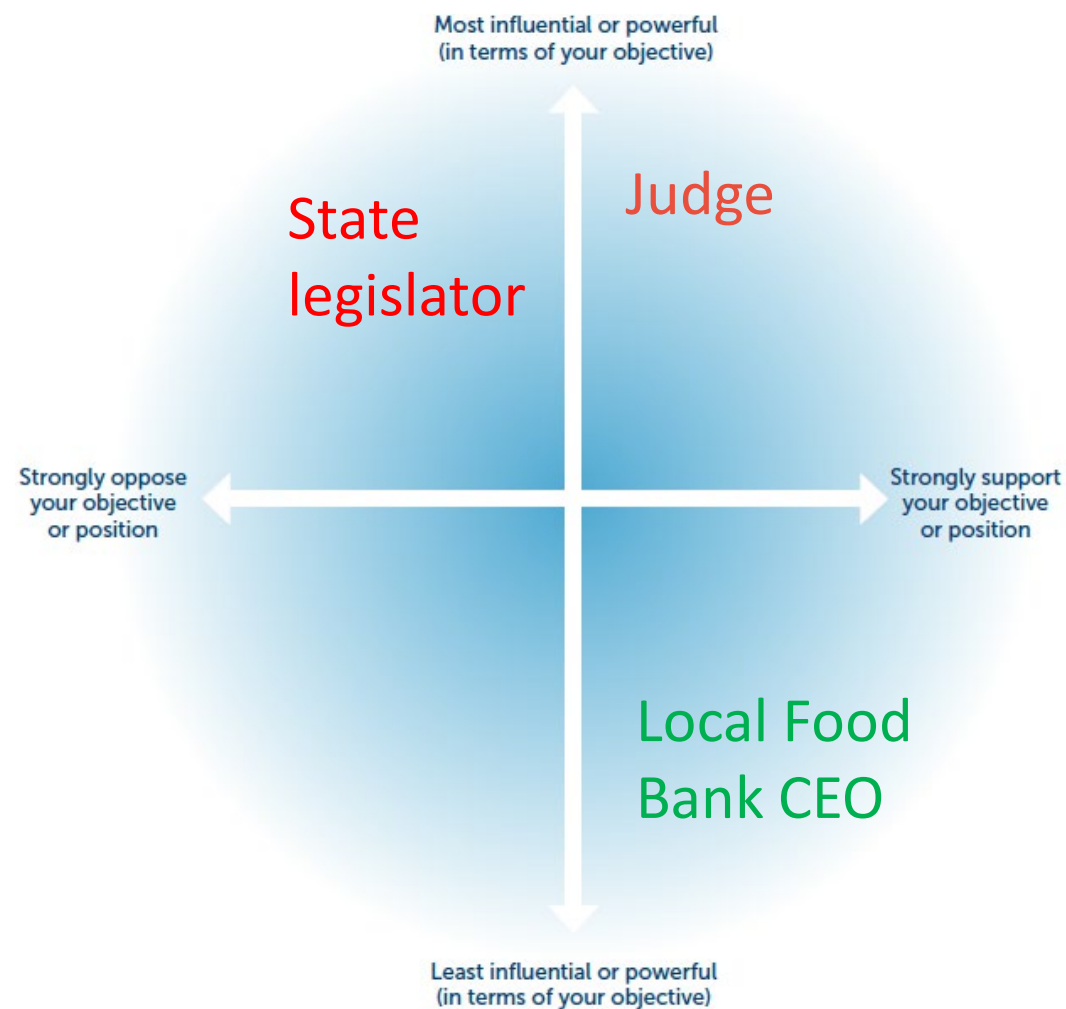


Partnership growth depends on **investing time** into networking and promoting the work in different ways with various audiences

Think creatively beyond the original partnerships



# Collaborations & Key Champions Tools





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# Key Questions & Tools



## KEY QUESTIONS

- Which partners do we have and who would we like to build relationships with? Why?
- What level of engagement would we want to have (e.g., formal partnership, information sharing) with each partner?
- What other initiatives in our community/state align with our work? How do we develop relationships with these?
- What are the challenges in engaging these partners?



