



13th Judicial Circuit Upstream Mapping Workshop

February 2025
Revised : May 2025



UPSTREAM

Strengthening Children and Families through
Prevention and Intervention Strategies

A Court and Community-Based Approach

Acknowledgments

The National Center for State Courts gratefully acknowledges the collective effort and collaboration of Judge Tracy Z. Gonzalez and the planning team of the 13th Circuit for their support in planning the Upstream Mapping Workshop. We also extend our appreciation to the Missouri Behavioral Health Council, Missouri Children’s Division, the Office of State Courts Administrator, the Missouri Juvenile Justice Association, and the Missouri Department of Mental Health for their partnership and leadership in bringing Upstream to Missouri. We send special thanks to Daisy Ellis, Youth Services and Referral Manager at the Missouri Behavioral Health Council, who has been instrumental in the success of Upstream in Missouri. Finally, we thank everyone who participated in the Upstream Mapping Workshop. Thank you for your commitment to working together to strengthen communities and improve outcomes for Missouri families.

NCSC Project Team: Teri Deal, PhD
Michelle O’Brien, JD
Angela Sager, MPA
Danielle Young, MPA
Liz Barnhart, MS
Bev Hanson, BS
Conor Geiger, MEd

Table of Contents

Acknowledgments..... 2

Introduction..... 5

Overview of Upstream 6

13th Judicial Circuit Upstream Mapping Workshop..... 7

 13th Judicial Circuit by the Numbers..... 7

Resources, Opportunities, and Processes Across the Domains 13

 Community 14

 Families with Risk Factors..... 18

 Families and Youth with Allegations or Court Involvement 22

 Missing Partners..... 22

 Identifying Priorities and Developing Action Plans 23

Next Steps and Recommendations 26

 Map Funding Streams 26

 Engage Post-Secondary Education Providers 26

 Involve, Coordinate, and Communicate with Missing Partners 26

Appendices..... 28

 Appendix A | Agenda..... 29

 Appendix B | List of Participants..... 31

 Appendix C | Child Welfare Process Map 34

 Appendix D | Delinquency Process Map..... 35

 Appendix E | Action Plan: Increase Access to Crisis Services 36

 Appendix F | Action Plan: Data and Information Sharing Between Stakeholders 37

 Appendix G | Action Plan: Transition Services for Youth Returning to the Community..... 39

 Appendix H | Action Plan: Increasing Parental Involvement and Decreasing Stigma..... 41

 Appendix I | Mapping Workshop Evaluation Results..... 43

Figures

Figure 1. Juvenile Population by Race (2020).....	8
Figure 2. Children in Poverty (2022).....	9
Figure 3. Children Living in Households That Were Food Insecure at Some Point During the Year (2021).....	9
Figure 4. Children Aged 3-4 Enrolled in School (2022).....	10
Figure 5. Children and Individuals Without Health Insurance Coverage (2021).....	10
Figure 6. Households With Broadband Internet (2022)	11
Figure 7. 4-Year Public High School Graduates (2019-2021)	11
Figure 8. Rate of Children Involved in a Substantiated Child Abuse/Neglect Case per 1,000 Children in the Population (2021).....	12
Figure 9. Total Juvenile Cases Filed for 13 th Judicial Circuit (2021).....	12

Tables

Table 1: Resources in the Community.....	14
Table 2: Opportunities for the Community	17
Table 3: Resources for Families with Risk Factors	18
Table 4: Opportunities for Families with Risk Factors.....	21
Table 5: Resources for Families and Youth with Allegations or Court Involvement.....	22
Table 6: Opportunities for Families and Youth with Allegations or Court Involvement	22

Introduction

In 2023, the Missouri Behavioral Health Council contracted with the National Center for State Courts (NCSC) to facilitate Upstream Mapping Workshops in every circuit in Missouri. On November 19-20, 2024, individuals from the 13th Circuit participated in an Upstream Mapping Workshop hosted in Columbia, Missouri. NCSC's Senior Court Management Consultant Danielle Young and consultant Rachel Bingham facilitated the two-day event, and 69 individuals representing several partnering agencies and organizations participated. This report summarizes the Upstream Mapping Workshop.

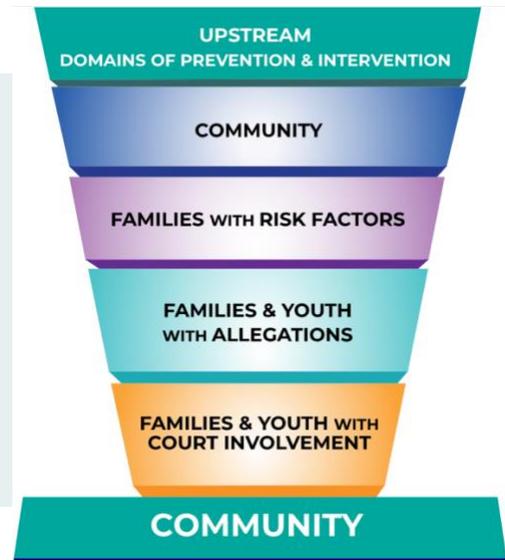
This was the nineteenth Upstream Mapping Workshop sponsored by the Missouri Behavioral Health Council in partnership with the Office of the State Courts Administrator, the Missouri Department of Social Services - Children's Division, the Missouri Juvenile Justice Association (MJJA), and the Missouri Department of Mental Health. Each circuit-level mapping will result in a site-specific report. NCSC will compile the priority areas from the site-specific reports to produce a statewide report synthesizing the priority areas identified in the circuits, identifying similarities and opportunities to collaborate, and bringing attention to existing and emerging needs as communicated by the circuits. The statewide report will inform state-level leadership on what communities indicate as their priorities and what support and resources they need to move their action plans forward.



13th Judicial Circuit Upstream Mapping Workshop

Overview of Upstream

Upstream is a community-based approach that leverages court resources, judicial leadership, and child welfare and juvenile justice partnerships to enhance community collaboration through state and local coordination, community mapping, and action planning. This collaboration aims to strengthen communities, prevent child maltreatment and out-of-home placement, reduce court involvement, and support safe and healthy families.



Upstream provides a framework to:

- **Map** specific community resources, opportunities, and collaborations.
- **Develop** a comprehensive landscape of how children, youth, and families enter and move through the child welfare system and the courts.
- **Identify** opportunities to divert families to appropriate resources before and after formal court involvement and at each point of prevention and intervention.
- **Create** a strategic action plan informed by the community map.

Through a family-centered lens, Upstream focuses on four domains where strategies can be used to support safe and healthy families.

