





WELCOME

We're Glad You're Here

2025 State Roundtable

Day 1: Thursday, May 15, 2025

Laval Miller-Wilson, Deputy Secretary

Office of Children, Youth, and Families

Pennsylvania Department of Human Services

Sandra Moore, Director

Office of Children and Families in the Courts





Between Trapezes- ***Why Your Change Efforts Fail*** ***(And How to Clear the Hurdles)***

SRT Meeting
May 15, 2025



OK, THERE IS A SMALL CHANGE...
RED BAG HAS THE SANDWICHES
GREEN BAG IS YOUR PARACHUTE





TH



Between Trapezes

It's not so much that we're afraid of change or so in love with the old ways, but it's that place in between that we fear . . .

It's like being between trapezes.

It's Linus when his blanket is in the dryer.

There's nothing to hold on to.

~ Marilyn Ferguson



Today's Learning Objectives

1

- Change vs. Transition

2

- The 3 Stages of a Transition

3

- Significance of Motivational Needs

Personalize and Apply to Your Situation



Permanent Whitewater



70% Of Transformation Programs Fail*

WHY?

- 16% inadequate resources, budgeting/funding
- 12% other factors
- **39% is employee resistance (defend status quo and other resistive hurdles)**
- **33% is management behavior not supporting or mirroring the transition**

*Fail defined as failing to reach target impact

*McKinsey & Company 2013, 2015



Why is Transition Key to Successful Change?

The beginning of wisdom is to call things by their proper names.

- Chinese Proverb



Change:

Is Situational:

- Office relocation
- Retirement of a key individual
- Reorganization of the roles on a team
- Change of hardware/software
- Legislative measures
- Budget Cuts
- New Justice



Transition:

Is Psychological:

The **process people go through** as they **internalize change** and come to terms with the details and impact of the new situation.



Transition is non-negotiable:

Going through the transition isn't optional.

- Getting people through the transition is essential if the change is to work as planned.
- Change without transition doesn't stick.
- **Supporting individuals through the transition is a leader's most important function.**

"Just because everything's changed, don't think anything is different around here."



Transition is non-negotiable:

“Changes of any sort – even though they may be justified in economic or technological terms – ***finally succeed or fail on the basis of whether the people affected do something differently.”***

- William Bridges



3 Stages Of Transition Simplified:

Transition is:

**An ending.
Coming to terms with what you've lost.**

Letting go of the old ways and the old identity that people had. This first phase of the transition is an ending, and the time when **you need to help people deal with their losses.**

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New Beginnings Begin With A Loss

Think of big changes in your own life:

- Being promoted.
- Moving into your first house and/or relocating to a new area.
- Coming home from the hospital with your first child.

All great changes, but each with an accompanying loss-

- Promotion; your peers aren't your peers anymore.
- Networks of relationships end, even if you stay in touch, it's never quite the same. Doctors/Dentists/Shopping/and more.
- Loss of: sleep, extra money, time alone with spouse, taking off spontaneously, and more.

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The Reality of What You Are Facing-

- ✓ **Some will resist because it's new**
- ✓ **Some will resist because they're being told**
- ✓ **Some will resist because they don't understand**
- ✓ **Some will resist because they feel undervalued**
- ✓ **Some will resist because they didn't have a say in shaping it**
- ✓ **Some will resist because it creates too much uncertainty**
- ✓ **Some will resist because it restricts autonomy**
- ✓ **Some will resist because it is too structured**
- ✓ **Some will resist because it's not structured enough**
- ✓ **Some want to 'fight' about change, others don't**
- ✓ **Some will...**

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3 Stages Of Transition Simplified:

Transition is:

A 'Middle': going from a certainty to an unknown.

The second phase is **experiencing an in-between period when the old is gone but the new isn't fully operational.**

This is the 'neutral zone'— when critical psychological realignments and re-patterning take place

It takes 9 months to have a baby, no matter how many people you put on the job.



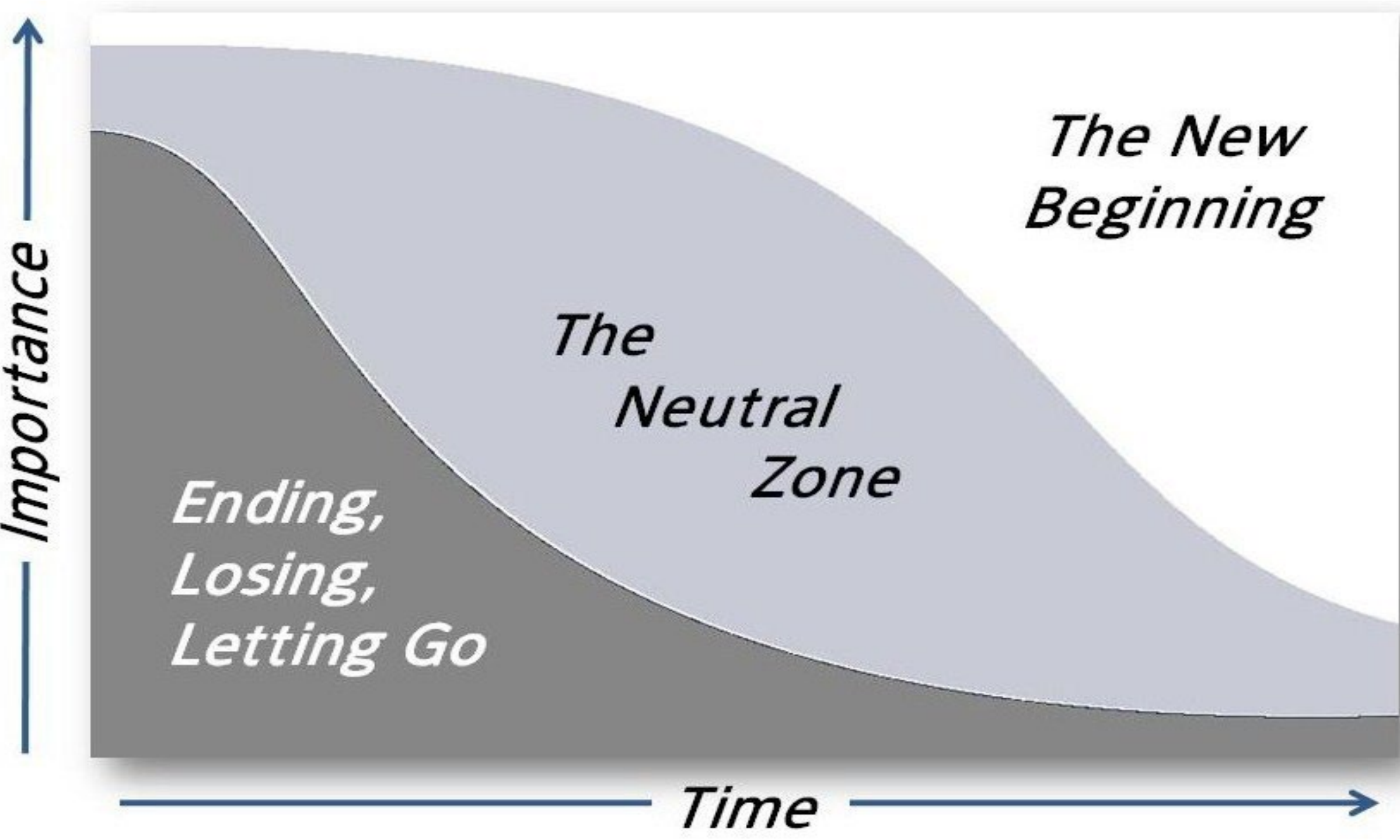
3 Stages Of Transition Simplified:

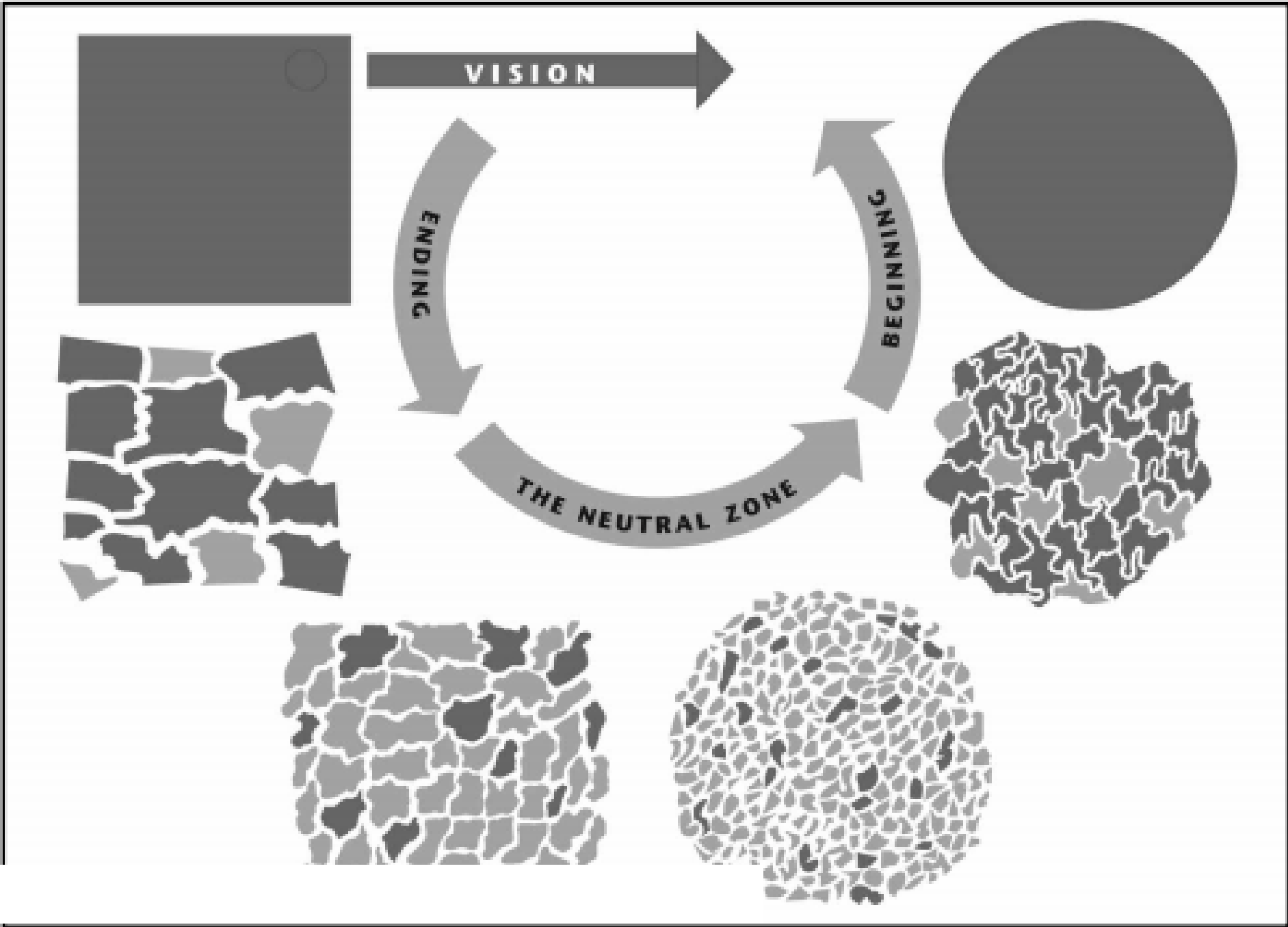
Transition is:

The New Beginning: Energy, New Identity.

Coming out of the transition and making a new beginning is where **people develop a new identity, experience new energy, and discover a new sense of purpose that makes the change work.**







3 Stages Application Exercise:

What must I/We let go of?

Handwritten signature

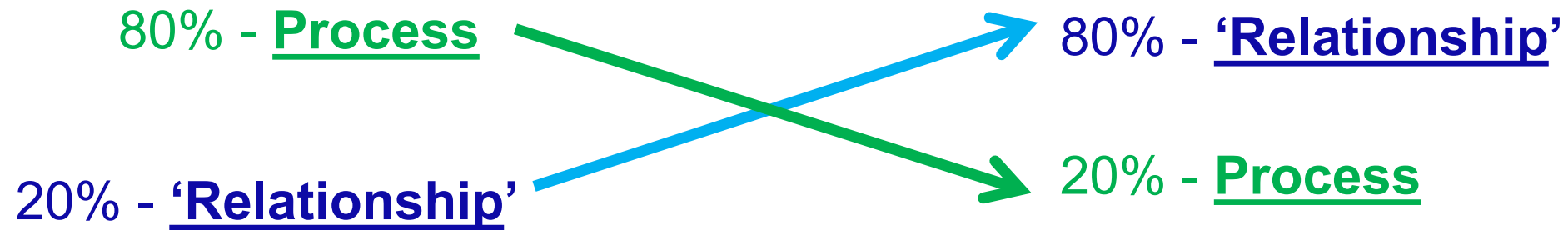
3 Stages Application Exercise:

Where am I/We wandering around in the middle?