## TOOLS

[ZERO TO THREE State Scan of Initiatives Tool](#)  
[Power Mapping](#)  
[SWOT Analysis](#)



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# Financing and Resources

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## Financing and Resources

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- Defines types of funding sources (Federal, state, local) and other “Resources” such as donations and in-kind
- Discusses federal funding sources from the ITCP Federal Funding Guide
- Spotlights examples of funding strategies from ITCP sites and states

# Financing & Resources in Action



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**Forrest County Court redesigns a space to serve ITCT families through staff dedication, county government partnerships and community volunteerism.**

Soon after Judge Jones Russell took over leadership of the youth court in Forrest County, Mississippi, a vision for a family time/visitation center evolved. Working with limited resources, Judge Jones Russell assessed the unused and underutilized space in their buildings, repurposing what was a separate storage facility into a site for the family visitation center. Judge Jones Russell and her staff developed a plan to furnish the center with kitchen equipment, office furniture, cribs, gliders, diapers, rugs, art, flooring and a washer and dryer. The space came together through collaboration—the county covered the cost of paint and provided safety upgrades (e.g., flooring), while grant funds were approved to offset furnishing costs. Staff and volunteers came together to paint and remake the space in 2020. The Hope Visitation Center now offers a safe and comfortable space for family time/visitation for children and families involved in ITCT.





# Potential Federal Funding Sources for ITCTs

Table 1: Potential Federal Funding Sources for ITCTs				
ACF	HRSA	CMS	DOE	SAMHSA
<ul style="list-style-type: none"><li>✓ Title IV-B</li><li>✓ Title IV-E</li><li>✓ Social Services Block Grant (SSBG- Title XX)</li><li>✓ CAPTA/CBCAP</li><li>✓ Child Care and Development Block Grant (including Child Care &amp; Development Fund)</li><li>✓ Early Head Start/ Head Start</li><li>✓ Tribal MIECHV</li><li>✓ Court Improvement Program</li></ul>	<ul style="list-style-type: none"><li>✓ Infant-Toddler Court Program</li><li>✓ Healthy Start</li><li>✓ MIECHV</li><li>✓ Title V Maternal &amp; Child Health Block Grant</li></ul>	<ul style="list-style-type: none"><li>✓ Medicaid</li><li>✓ CHIP</li></ul>	<ul style="list-style-type: none"><li>✓ IDEA – Parts B &amp; C</li></ul>	<ul style="list-style-type: none"><li>✓ Community Mental Health Services Block Grant</li><li>✓ Substance Abuse Prevention &amp; Treatment Block Grant</li></ul>

Source: [Supporting Sustainability for Infant-Toddler Court Teams: A Federal Funding Guide](#)



# Potential State and Local Funding Sources for ITCTs

State Funding	Local Funding
<ul style="list-style-type: none"><li>• General revenues</li><li>• Taxes</li><li>• Lottery</li><li>• Fee set-asides</li><li>• Permanent or temporary line items in state agency budgets</li><li>• State matching funds (for match on federal funding)</li></ul>	<ul style="list-style-type: none"><li>• Local government budget/general funds</li><li>• Federal pass-through funds</li><li>• Direct state funding</li><li>• Local fees</li><li>• Local tax levies</li></ul>





# Financing & Resources Key Questions



## KEY QUESTIONS

- How are we currently funded?
- What options might there be for state/local public funding or private funding?
- Do we have relationships with those at the state/local level who make funding decisions?
- What private partners could be engaged to provide financial support (e.g., universities, foundations)?