Upstream Domains	
	Community – Resources and Supports Every Family Needs to Thrive
	Families with Risk Factors – Resources and Supports for Families Experiencing One or More Characteristics Associated with Adverse Outcomes
	Families and Youth with Allegations – Resources and Processes to Respond to Allegations of Abuse and/or Neglect or Allegations of Delinquency
	Families and Youth with Court Involvement – Resources and Processes to Support Safety, Permanency, and Well-Being and Promote Positive Outcomes for Children and Families or Rehabilitation for Youth and Public Safety.

For additional information, see the [NCSC Upstream homepage](#).



13th Judicial Circuit Upstream Mapping Workshop

On the first day of the Mapping Workshop, the facilitators provided an overview of Upstream and presented national, state, and local data on relevant topics to provide context for discussions. Participants were asked to identify and describe resources, services, and supports for children and families in the circuit, opportunities for improvements, and processes of how children, youth, and families enter and move through the Upstream domains.

On the second day, participants identified four priorities to action plan. The four priorities in the 13th Judicial Circuit were:

- Increase access to crisis services;
- Data and information sharing between stakeholders;
- Transition services for youth returning to the community;
- Increasing parental involvement and decreasing stigma.

Participants then self-selected a priority and joined a breakout group with others to develop an action plan to address the priority.

For a complete list of workshop activities, please refer to the Agenda provided in [Appendix A](#).

13th Judicial Circuit by the Numbers

During the Upstream Mapping Workshop, facilitators present data to ensure all participants have a similar understanding of the individuals who live in their community, their needs, and how many experience the child welfare or juvenile justice systems. When viewing, discussing, and interpreting data as a group, communities can identify areas where more information is needed, test assumptions, identify bright spots, and note challenges. NCSC facilitators presented data from publicly available sources, including the American Community Survey and the Office of Juvenile Justice and



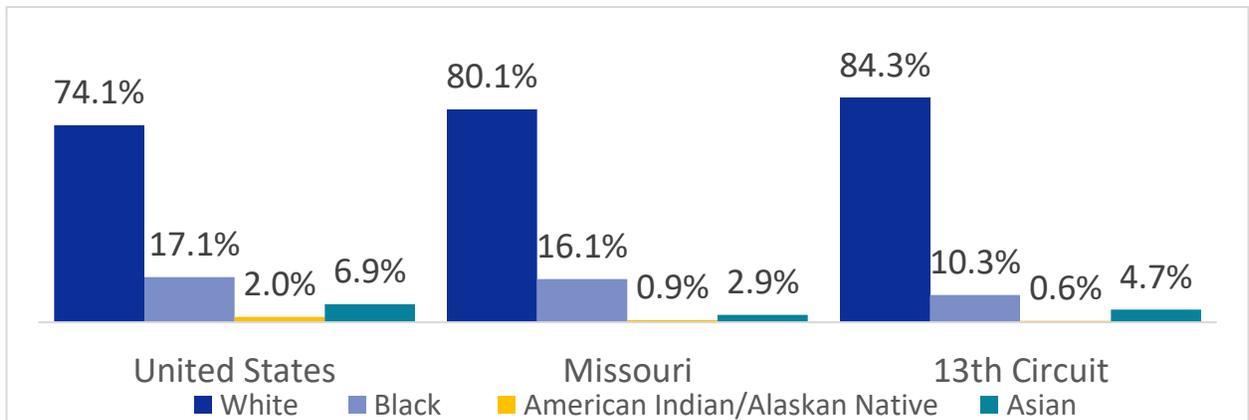
Delinquency Prevention. See [Upstream: Data in Context](#) for more information about the use of data in the Upstream Mapping Workshop.

Prior to the 13th Judicial Circuit Upstream Mapping Workshop, individuals were invited to complete a survey to identify known resources and supports and share the most pressing issues their community faces. This word cloud displays the most pressing issues identified by the 33 community members who completed the survey. The size of the words reflect the frequency of response on the survey; the large the word on the word cloud, the more times it appeared in survey responses.



In 2020, the majority of juvenile residents in the 13th Judicial Circuit were white (84.3%). The 13th Judicial Circuit had a higher percentage of white juvenile residents than Missouri (80.1%) or the United States (74.1%).

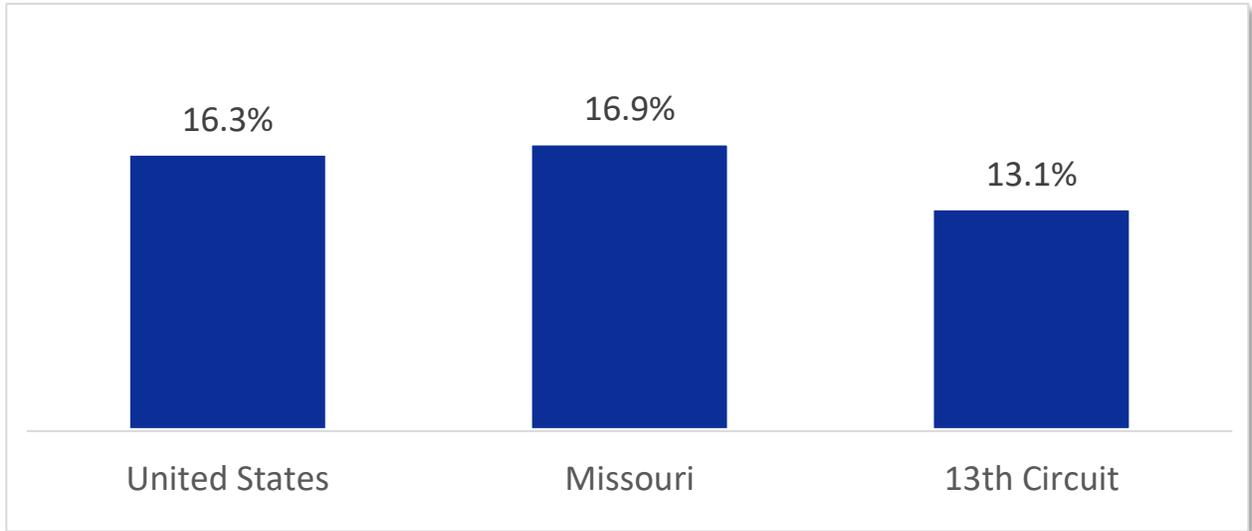
Figure 1. Juvenile Population by Race (2020)



Source: Puzzanchera, C., Sladky, A. and Kang, W. (2020). "Easy Access to Juvenile Populations: 1990-2020." Online. Available: <https://www.ojdp.gov/ojstatbb/ezapop/>

A lower percentage of children in the 13th Judicial Circuit (13.1%) lived at or below the poverty rate in 2022 compared to the percentage of children in Missouri (16.9%) and the nation (16.1%) who lived at or below the poverty rate .