Handwritten initials

Managing Transition from Change – Process & Relationships

The 'Journey' of Change and Transition

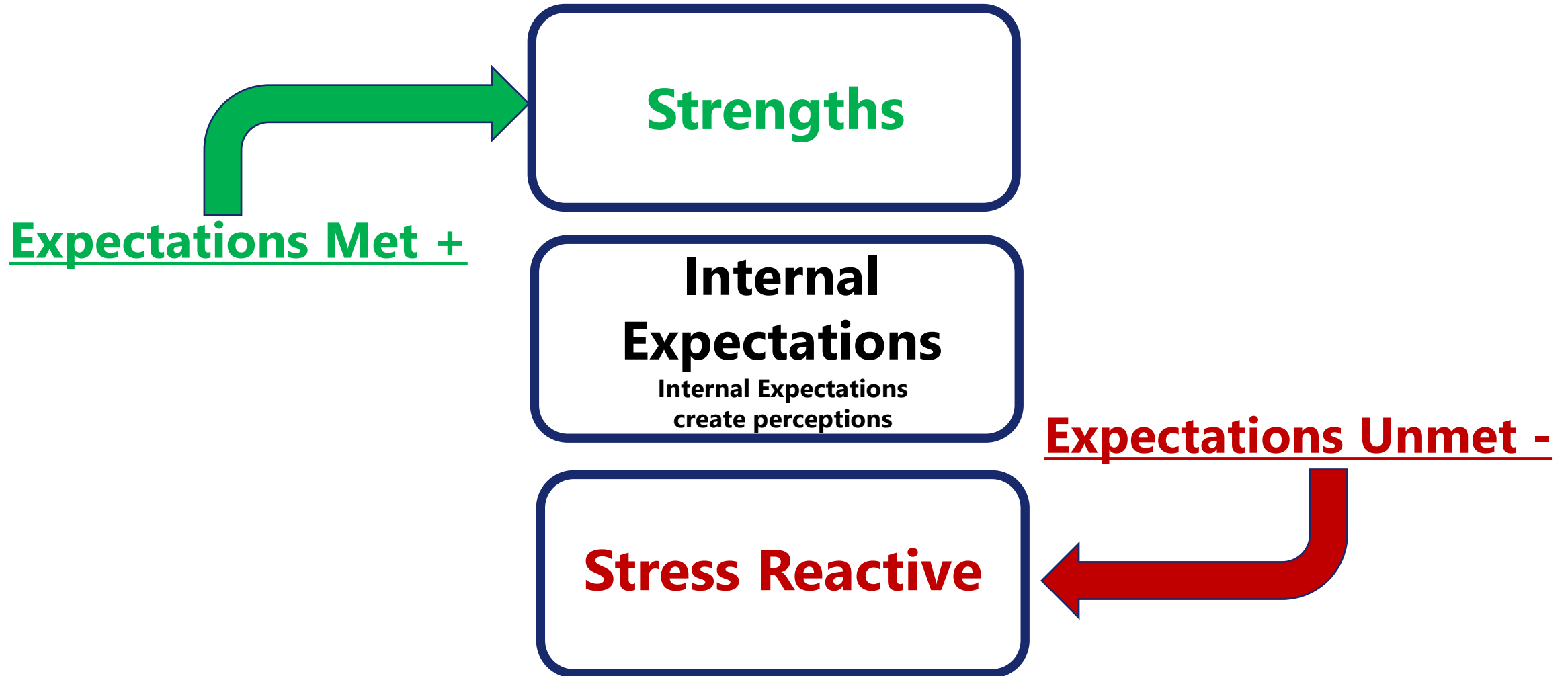


As the change processes are implemented, the transition demands improved relationships and relationship support within the organization.

The journey of change and transition does not create problems within the organization; it highlights them!



All External Behavior is Based on Internal Expectations



What You Need To Succeed (Fuel Map)

- You want things to move quickly and to get done
- You expect everyone to pitch in to make things happen – no one is uneasy about getting involved
- You want things evaluated along practical and logical lines
- You prefer to have a full plate rather than doing nothing at all
- You need decisions that are not ambiguous

- You need the team and your manager to like and support you
- Goals are established so you know what to strive for and are rewarded when you get there
- You prefer flexibility over strict policy
- You need people to have a good time and celebrate their achievements
- You expect that the team respects and defends each other
- You expect that others will push back if they disagree

- You expect that people play by the rules, and the rules are fair and easy to follow
- You prefer that the group treat each other fairly, without favoritism
- You do not enjoy it when team members want to fight
- You prefer that work is primarily organized and orderly, without surprises
- You prefer being able to concentrate to finish tasks

- You need to know that people care about you and will listen to you
- You need plenty of time to make decisions
- You prefer possibilities and options to a clear-cut policy
- You expect the team to be open to trying new and different solutions
- You need the team to consider how and what is done will affect others
- You prefer to control the pace of your work

Change Gone Wrong – Stress Reactive Behaviors

Delays

- **Restless**
- **Pushy**
- **Too Busy to Listen**
- **Impulsive**
- **Insensitive**
- **Demanding**
- **Abrupt**
- **Group over Individuals**

- **Power Struggles**
- **Self-Promotional**
- **Disorganized**
- **Defensive**
- **Argumentative**
- **Unfocused**
- **Break Rules and Processes**
- **Sarcasm**

Rigidity

Lack of Focus

- **Nitpicking details**
- **Quietly Resist**
- **Avoid Conflict**
- **Stonewall/Inflexible**
- **Document**
- **Rule Oriented**
- **Enforcement**

- **Withdraws**
- **Emotional**
- **Sensitive**
- **Indecisive**
- **Anxious**
- **Fatigued/Illness**
- **Shaken by Rumor Mill**

Insensitivity

How to Adapt? Adjust to Stress by Providing :

- Action: tangible things to do
- Simple, candid instruction
- Don't overprocess
- Minimal sensitivity
- Set incremental milestones
- Short meetings

- Clear direction/vision
- Flexibility with 'How'
- Rules as suggestions
- Don't overwhelm with detail
- Introduce an element of fun
- Enthusiasm
- Tie to personal rewards

- Fair and Democratic
- Detailed plan(s)
- Proven process
- Consistent actions
- Allow to be as self-directed as warranted
- Don't interrupt
- Be accurate

- Individual attention
- Be a sounding board
- Respect for expertise
- Time to think it through
- Personal notes
- Avoid pressure
- Private discussions, protect publicly

How to Adapt? Adjust to Stress by Providing :

When observing this

- **Too "busy" to listen**
- **Oriented toward the group over individual needs**
- **Insensitive**
- **Impulsive**
- **Restless**

Do this

- **Action: tangible things to do**
- **Simple, candid instruction**
- **Don't overprocess**
- **Minimal sensitivity**
- **Set incremental milestones**
- **Short meetings**

What is Your Way Forward?

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Worksheet: Map The Stress

A large, empty rounded rectangle with a thick red border, intended for mapping stress.A large, empty rounded rectangle with a thick green border, intended for mapping stress.A large, empty rounded rectangle with a thick yellow border, intended for mapping stress.A large, empty rounded rectangle with a thick blue border, intended for mapping stress.A handwritten signature in blue ink, appearing to be 'DL'.

My Action(s):

A large, empty rounded rectangle with a thick red border, intended for writing an action.A large, empty rounded rectangle with a thick green border, intended for writing an action.A large, empty rounded rectangle with a thick yellow border, intended for writing an action.A large, empty rounded rectangle with a thick blue border, intended for writing an action.A handwritten signature in blue ink, located in the bottom left corner of the page.