# Financing & Resources Tools



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[Safe Babies Court Team™ Approach Cost Document](#)

[Supporting Sustainability for Infant-Toddler Court Teams:  
A Federal Funding Guide](#)



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# Continuous Quality Improvement (CQI)

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## Continuous Quality Improvement (CQI)

- CQI is strongly tied to sustainability – by looking at what's working and what needs improvement, CQI opens a pathway to discussion of short- and long-term solutions
- CQI is an opportunity to address disparities and to include families

*During a monthly site review of data trends related to CQI indicators, including the frequency of Family Team Meetings (FTMs), a judge realized that these meetings were occurring in intervals of three to six months. Best practice standards for the approach recommend monthly hearings. As a result, the judge court ordered monthly FTMs. The average time between FTMs was monitored after the protocol was changed, and through recurring data review, the site achieved an average of less than one month between meetings.<sup>5</sup>*





## KEY QUESTIONS

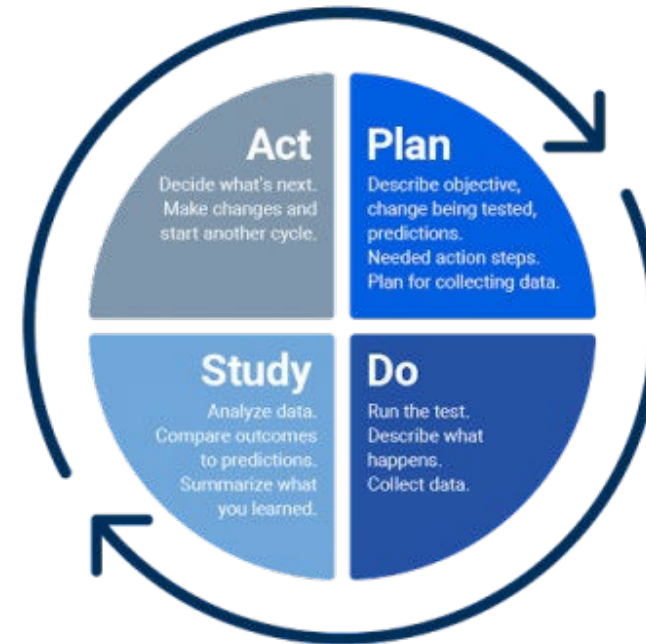
- What are our primary questions about outcomes? What areas has the team identified as needing improvement?
- What data do we have readily available to answer these questions? If we don't have the data we need, which areas of improvement have been identified?
- What pieces of data might we have that could help us identify challenges?



Plan-Do-Study-Act

Process Mapping/Workflows

Quality Improvement Storyboards





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# Systems Capacity







## Systems Capacity

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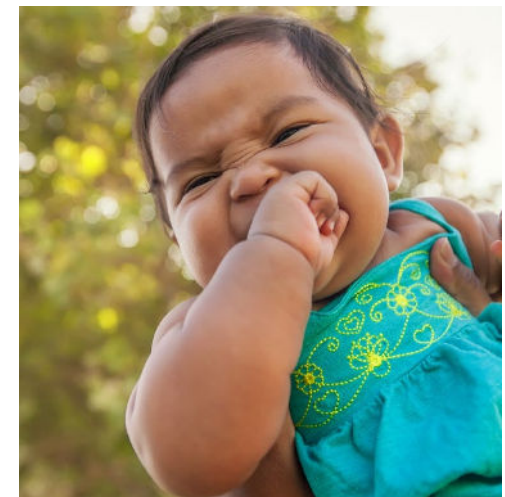
- Describes capacity from an organizational perspective and a systems perspective
- Questions focus on how to align across partners in the system, including training, data, resources, staff and entry points to services
- Case studies highlight examples from Little Rock, AR and Pueblo, CO



# Systems Capacity: Guiding Questions

## KEY QUESTIONS

- Does the ITCT administrative home have adequate staff, time, resources and data systems to manage the program?
- How could training efforts be aligned across early childhood programs?
- What options are there to integrate and/or build local capacity (e.g., train-the-trainer models)?
- How can points of entry to services be coordinated/streamlined across partners?