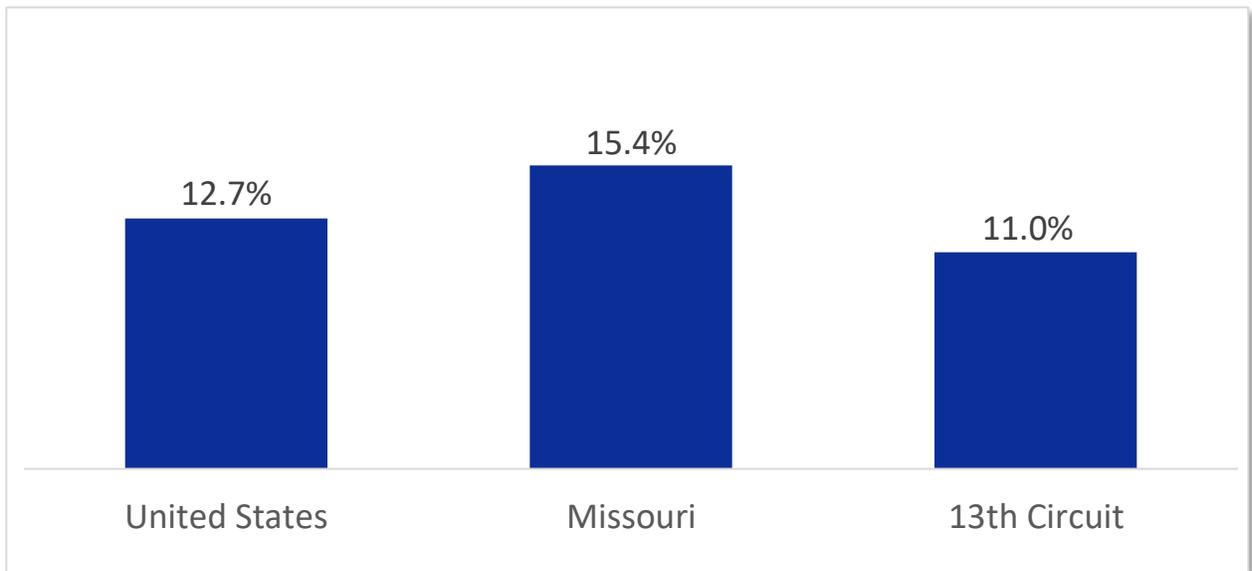
Figure 2. Children in Poverty (2022)



Source: U.S. Census Bureau American Community Survey.

In 2021, 11% of children in the 13th Judicial Circuit lived in households that were food insecure at some point during the year, a lower percentage than Missouri (15.4%) and nationwide (12.7%).

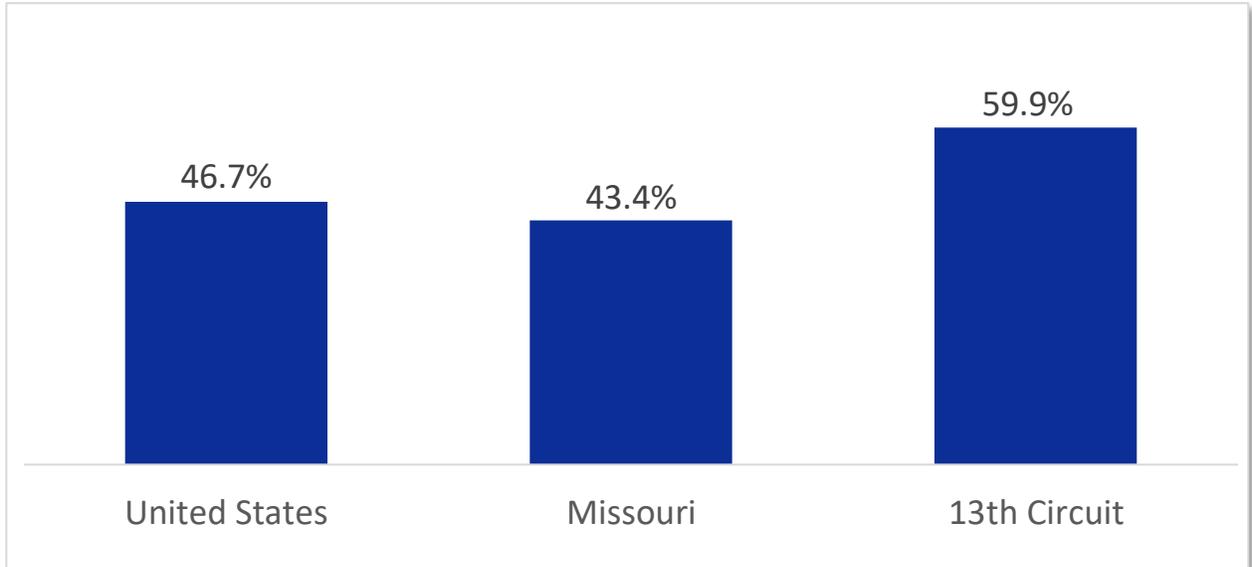
Figure 3. Children Living in Households That Were Food Insecure at Some Point During the Year (2021)



Source: Annie E. Casey Foundation Kids Count Data Center; 2001-2021 Current Population Survey, Food Security Supplement.

In 2022, a higher percentage of children aged 3-4 in the 13th Judicial Circuit were enrolled in school (59.9%) than children aged 3-4 in Missouri (43.4%) and nationwide (46.7%).