My Directions

To support my team I need to:

-
-
-

Directions for the Team

We need to:

-
-
-



You've Gained New Perspective!

1. Change vs. Transition

2. Three Stages of Transition

3. Significance of Motivational Needs



What can I immediately apply?

What did you find most useful?

Personalize:

What does this mean to me?

Action/Apply:

What will you do next?

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My Wish...

Dinner
6:00 PM



2025 State Roundtable

Day 2: Friday, May 16, 2025

Kevin M. Dougherty, Justice
Pennsylvania Supreme Court

Laval Miller-Wilson, Deputy Secretary
Office of Children, Youth, and Families
Pennsylvania Department of Human Services

Sandra Moore, Director
Office of Children and Families in the Courts

Family Engagement Initiative (FEI)



FEI Purpose

Reduce trauma

Promote healing

Core Components

- Enhanced Legal Representation
- Crisis/Rapid Response Family Meetings
- Family Finding – Revised



Outcomes

Increase

- ❖ Meaningful Family Involvement in the Dependency Process
- ❖ Timely Permanence
- ❖ Use of Kinship Care
- ❖ Youth Well-Being

Decrease

- ❖ Children Entering Foster Care
- ❖ Children Reentering Foster Care
- ❖ Use of Congregate Care



Increase



Decrease

Family Engagement Counties

**Phase One
2018**

Clinton

Northampton

Union

**Phase Two
2019**

Butler

Beaver

Fayette

Snyder

Tioga

Venango

**Phase Three
2020**

Dauphin

Lehigh

Philadelphia

**Phase Four
2022**

Bradford

Lycoming

Washington

**Phase Five
2024**

Erie

Juniata

Luzerne

Potter

Warren

Enhanced Legal Representation

Client Relationship
& Contact

Case Preparation

Advocacy

Attorney Feedback
Mechanism

STANDARDS OF PRACTICE	ACTION ITEMS			
	Not Started	In Progress	Completed	Ongoing/Monitoring
Client Relationship & Contact	20	59	39	98
Case Preparation	14	68	25	93
Advocacy	2	16	7	25
Attorney Feedback Mechanism	1	5	0	19
TOTAL	37 (8%)	148 (30%)	71 (14%)	235 (48%)

*Includes Philadelphia

Enhanced Legal Representation

Honorable Mitchell P. Shahen

Tiffany York, Juvenile Court Hearing Officer



Beaver County

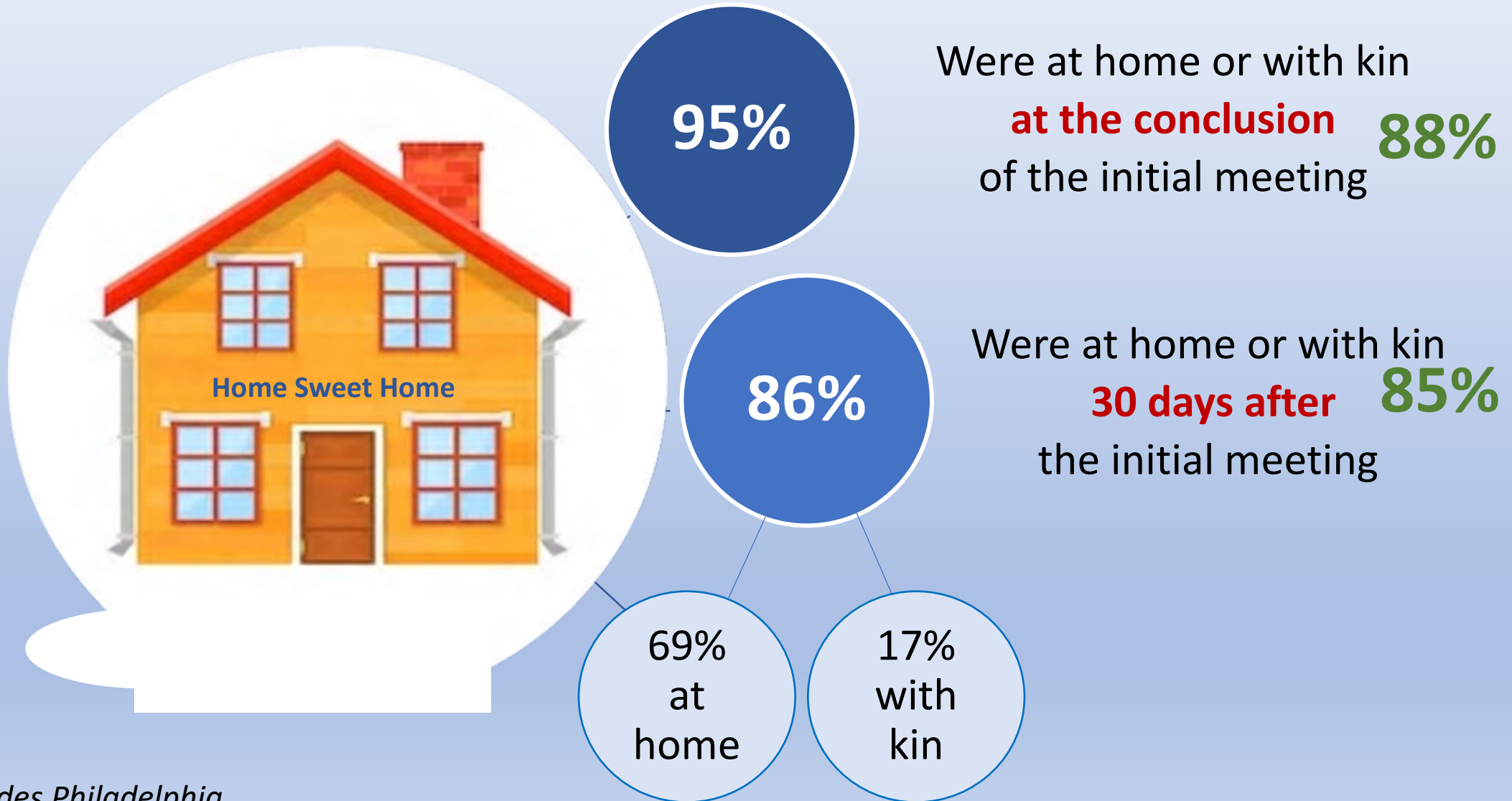
CRISIS/RAPID
RESPONSE
FAMILY
MEETINGS

Phases 1 through 5:
1,138 family meetings
for **2,167** children

Philadelphia County:
987 family meetings
For **1,426** children



Phases 1 – 5: Of the 2,167 children who had a family meeting, 1,365 were at home at the initial meeting



* Excludes Philadelphia

Philadelphia County: Of the 1,436 children who had a family meeting, 1,119 were at home at the initial meeting