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**Policy**





## Policy

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- Definitions of Big P and Little P policy
- Big P and Little P policy are critical to implementation and sustainability, including the processes that involve policy change
- State and local examples highlighted (Florida, Washington, Iowa)

# What do we mean by policy?



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## Big P Policy

- Enacted by national government, state government
- Takes a long time to develop; broad consensus required from many varied groups
- Often affects a whole population

### Examples:

- Laws enacted by Congress
- National budget decisions
- State regulations/law
- State budget decisions



# What do we mean by policy?



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## Little P Policy

- Enacted by localities (local government, local public agencies, organizations)
- Takes less time to develop/deploy (relative to Big P Policy)
- Still requires collaboration, smaller scale
- Impact is limited in scale, fewer lives impacted

### Examples:

- Local laws
- Local government budget decisions
- Local government agency policies
- Organization or public entity changes to policy/practice





## KEY QUESTIONS

- What state or local policies, regulations and legislation can be implemented that would support your goals?
- What state policies need to be reviewed and explored to better understand the opportunities and limitations?
- Where and with whom should your team be sharing messages (e.g., data/outcomes) about your work at the local and state level to impact policy change?
- Are there policy windows that are open or likely to open via a future legislative session or other local policy making process?





[Strengthening Families with Infants and Toddlers: A Policy Framework for States](#)

[ZERO TO THREE State Scan of Initiatives Aligned with Infant-Toddler Court Teams](#)

[ZERO TO THREE State of Babies Yearbook: 2022](#)



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# Sustainability Planning



## Appendix A: Key Steps to Developing Your Sustainability Plan

- Steps for preparing for a sustainability planning process
- Questions that can help build an agenda/focus for sustainability sessions
- Sustainability Self-Reflection (1 page worksheet)
- 2 sustainability planning worksheets (1 pagers)

ITCT Brief Sustainability Reflection		
Sustainability Progress <i>(Discuss with your team and decide where your ITCT fits below.)</i>	Where is our team with sustainability? <i>(notes from team discussion)</i>	Recommended Next Steps
<ul style="list-style-type: none"><li>✓ There have been no discussions about sustainability as a team.</li><li>✓ We have informal strategies or no strategies for sustainability.</li><li>✓ Sustainability is seen as one person's or one organization's responsibility.</li></ul>		Convene your team for a focused session on sustainability. <i>(Use the planning templates on the following pages and other tools throughout this toolkit.)</i>
<ul style="list-style-type: none"><li>✓ Sustainability is an ongoing topic of discussion with the team.</li><li>✓ We have some formal strategies to sustain but there are gaps.</li><li>✓ Sustainability is seen as the responsibility of multiple people/organizations.</li></ul>		Establish a schedule to revisit your sustainability plan progress with the team.



# Team Sustainability Planning Worksheets

## Sustainability Planning Worksheet #1

**Action 1:** With your team, identify the components you need to sustain.

1. Which component(s) do you need to sustain?

2. Choose the element(s) of the sustainability framework to which this applies.

EXAMPLE: Common Vision, Collaboration and Key Champions, CQI, Financing and Resources, Policy, and/or Organizational Capacity

3. What resources do we need in order to sustain each component?  
(might be a dollar amount, people or relationships, donations of goods/services)

EXAMPLE: Salary + fringe for this full-time Community Coordinator position

4. Will the component we want to sustain continue as is or will there be administrative changes or changes to management/ownership?

EXAMPLE: Yes. The Community Coordinator will move from the CASA program to a position within the dependency court.

## Sustainability Planning Worksheet #2

**Action 2:** Identify your sustainability goals. Based on your team's responses in Action 1, work with the team to identify the goals for sustainability of the elements identified. Identify whether you have funding/diversification goals, partnership goals, etc.

### Sustainability Area #1:

EXAMPLE: Community Coordinator Position (1 FTE)

1. **Goals** (Make sure your goals map to the core elements of the sustainability framework in the first worksheet.)

EXAMPLE: • Funding goal – to identify 100% funding for the Community Coordinator position within six months before the current grant ends  
• Partnership goal – expand the relationship with courts administration to ensure funding and seamless transition of Community Coordinator position

2. **Target date(s)**

EXAMPLE: 12/31/22



# Team Sustainability Planning Worksheets

## Appendix B: SWOT Analysis and Power Mapping

### SWOT Analysis Worksheet

SWOT (strengths, weaknesses, opportunities, threats) analysis is a widely used tool that enables teams or organizations to assess the current operating environment. With your team, establish a focus for the SWOT analysis. Example questions are provided below as a starting point in each quadrant. Your team can think through each area together, including the internal strengths and weaknesses of your collaboration and the potential external opportunities and threats.