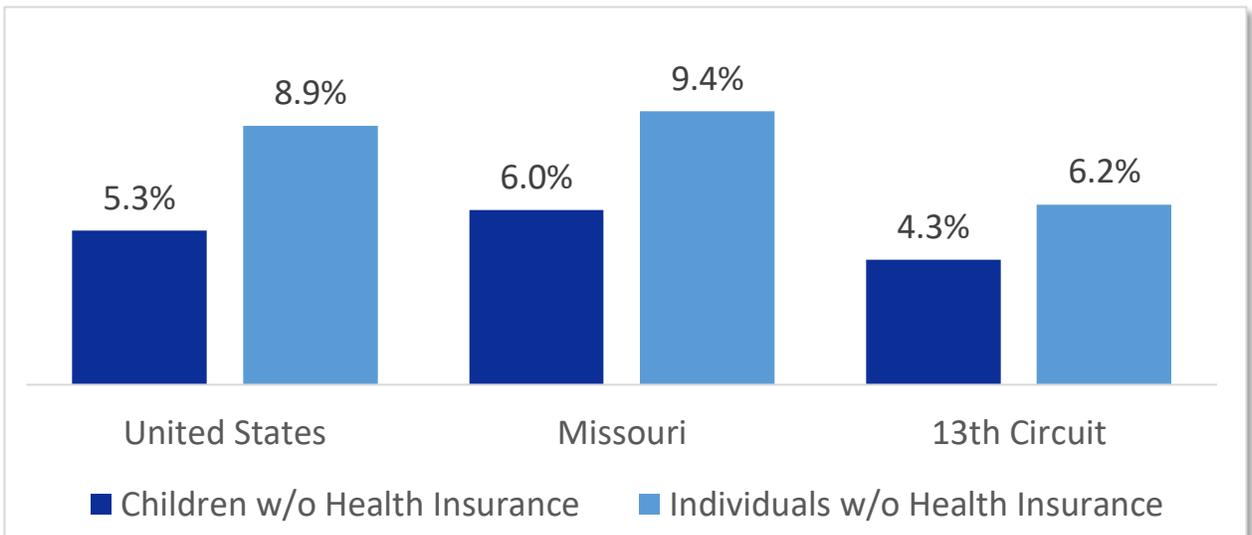
Figure 4. Children Aged 3-4 Enrolled in School (2022)



Source: : U.S. Census Bureau American Community Survey.

4.3% of children in the 13th Judicial Circuit were without health insurance coverage in 2021, which is lower than the percentage of children without health insurance in Missouri (6%) and the United States (5.3%). 6.2% of individuals (children and adults) in the 13th Judicial Circuit were without health insurance in 2021, a lower percentage than individuals in the state (9.4%) and nation (8.9%).

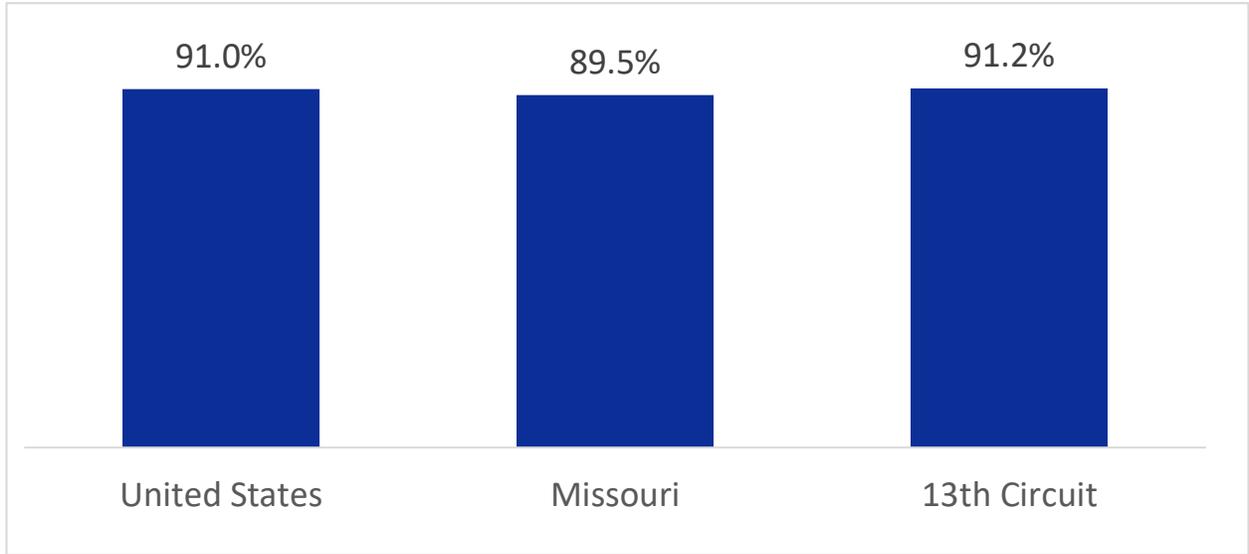
Figure 5. Children and Individuals Without Health Insurance Coverage (2021)



Source: Annie E. Casey Foundation Kids Count Data Center; U.S. Census Bureau American Community Survey.

In 2022, a higher percentage of households in the 13th Judicial Circuit had broadband internet access (91.2%) than in the state (89.5%) or nation (91%).

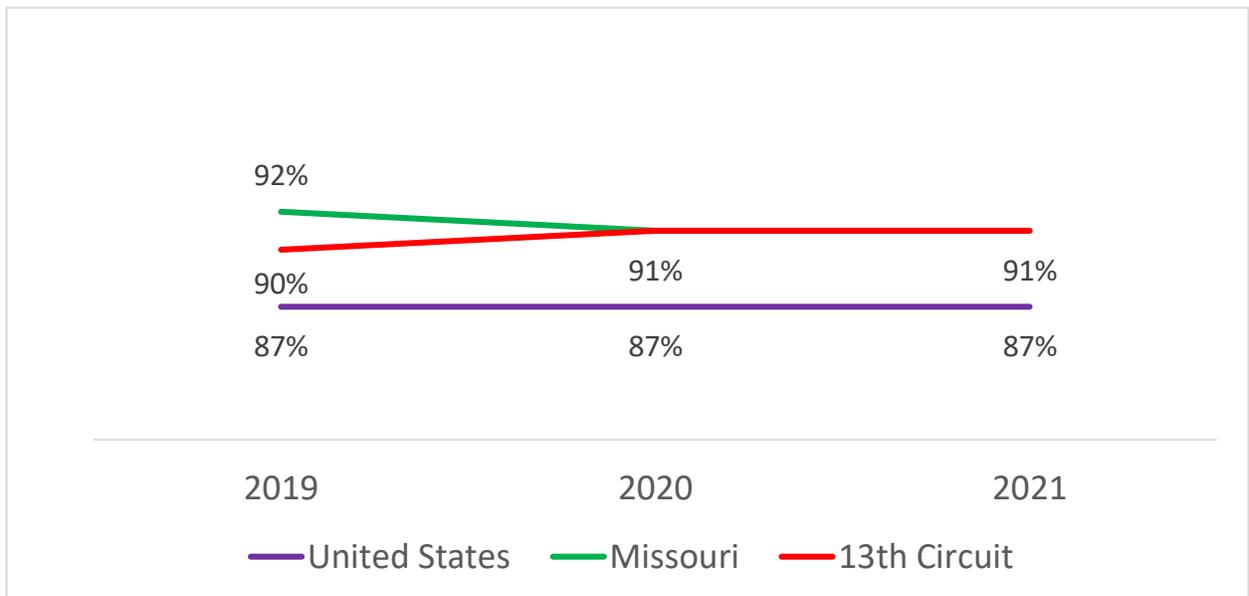
Figure 6. Households With Broadband Internet (2022)



Source: U.S. Census Bureau, 2022 American Community Survey 5-Year Estimates.