92%

Were at home or with kin
at the conclusion
of the initial meeting

88%

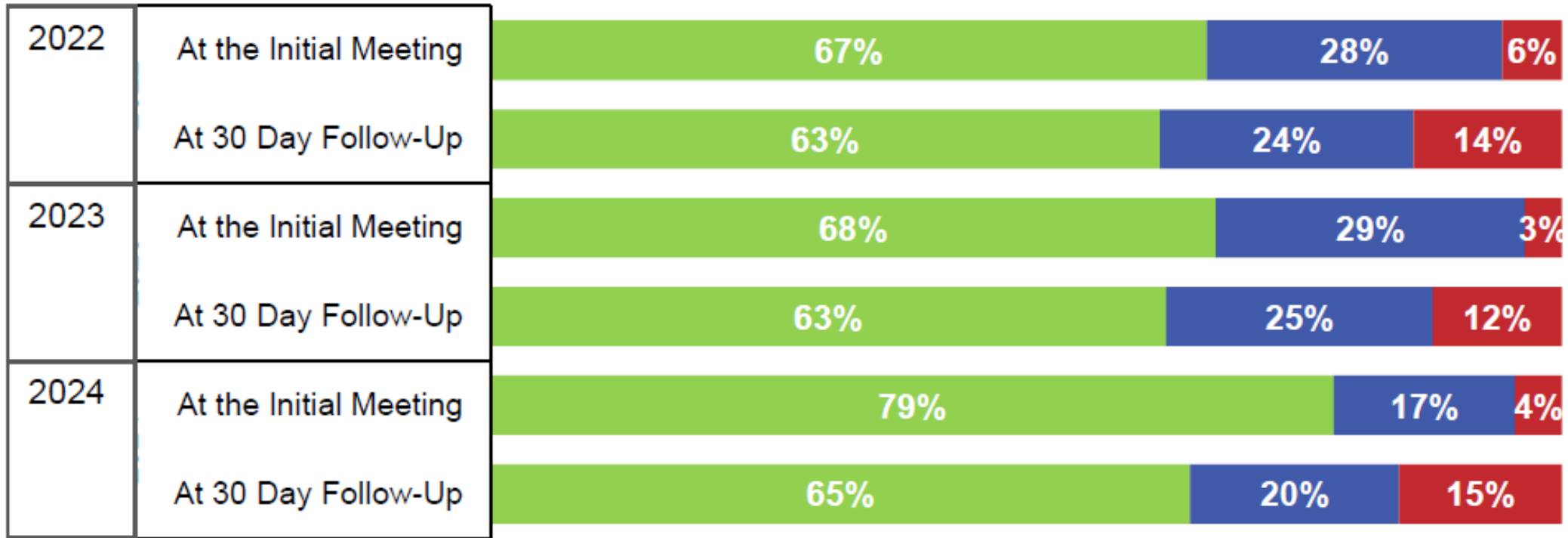
Were at home or with kin
30 days after
the initial meeting

77%
at
home

11%
with
kin

New Data: Court Involvement

Court Involvement



■ No Court Involvement
 ■ Alleged Dependent
 ■ Adjudicated Dependent and Delinquent

* Includes Philadelphia

Crisis/Rapid Response Family Meetings (CCRFM)

Jennifer Napp Evans, Psy.D., M.Ed., LBS.
Administrator, Snyder County Children & Youth

Ally Sholley, Esq.
Guardian Ad Litem for Snyder and Union Counties

In the 17th Judicial District, children are 12 times more likely to have a CRRFM than a shelter care hearing!



Snyder County



Union County



Family Finding - Revised

FAMILY FINDING REPORT TO THE COURT

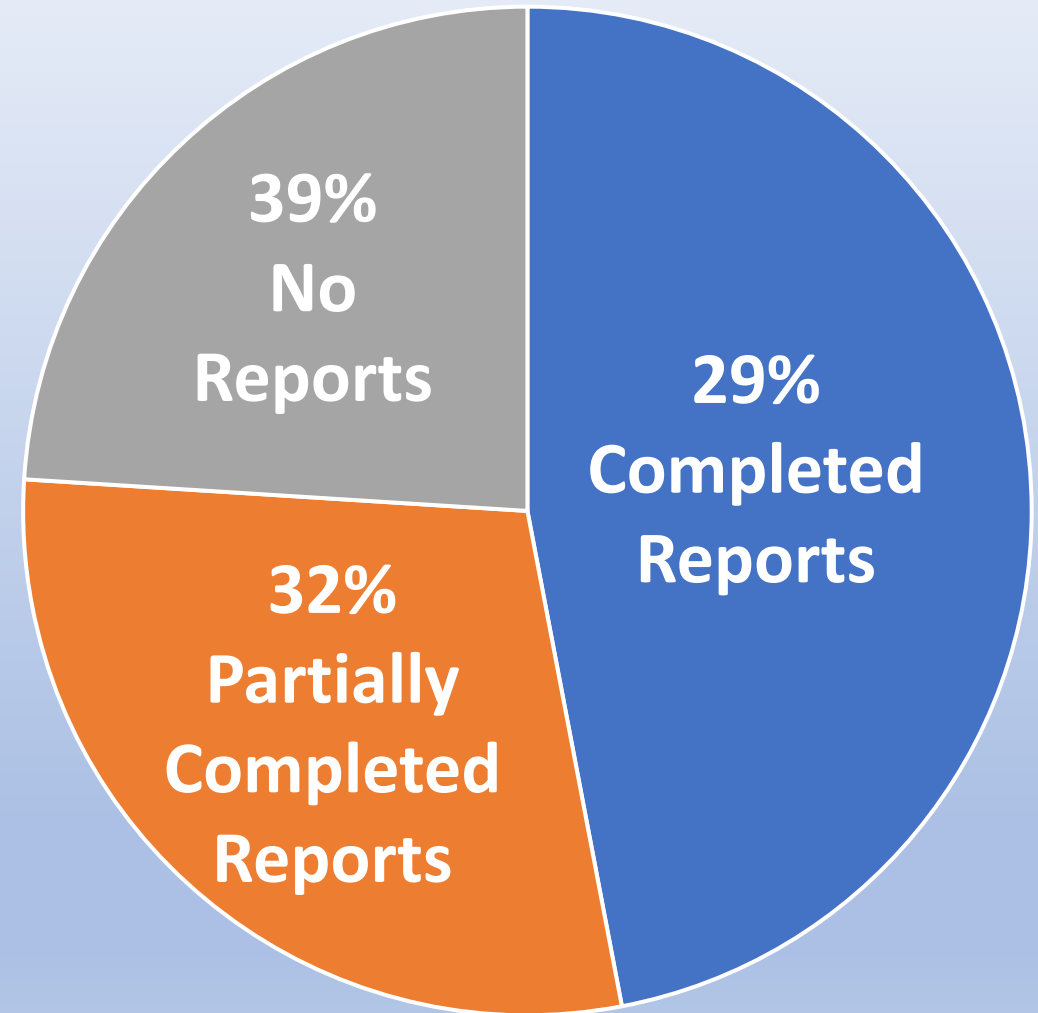
Includes

- ACE Score
- Efforts for Family Finding
- Committed Family and Kin
- Child's Connections Circle
- Child's Activity Calendar



Family Finding Report to The Court

- 569 court records were reviewed on 1145 hearings
- 61% of the hearings reviewed had a Family Finding Report to the Court filed in the court records



**Includes Philadelphia*

■ Completed Report ■ Incomplete Report ■ No Report

Child's Connections Circle

Of the 1,145 hearings, 50% included a completed Child's Connections Circle

Of the 694 filed reports, 83% included a completed Child's Connection Circle

**Includes Philadelphia*



Child's Activity Calendar

Of the **1,145 hearings**, **52%** included a completed Child's Activity Calendar.