	HELPFUL to achieving the objective	HARMFUL to achieving the objective
INTERNAL ORIGIN (attributes of the organization)	 <b>Strengths</b>  What do we do well? What does our approach offer that others do not?  	 <b>Weaknesses</b>  How is our work limited (e.g., resources, time, people)? What are others likely to see as weaknesses in our efforts?  



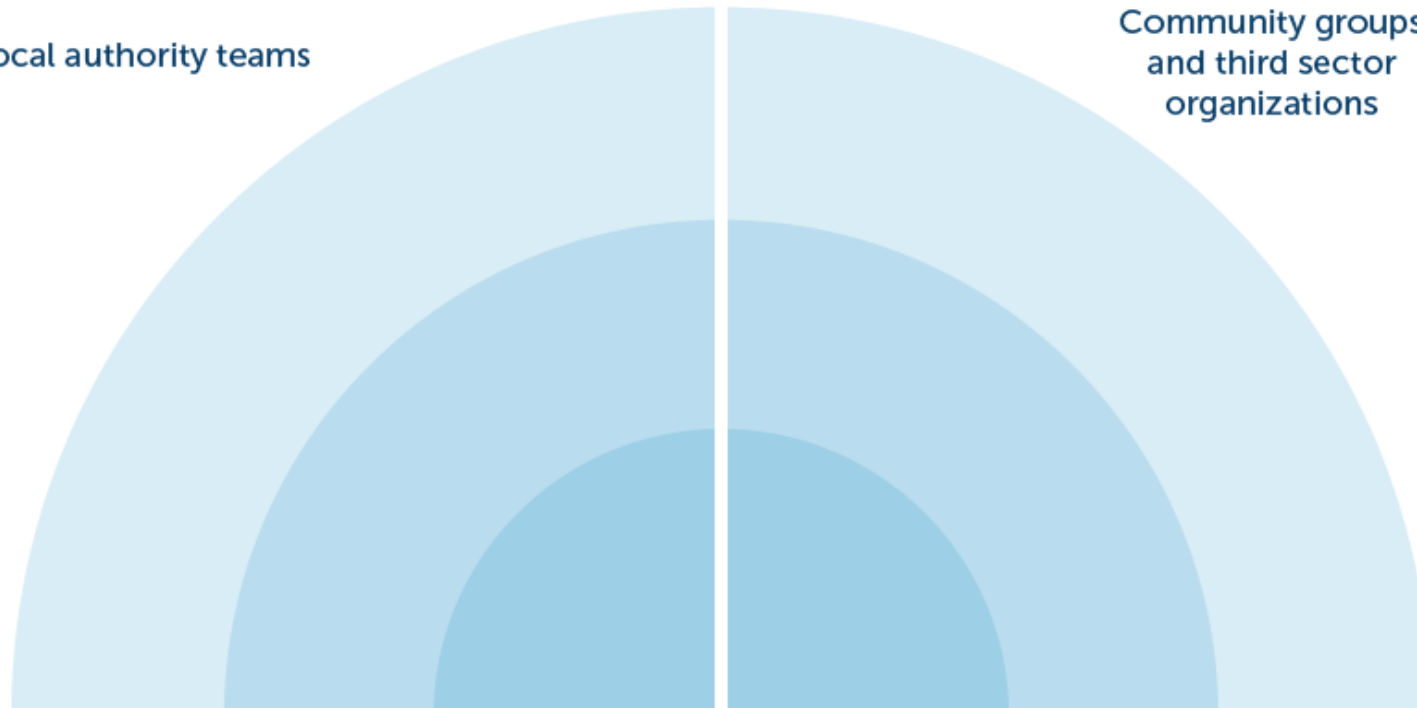
# Team Sustainability Planning Worksheets, contd.

## Power Mapping Worksheet - 2

With your team, identify and discuss your community stakeholders and place their names in the bullseye diagram using text boxes or sticky notes. Place those you think have the most influence closer to the middle of the circle and those with less influence on the outer edges.

Local authority teams

Community groups  
and third sector  
organizations



# Questions?



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