The percentage of four-year public high school graduates in the 13th Judicial Circuit was lower than the state percentage and higher than the national percentages in 2019. It was equal to the state percentage and higher than the national percentages in 2020 and 2021.

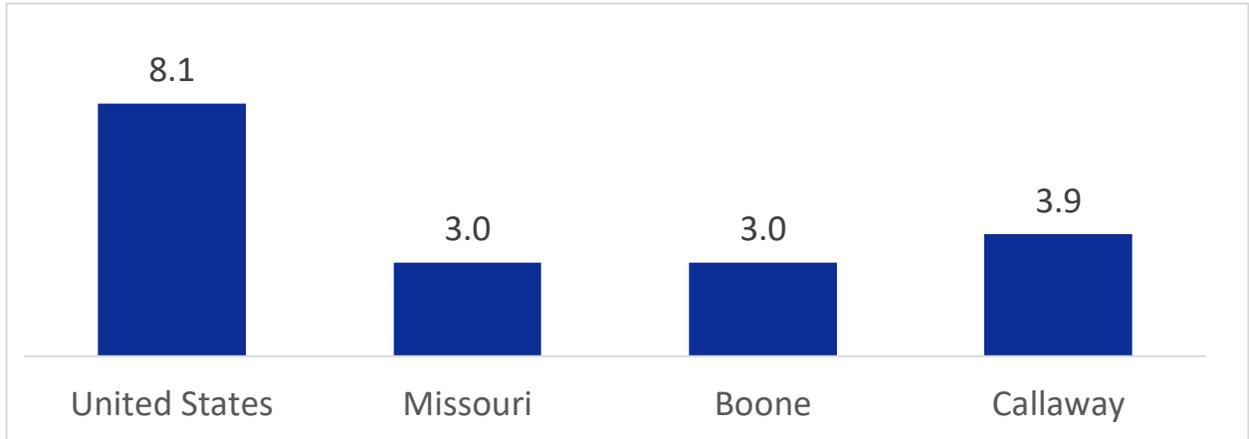
Figure 7. 4-Year Public High School Graduates (2019-2021)



Source: Annie E. Casey Foundation Kids Count Data Center; Population Reference Bureau, analysis of data from U.S. Department of Education's Institute of Education Sciences (IES), National Center for Education Statistics (NCES), Digest of Education Statistics, accessible online at <https://nces.ed.gov/programs/digest/>.

In 2021, 3 of every 1000 children living in Boone County and 3.9 of every 1000 children in Callaway County were involved in a substantiated child abuse/neglect case. Both rates lower than the nationwide rate (8.1).

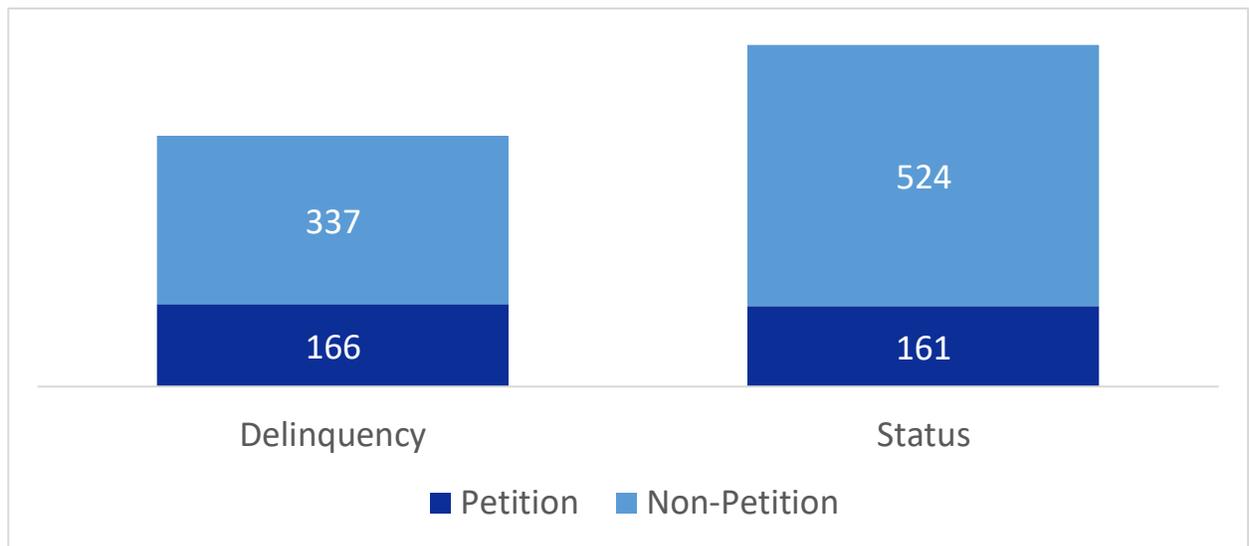
Figure 8. Rate of Children Involved in a Substantiated Child Abuse/Neglect Case per 1,000 Children in the Population (2021)



Source: Annie E. Casey Foundation Kids Count Data Center; Child Welfare League, Child Maltreatment 2021 Report.

In 2021, 503 delinquency cases and 685 status offense cases were filed in the 13th Judicial Circuit. Most cases were not petitioned and were informally processed.

Figure 9. Total Juvenile Cases Filed for 13th Judicial Circuit (2021)



Source: Hockenberry, S., Smith, J., and Kang, W. (2023). "Easy Access to State and County Juvenile Court Case Counts, 2021". Online. Available: <https://www.ojdp.gov/ojstatbb/ezaco/>.

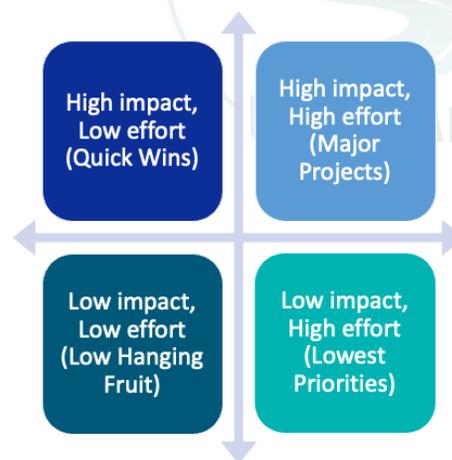
Resources, Opportunities, and Processes Across the Domains



Participants engaged in a facilitated discussion to compile existing resources and supports, identify opportunities, and describe processes. A complete list of the participants who attended the workshop can be found in [Appendix B](#). Discussions began with the domains of Community and Families with Risk Factors. Participants then chose to join one of two groups, juvenile justice or child welfare, to describe system processes. Process maps can be found in [Appendix C](#) (Child Welfare) and [Appendix D](#) (Juvenile Justice). After the breakouts, each group reported to the larger group, and the larger group had the opportunity to ask questions and provide feedback. The groups then mapped resources and opportunities in the domains of Families/Youth with Allegations and Families/Youth with Court Involvement.