Of the **694 filed reports**, **85%** included a completed Child's Activity Calendar.

**Includes Philadelphia*

CHILD'S ACTIVITY CALENDAR

It is important for the judge to know how you spend your time. Please fill out the calendar with how you spent your time last month. Add things in like what you do with your family and friends, school, sports or other groups you are involved in, exercise, church, visits with family, things you do to help out around the house or neighborhood, anything you have to do for court and fun stuff you do on the weekend. Thanks for doing this! It helps the judge learn a little more about your life.

YOUR NAME: _____ MONTH/YEAR: _____

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						
						
						
						

This calendar should be completed by the child (if age and developmentally appropriate) with support from the caretaker (parent, kin caregiver, foster parent) if necessary. If the child is an infant or a toddler, the caregiver should complete this calendar.

Family Finding Reports to the Court

Honorable Kenneth A.
Mummah

Juniata County



Reduction of Court-Involved Cases

Phases 1-5	Baselines	2024	Difference	Decreased by %
Phases 1-5	3,040	2,845	195	6%
Philadelphia	6,130	3,260	2,870	47%
All Phases 1-5	9,170	6,105	3065	33%

FEI Counties with Significant Reductions	Baseline to 2024	Decreased by % from Baseline
Snyder	21 to 2	90%
Potter	7 to 2	71%
Union	18 to 9	50%
Philadelphia	6,130 to 3,260	47%
Clinton	52 to 31	40%
Erie	357 to 237	34%

FEI vs.
Non- FEI



Termination of Court Supervision

- As of December 2024, there were 13,166 dependent children.
- 6% reduction from 2023 (841 children):
 - **76% (637)** by FEI Counties
 - **24% (204)** by Non-FEI Counties

** Includes Philadelphia*

Use of Kinship Care

FEI Counties*

- Kinship care use for all 20 FEI Counties in 2024 is **46%**
- **50%** of FEI Counties are at or above the state average of 44%

* Includes Philadelphia

Non-FEI Counties**

- Kinship care use for all 45 Non-FEI Counties in 2024 is **41%**
- **33%** of Non-FEI Counties are at or above the state average of 44%

** 2 Non-FEI Counties have no placements

Use of Congregate Care

FEI Counties*

- Congregate care use for all 20 FEI Counties in 2024 is **10%**
- **45%** of FEI Counties are at or below the state average of 12%

* Includes Philadelphia

Non-FEI Counties**

- Congregate care use for all 45 Non-FEI Counties in 2024 is **14%**
- **40%** of Non-FEI Counties are at or below the state average of 12%

** 2 Non-FEI Counties have no placements

FEI Model Fidelity

Revised FEI County Webpage



FEI Counties



FEI Building Blocks



FEI Important Forms



FEI Resources & Research



FEI Training Videos



FF, ACE, Resilience

- ♦ CRRFM data: was every family offered a meeting and a follow-up meeting
 - ♦ FGDM data
 - ♦ Court-Involved Cases
 - Kinship Care %
 - Foster Care %
 - Congregate Care%
- 6. Review the Goals and Progress of FEI Components.**
 - ♦ Crisis/ Rapid Response Family Meeting
 - ♦ Family Finding - Revised
 - ♦ Enhanced Legal Representation
 - 7. Discussions move to solution-focused actions and utilize data to improve outcomes.**
 - 8. Update the FEI Implementation Plan with new ideas.**
 - 9. Record minutes and share with the team.**
 - 10. Celebrate successes!**

- Are CRRFM held prior to Shelter Care Hearings?
- If a hearing occurs, was the CRRFM plan filed with the court?
- Is every family offered a 30-day Follow-up meeting?

- Is the FFRC provided to the court and attorneys before each hearings?
- Is the FFRC being reviewed by attorneys with their clients before the hearings?
- Is the FFRC content being discussed during court hearings?

- Are attorneys advocating for their clients to reach case goals (i.e. requesting increased visits, asking family finding questions, etc.)?
- Has the FEI Oversight Team reviewed the Enhanced Legal Representation goals at each meeting to monitor progress for each standard selected?

Foundations of the FEI (Permanency Practice Initiative Components)

Are you offering and having Family Group Decision Making meetings?	Are you having 3-month Permanency Review Hearings?	Do you have frequent and productive Local Children's Roundtable Meetings?	Is the CPCMS data accurate?
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Quarter 3 (July 1 to September 30)		
7/1/25	All FEI Counties must submit their 2025-26 FEI County Implementation Plan for approval.	Email to your assigned judicial analyst
7/15/25	CRRFM 2024 Follow-up Data Deadline	CRRFM data collection form, Email to fei@pacourts.us
7/31/25	CRRFM 2025 Q2 Deadline for FEI Counties	CRRFM data collection form, Email to fei@pacourts.us
September	Fall Leadership Roundtable Meetings	
Quarter 4 (October 1 to December 31)		
Quarter 4	FEI Oversight meeting to focus on 2025-26 progress for Enhanced Legal Representation Component update due in December.	FEI County Implementation Plan
10/31/25	CRRFM 2025 Q3 Deadline for FEI Counties	CRRFM data collection form, Email to fei@pacourts.us
10/25/25	Begin data corrections for the end of the calendar year data.	CPCMS reports 3920 and 3943
12/30/25	Finalize Data Corrections 2025 CPCMS Data	CPCMS reports 3920 and 3943
12/30/25	Deadline to submit Enhanced Legal Representation updates from your FEI County Implementation Plan	Email to your assigned judicial analyst

Resources
tion Plan
nd 3943 (All counties)
g, PA
form, Email to fei@pacourts.us
nd 3943

What's
next?



SRT Recommendations

1. Continue to support Phases 1, 2, 3, 4, & 5 FEI Counties
2. Continue to focus on model fidelity
3. Continue to compile, analyze and disseminate FEI data



Time for Transitions

**Continue to
Support
Phase 5**

**Targeted
Approach on
Fidelity**

Areas to Explore and Additional Support



CRRFM

Shelter Care vs. CRRFM- Is every family offered a meeting?