How to Select Priorities

- Consider impact and effort of priorities
- Consider short-term versus long-term projects
- Identify urgent versus important
- Select a handful of priorities to focus your efforts



Participants identified the following resources and opportunities in the Upstream domains of Community, Families with Risk Factors, Families with Allegations, Youth with Allegations, Families with Court Involvement, and Youth with Court Involvement. The numbers in parentheses after specific opportunities indicate the number of votes cast to prioritize the opportunity.

Community

Table 1: Resources in the Community

Community Resources
Employment
University – University of Missouri
Dollar General Warehouse
Hospitals
Construction
Insurance
Veterans United
Storage
Kraft Foods
Fulton Prison
City & County Government
Can employ felons easily
Housing
Reentry House
Love Columbia
Flourish
Housing Authority
Section 8
Our House - Callaway
Youth Homelessness Development Project
Apartments - but designed for students
Boone County Housing Study
Faith Maternity - Callaway
Central Missouri Housing Study - Callaway
Callaway County Housing Task Force
Upward Mobility Workgroup(s)
Fresh Start Sober Living
Julians House

Community Resources

House of Peace

Moving Forward

True North

City of Columbia – Public Health and Human Services housing assistance

Sober Living Houses

Transitional living goal

Center Missouri Foster Care and Adoption Association - housing assistance

Youth vouchers for transitional youth – Housing and Urban Development

Firefly Supported Living and Employment Services

Housing Authority - Callaway

Continuum of Care Grant

Community Approach Coalition

Boone Indicators Dashboard

In2Action

Daniel Boone Regional Library - Social Worker

Transportation

Public Transit Columbia

Community Resources

First Last Mile Valet Services

SERVE, Inc. - Callaway - no non-traditional hours

OATS Transit

Medicaid Transport - Compass Health in Boone

IOP transport

Preferred in Callaway

True North

Ubers

Trail System

Voluntary Action Center – car repair

Veterans United - car repair

Operation Kite

Reentry Opportunity Center

Community Resources

Access to Food

Food bank

Columbia Farmers Market – Supplemental Nutrition Assistance Program (SNAP)

Columbia Center for Urban Agriculture - Urban Gardens - SNAP

Women, Infants, and Children (WIC)

Buddy Packs/School Market

Open Table - Fulton

SERVE, Inc.

Summer Meals - Centralia

MU Extension Center

Aldi’s Gift Card Program

Food bank for students at University of Missouri – Columbia

Powerhouse Community Development Corporation

Helping Hands Southern Boone

Healthcare Access and Quality

Trauma Center - University of Missouri

Central MO – Trauma-Informed Recovery-Oriented Systems of Care (TI-ROSC)

Health Department

Fire Department

Columbia Public School’s Scholar Clinic

Plethora of Urgent Care - Boone

Urgent Care - Callaway

Big Tree Medical

Dental Bus - Boone County mainly

Community Health Dental Bus - Callaway

Boone Hospital

Social and Community Context

Parents as Teachers

Big Brothers/Big Sisters

Boys & Girls

Boy Scouts/Girl Scouts

Community Resources
Education Access and Quality
Head Start & Jump Start
Early Childhood Learning
Parents as Teachers
Tiger Tots
Boys & Girls Club
P.E.A.C.E. and H.O.P.E. Center for Youth
Moving Ahead
Adventure Club
YMCA at School - Ashland
Rec. Center - Centralia
School based - North Callaway
Daniel Boone Regional Library
Moberly Area Community College
Phoenix
William Woods University
Columbia Area Career Center
Ranken Technical College
Missouri Student Survey through Department of Mental Health

Table 2: Opportunities for the Community

Community Opportunities
Transportation - dysfunctional bus transit system, times are barrier, reliable, accessibility (13)
Serve Day - have to schedule day before (1)
Housing - not accessible for convicted felons, Sec. 8 waiting list, not available for affordable housing (7)
Communication on work with housing study outcomes for affordable rentals
Improve access to after school programs
Improve number of licensed daycare
Transition planning for youth coming out of placement/detention
No hospital in Callaway County - lack of transportation

Community Opportunities

More primary care workers in Callaway

Increase prevention education in schools (3)

Full day preschool options

Families with Risk Factors

Table 3: Resources for Families with Risk Factors

Families with Risk Factors Resources
Parenting Skills
Triple P Parenting
Good Dads
Education
P.E.A.C.E. and H.O.P.E. Center for Youth - online, in-person school
Job Point, Youth Build Program
MO Options (Fulton School) - GED, diploma
Douglas HS Alternative School (Columbia)
ACE Academy for high-risk students
YES Academy (10 seats, justice involved youth, online)
School have truancy workgroups, data, efforts to discuss with community
Strengthening Families
Show Me Healthy Families
Support and Mentoring
1,2,3 Magic Support Group
Lutheran Children & Family Services
Parent Link
Grade A Plus
Powerhouse Community Development Corporation
Kingdom Konnections
Columbia/Boone County Public Health and Human Services – The School of Hard Talks
Fulton Library
P.E.A.C.E. and H.O.P.E. Center for Youth - Parent Cafes

Families with Risk Factors Resources

Connections to Success

IMPACT

Housing

Harbor House

Our House (youth)

Housing Authority

Love Columbia - some funding

Housing funds for Intellectual and Developmental Disabilities - limited

Boone County Family Resources

Welcome Home for Veterans

Faith-based - The Crossing, LOVE Columbia, St. Raymond's

Central Community Education

Callaway Cares

Room at the Inn

New Horizons - limited funding

Voluntary Action Center - limited funding

Fulton Housing Authority - rent based income

Salvation Army

St. Vincent DePaul

Welcome Inn - transitional hotel

Behavioral Health

More community mental health agencies in Ashland

St. Peter Youth Center

Children's Division Coordinator, Prevention, 988

Youth Behavioral Health Liaisons

Commission can provide data to agencies

Federal government funds Behavioral Health Liaisons - data provided to legislators on need/use

Centerpointe Hospital

MH staffing

Flourish - work with unhoused youth, emergency assistance

Families with Risk Factors Resources

- Family Intervention Specialists - in school - Family Access Center of Excellence (FACE)
- BRIDGE - connect youth, schools, psychiatric services
- Therapy Access Program
- School based therapeutic services
- Central Missouri Community Action - Early Childhood Bridge
- Health & Justice Coordinating Council Creation - data sharing is one of their initiatives
- Show Me Healthy Kids
- Family First Prevention - state level working in Circuits
- Primary Care & Schools Collaborative Guide
- MO Child Psychiatry Access Project - for primary care providers
- MO Maternal Access Project
- MO School Counselor Project - access to psychiatrists for professionals to consult
- Thompson's Center - future clinic - IDD, autistic populations
- Child Trauma Initiative - Children's Services
- Agencies - Burrell, Compass, Arthur Center (Callaway)
- University of Missouri Psychiatric Center
- FACE - provider database
- SIM - need to come back together to share past mapping
- St. Mary's - SSM (Jefferson City)
- Hospitals outside Circuit
- Youth Treatment Center - Callaway Community Hospital (foster care only)
- Compass Health (in/outpatient)
- McCambridge Center (women/children to 12)
- Navigate - no waiting list to initiate care
- Preferred in Callaway (in/outpatient)
- Faith Maternity (Fulton)
- In2Action - adults only
- Peer Respite, stabilization housing
- Fresh Start Sober Living
- St. Mary's - opiate withdrawal clinic (Jefferson City)

Families with Risk Factors Resources
Drug Testing Awareness Program (D-TAP) - Columbia
Safety and Shelters
True North
Haven House

Table 4: Opportunities for Families with Risk Factors

Families with Risk Factors Opportunities
Data sharing on those served (4)
Increase local bed space for crisis services (15)
Crisis of access to services - no providers, scheduling, waitlists, lack of resources (15)
Community resource directory/financial mapping
Staff turnover among all entities - providers, system staff, foster parents
Lack of responsive support by hospitals
Medicaid not accepted widely by therapists
Geographical limitations with providers (3)
Coordination of Care (2)
Increase diversity in therapists, funding options
Improve data reporting regarding school/drop-out
Meet school ratios - therapists to kids - increase applicants
Lack of family shelters, need low barrier
Increase parental involvement (15)
Education on therapeutic drug monitoring (TDM) for community partners
Invitation to TDM (1)
Increase parent attorney and Guardian Ad Litem (GAL) representation (8)
Family Support Team meetings - increase school rep. participation
Issues with Children's Division and contractor - full transfer of case information, history, specialized case info
CASA includes as soon as eligible at adjudication
Identification of getting moms into treatment
Child welfare - documentation by all so everyone involved has current information
Resource Hub - information that is current (2)

Families with Risk Factors Opportunities

- Medicaid exclusion (1)
- Prosocial activities (1)
- Peer mentors - appropriate natural supports
- Information sharing difficulties between agencies (22)
- Get guns off the street (2)
- Transportation issues with kids getting to where they need

Families and Youth with Allegations or Court Involvement

Table 5: Resources for Families and Youth with Allegations or Court Involvement

Families and Youth with Allegations or Court Involvement Resources

- Residential have aftercare programs
- Youth Behavioral Health Liaison (
- Increased contact with those re-entering
- Navigators for justice involved individuals – Juvenile Justice Center just got grant

Table 6: Opportunities for Families and Youth with Allegations or Court Involvement

Families and Youth with Allegations or Court Involvement Opportunities

- Transition service from detention - schools, community resources - share contact information (17)
- Additional education for schooling in detention
- Need for alternative living situations (1)
- Supports for family/re-entry coordination/ parental buy-in & participation/parenting classes (9)
- Vocational Workforce Development
- Placements for serious mental illness, delinquency, & crossover youth (11)
- Incentives to youth & parents to encourage change - contingency management (1)

Missing Partners

In addition to identifying resources and opportunities, the participants also identified partners who were not at the Mapping Workshop but would be beneficial for future discussion and moving the work forward. Missing partners include:

- Division of Youth Services (DYS)
- Columbia Police Department

- Boone County Sheriff's Department
- Religious community
- Psychiatric hospital
- Vocational rehab
- Optimist/Rotary
- Boys & Girls Club
- MU Extension Center
- Columbia Center for Urban Agriculture
- City Parks & Rec (Armory)
- Justice involved youth & families
- Youth Advisory Group - Students for Change
- City of Columbia leadership
- Parent attorneys
- Lutheran Family & Children Services
- City of Columbia Department of Neighborhood Services
- Missouri Afterschool Network
- Central Missouri Foster Care & Adoption Association
- COR Community Outreach
- In2Action
- Hospitals - Boone & MU
- Columbia Housing Authority
- Kingdom Konnections
- Central Latino
- City of Refuge
- All schools (public & private)
- Big Brothers Big Sisters
- Municipal & County Law Enforcement
- Powerhouse Community Development Corporation
- Central MO Community Action
- Head Start
- Department of Mental Health (DMH)
- DIVERT - Janie Ridgewell
- Heart of Missouri United Way
- COMO Comunidad
- SERVE, Inc.
- Burrell Behavioral Health (BBH)
- Daniel Boone Regional Library
- LEAD Institute
- MPACT
- Probation & Parole

Identifying Priorities and Developing Action Plans

Facilitators discussed considerations for selecting priorities and developing action plans. Participants received three dots to vote on their top three priorities. Facilitators combined votes for similar opportunities and indicated the top four priorities for action planning. The four priorities in the 13th Judicial Circuit were:

- Increase access to crisis services;
- Data and information sharing between stakeholders;
- Transition services for youth returning to the community;
- Increasing parental involvement and decreasing stigma.

Participants self-selected which of the four priority areas they wanted to focus on and worked with other attendees to develop high-level action plans. After each group met, they presented their action plans to all attendees, and attendees asked questions and provided feedback. Completed Action Plans are in [Appendix E](#), [Appendix F](#), [Appendix G](#), and [Appendix H](#).

Increase Access to Crisis Services

Participants identified the need for stakeholders to develop consistent communication processes as well as a continuity of care for youth in crisis situations. If effectively implemented, a consistent continuity of care will follow youth wherever they go across the Circuit, schools, and the court system. It will also enhance parental support and involvement through engagement and education as well as increase access to appropriate services and support.

Data and Information Sharing Between Stakeholders

This priority area group action planned around developing a system of open communication between all stakeholders working with the youth of the 13th Judicial Circuit so they may access accurate information and make informed decisions. Although there is an abundance of community data, it is not consistently shared across platforms to allow others to make educated decisions and to identify appropriately utilized resources. If established, there will be better outcomes for students, youth, families, and stakeholders. There is a need to identify where data is available, how it is utilized, if it identifies appropriate and effective services, and if there are examples of Memoranda of Understanding (MOU) to assist the workgroup in creating data-sharing agreements.