30% of counties have more professionals than family at CRFFM

30-day CRRFM Follow-Up meetings are low



Family Finding Revised

Completed FFRC-

- Only 40% without Philadelphia, 29% with Philadelphia have completed reports
- Appears 39% of the children have no one listed as a connection



Enhanced Legal Representation

Lack of attorneys available for dependency

Only had 14% completed goals this past year- 256 action items, excluding ongoing- 28% were completed

Roll Out Steps	OCFC staff	Activity	Time needed	Duration
Prerequisites	County Assigned Judicial Analyst	As needed	As much as needed	As much as needed
Application Process	Director, Deputy Director, County Assigned Judicial Analyst	<ul style="list-style-type: none"> Commitment Letter from Counties Interview 	1 hour for the interview 1 to 4 hours travel time	One month
Approval Process	Director, Deputy Director, Justice Dougherty, Laval Miller-Wilson	Present all counties and discuss if they can be approved	As much as needed	One month
Training	Director, Deputy Director, minimum of three judicial analysts per training	<ul style="list-style-type: none"> County Analysis- starting point Overview of the FEI (1 hour- online) Foundations of Family Finding (2 hours- virtual) Child Welfare Professionals training (2 hours- in-person) Legal Professionals training (2 hours- in-person) 	Total of 7 hours of training Many hours of preparation and updating materials Travel time can be 1-4 hours per person	2-4 months
Additional training: CFFRM data collection training	Two judicial analysts	Training for one to two county child welfare professionals	1 hour virtual Several hours updating materials and preparing	1 month
Family Finding Consultations (virtual)	2 judicial analysts	<ul style="list-style-type: none"> Meeting one time per month for 2 hours for each FEI county Training for county staff to be the leaders of these calls Prep meeting before the monthly meeting All steps attended by two judicial analysts 	2 hours monthly- meeting 1 hour a month for prep	6 months (minimum)
FEI Oversight Team Meetings	Assigned Judicial Analyst	<ul style="list-style-type: none"> Develop and implement the FEI Implementation Plan Monthly meetings for the first 6 months to be attended by the Judicial Analyst 	1 hour per month for the meeting 1-4 hour travel time Prep time needed	6 months and ongoing
Supporting the transition	Assigned Judicial Analyst	<ul style="list-style-type: none"> Attending Court Observations Attending Local Children’s Roundtable meetings (monthly) Attending FEI Oversight Team meetings (monthly) Attending Family Finding Consultations (monthly) Providing mini training boosters (as needed) 	As much time as needed, plus travel time	6 months and ongoing, depending on need



Vote

SRT Recommendations:

1. Continue to support Phases 1, 2, 3, 4, & 5 FEI Counties
 2. Continue to focus on model fidelity
 3. Continue to compile, analyze and disseminate FEI data
-

Question

What have you done in your county that has resulted in better legal representation?





CELEBRATING
OUR
SUCCESSSES

*“Success is not final, failure is not fatal:
it is the courage to continue that counts.”*

Winston Churchill



Thank you!

Leadership Roundtable 1

Co-Chairpersons

Honorable Jordan B. Yeager

Court of Common Pleas of Bucks County

Kim Ali, MSW, Commissioner

City of Philadelphia Department of Human Services



Leadership Roundtable 4

Co-Chairpersons

Honorable Mitchell P. Shahen

Court of Common Pleas of Beaver County

Charlie Johns, Administrator

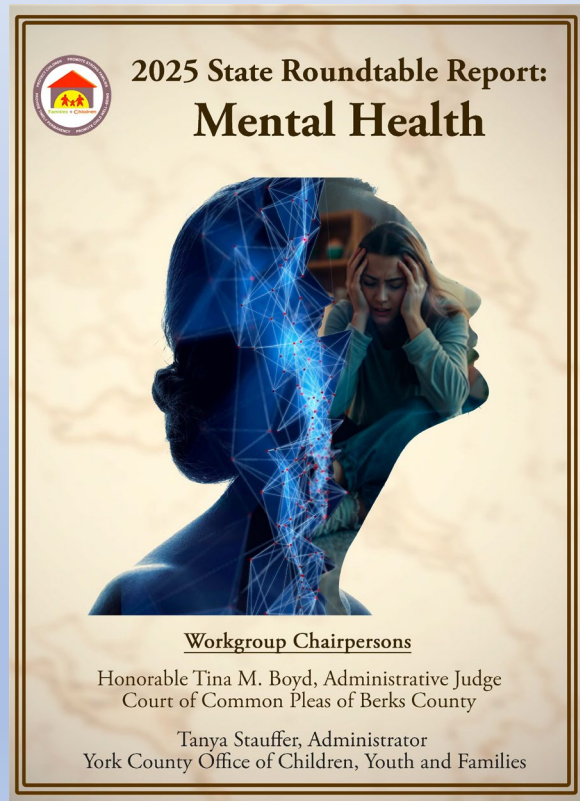
Butler County Children and Youth Services



TIME FOR A
BREAK



Mental Health Workgroup



Co-Chairpersons:

Honorable Tina M. Boyd, Administrative Judge
Court of Common Pleas of Berks County

Tanya Stauffer, Administrator
York County Office of Children, Youth and Families

Question

From this year's report, what two things did you find to be most useful and why?

Recommendations:

1. Approve and distribute the **Local Children’s Roundtable Guide: Strengthening the Availability and Delivery of Mental Health Services and Treatment for Children and Families in the Dependency System;**
2. Approve and distribute the **Mental Health Data Considerations for Counties;**
3. Continue to provide statewide mental health education to child welfare and dependency court professionals;
4. Encourage Local Children’s Roundtables to prioritize mental health and mental health professionals’ participation at meetings;
5. Continue to analyze and develop strategies to improve mental health services and treatment for dependent children and their families; and
6. Identify a select number of counties to assess the effectiveness of the tools and recommendations developed by the MHWG.

SRT Priority Considerations

2024 State Roundtable Priorities

- ❖ Father Engagement
- ❖ Length of Court Supervision
- ❖ Children in Court
- ❖ Local Children's Roundtables

2024 – 2025 Leadership Roundtable Highlighted Topics

- ❖ Legal Representation
- ❖ Truancy and Educational Success

Leadership Roundtable 7

Co-Chairpersons

Honorable Daniel W. Rullo

Court of Common Pleas of Somerset County

Meredith Ketcham, Director

Warren County Children and Youth Services



Leadership Roundtable 8

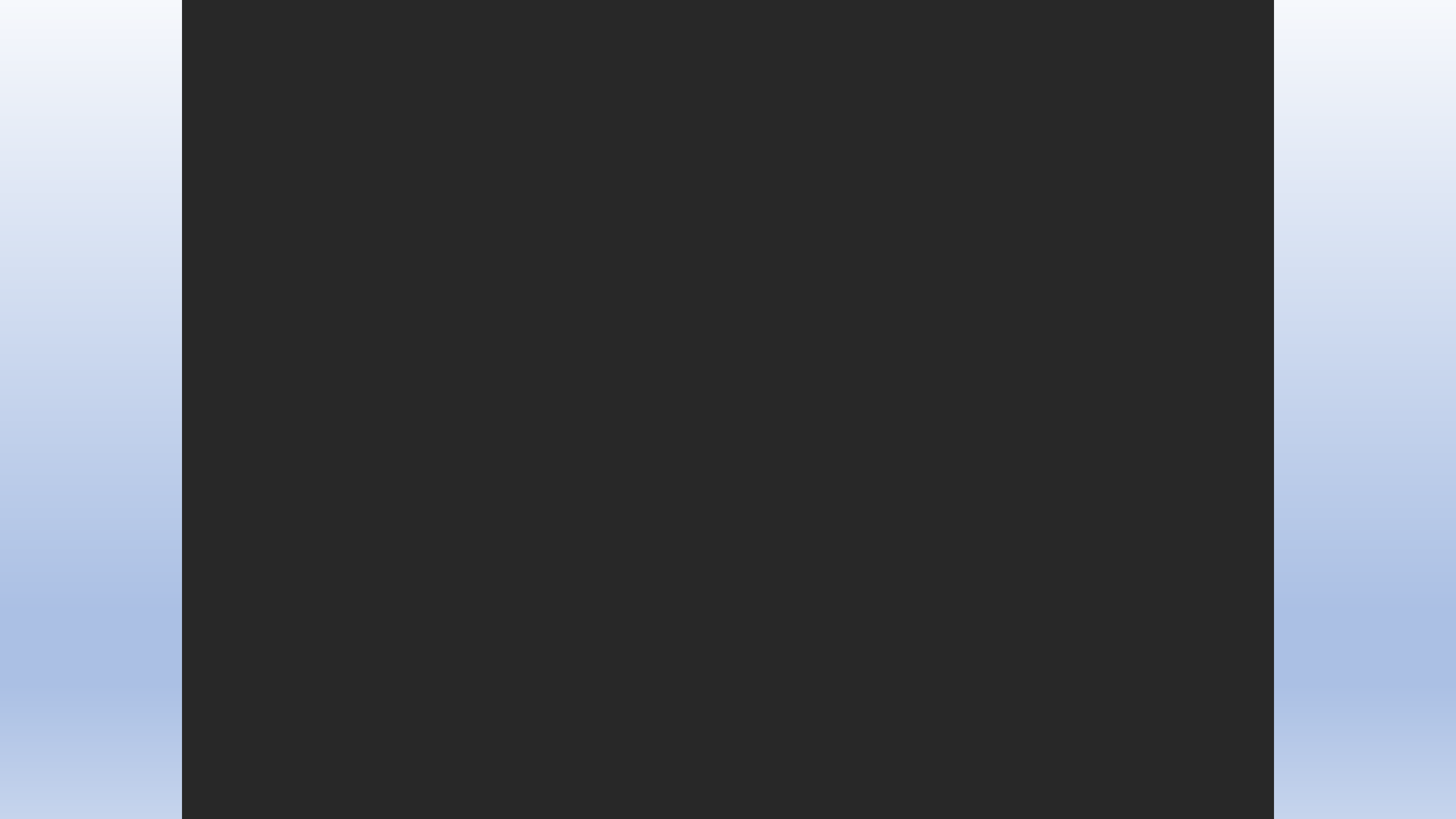
Co-Chairpersons

Honorable Kenneth A. Mummah

Court of Common Pleas of Juniata and Perry Counties

Dr. Jennifer Napp Evans, Administrator

Snyder County Children and Youth





**LUNCH
TIME**



Leadership Roundtable 2

Co-Chairpersons

Honorable James P. Silvas

Court of Common Pleas of Westmoreland County

Tanya Stauffer, Administrator

York County Children and Youth



Leadership Roundtable 3

Co-Chairpersons

Honorable Christylee L. Peck

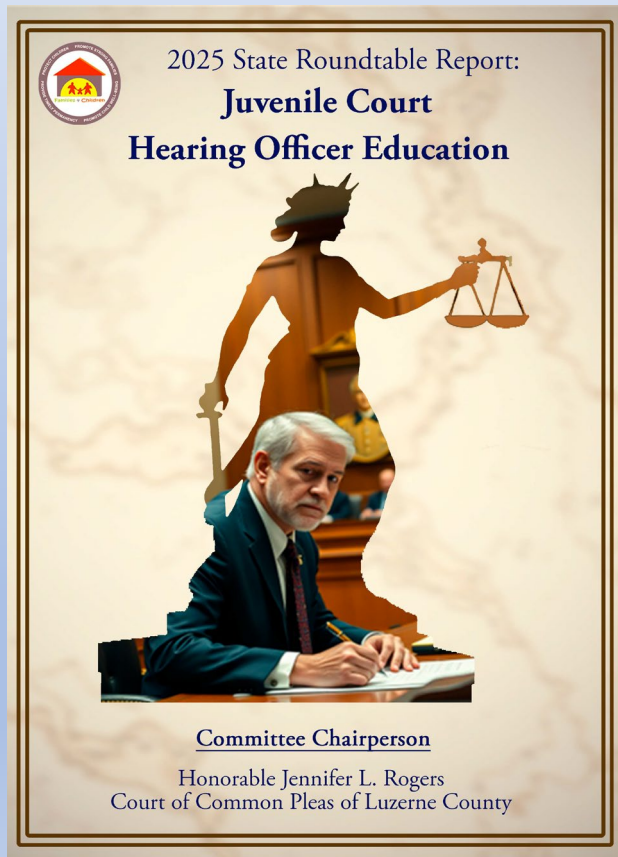
Court of Common Pleas of Cumberland County

Katrina Gownley, Administrator

Luzerne County Children, Youth, and Families



Juvenile Court Hearing Officer Education Committee



Chairperson:

Honorable Jennifer L. Rogers
Court of Common Pleas of Luzerne County

Question

What suggestions does the State Roundtable have for lead dependency judges to encourage higher attendance and participation of hearing officers in the offered OCFC training events and the State Roundtable communication structure?

Recommendation:

1. Ongoing development of training for Juvenile Court Hearing Officers, with an annual training during the year of the Chief Justice Max Baer Children's Summit, and semi-annual training in the alternate year, with permission to provide these trainings anytime throughout the year.

SRT Priority Follow-Up

Having selected _____, what would you like to see happen over the next year?

Leadership Roundtable 5 / 6

Co-Chairpersons

Honorable Angela R. Krom

Court of Common Pleas of Franklin and Fulton Counties

Leah Raker, Director

Centre County Children and Youth Services



Benchbook Committee

Chairperson:

Honorable Craig P. Miller, President Judge
Court of Common Pleas of Clinton County

**Pennsylvania
Dependency Benchbook**



Office of Children and Families in the Courts
Administrative Office of Pennsylvania Courts

**Pennsylvania Benchbook
Resource Companion**



Office of Children and Families in the Courts
Administrative Office of Pennsylvania Courts

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Administrative Judge, Family Court Division
Court of Common Pleas of Philadelphia County



Dedication

Honorable Michael H. Sholley

C'MON SUMMERTIME!



Have a safe
drive home