13th Judicial Circuit Upstream Mapping Workshop – Action Planning Groups

Transition Services for Youth Returning to the Community

Youth transitioning out of detention and/or foster care need effective planning and coordination to ensure a warm handoff occurs between stakeholders, families, and youth. If transition services

are offered, there will be a reduction in recidivism and the creation of consistent communication paths, as well as the removal of gaps and barriers. It is imperative to ensure effective, focused communication occurs between all stakeholders, such as the Missouri Department of Social Services - Children's Division, the Juvenile Office, schools, providers, and the court system. It will also be important to identify systemic barriers and information on access to services, resources, and supports.

Increasing Parental Involvement and Decreasing Stigma

To continually improve youth outcomes, there is a need to increase parental participation and reduce stigma surrounding their access to services, resources, and/or supports. Due to a lack of participation, kids and families are missing out on available opportunities that would promote successful outcomes. Streamlining access to services, resources, and supports will help ensure parents and families have smoother transitions and warm handoffs occur amongst community stakeholders. Consideration will be given to what is working in other places and how the Circuit can utilize this information with its parents and families.

It was an amazing experience being in a room full of dedicated stakeholders having dialogue around systems that exist as well as barriers that prevent us from best supporting youth and families. I am excited about the direction this process has taken us and where the next steps will take us as a community.

- Daniel Rector
Director of Student Services, Fulton Public Schools

Next Steps and Recommendations

The 13th Judicial Circuit has strong judicial leadership and invested community stakeholders, as evidenced by the participation and enthusiasm during the Upstream Mapping Workshop. NCSC asked the Mapping Workshop participants to complete a survey about their experience, and the results were positive. See [Appendix I](#) for the survey results.

The priorities in the Action Plans developed during the Upstream Mapping Workshop serve as a roadmap for improving the lives of children, youth, and families in the community. Judicial leaders support each plan. Judicial involvement is paramount for momentum to be sustained. NCSC offers the following recommendations to optimize readiness and increase the likelihood of successfully implementing the action plans.

Map Funding Streams

As referenced during Upstream, funding is often considered a barrier when working to improve outcomes for families and children. The mapping of funding intercepts, in particular across the behavioral health continuum of care, can identify opportunities for augmented and, potentially, underutilized financial resources. A focused approach will identify these intercepts and ways to increase access to federal, state, regional, and local funding streams. It is recommended that judicial leadership activate collaborative meetings that specifically focus on the following priorities areas:

- Funding sources and how those funds are directed;
- Funding resource gaps and impact on served population;
- Funding utilization in identified areas;
- Action planning to improve access to and coordination of funding sources.

It is through this work that local communities will gain the knowledge and direction on improving their local behavioral health continuum of care to expand access for those in need of services, resources, and supports.

Engage Post-Secondary Education Providers

Identify opportunities to further engage the colleges, universities, community colleges, and vocational training resources in providing resources and supports to child welfare and juvenile justice system stakeholders. Areas of interest may include internships, evaluators, curriculum development, theatre/creative services, and/or promotional materials.

Involve, Coordinate, and Communicate with Missing Partners

Mapping workshop attendees identified several system partners who were not present but whose expertise could contribute to moving the priority areas forward. See [page 23](#) of this report. As work continues on the priority areas, engage additional system partners including

those identified, such as Youth Services' representatives. Introduce them to Upstream, describe the priority areas and Action Plans, and explain why their participation is valuable and how they can be involved. Identify participants from the Mapping Workshop willing to reach out to the missing partners and add that task to the Action Plan to monitor progress.

The advantage of having all stakeholders in the same room to identify priorities to address juvenile justice in the 13th Judicial Circuit was eye opening and motivating. All parties demonstrated the willingness and motivation to work together and collaborate on creating an action plan or plans to help our youth and families find safety, health, and success. I am excited to see the outcome and follow-up from the Upstream Mapping Workshop.

- Judge Tracy Z. Gonzalez
Associate Circuit Judge, 13th Judicial Circuit

Appendices

A | Agenda

B | List of Participants

C | Child Welfare Process Map

D | Delinquency Process Map

E | Action Plan: Increase Access to Crisis Services

F | Action Plan: Data and Information Sharing Between Stakeholders

G | Action Plan: Transition Services for Youth Returning to the Community

H | Action Plan: Increasing Parental Involvement and Decreasing Stigma

I | Mapping Workshop Evaluation Results

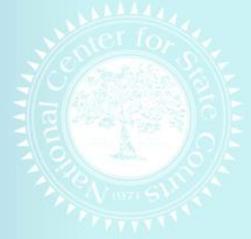
Appendix A | Agenda



Upstream

Strengthening Children and Families
through Prevention and Intervention Strategies

A Court and Community-Based Approach



Mapping Workshop Agenda

November 19th 8:30-4:00

November 20th 8:30-1:00

2101 Vandiver Drive, Columbia, Missouri

November 19th – Day 1

8:00-8:30	Registration, Gathering & Breakfast
8:30-8:45	Welcome
8:45-10:00	Setting the Stage <i>Introductions, Overview of Upstream, and Defining the Current Community Landscape</i>
10:00-10:15	Break
10:15-12:00	Local Mapping Workshop <i>Mapping Resources, Opportunities, and Process Community and Families with Risk Factors</i>
12:00-12:45	Lunch
12:45-1:30	Local Mapping Workshop <i>Process Mapping</i>
1:30-2:30	Local Mapping Workshop <i>Mapping Resources, Opportunities, and Process – Families with Allegations</i>
2:30-2:45	Break
2:45-3:30	Local Mapping Workshop <i>Mapping Resources, Opportunities, and Process – Families with Court Involvement</i>
3:30-3:45	Setting Priorities
3:45-4:00	Wrap Up Day 1
4:00	Adjourn



November 20th – Day 2

8:00-8:30	Gathering & Breakfast
8:30-9:30	Review of Day 1 and Goals for Day 2 <i>Top Tips for Implementing Action Plan</i>
9:30-10:30	Exploring Priorities <i>Breakout Activity</i>
10:30-12:00	Action Planning <i>Breakout Activity</i>
12:00-12:45	Working Lunch <i>Action Planning Report Back</i>
12:45-1:00	Next Steps and Wrap Up
1:00	Adjourn

Appendix B | List of Participants

First Name	Last Name	Agency	Attended 11/19/24	Attended 11/20/24
Jadyn	Anderson	North Callaway High School	●	●
Casey	Berndt	13th Circuit	●	●
Angie	Bezoni	Boone County Juvenile Office	●	●
Tracie	Brooks	Children's Division	●	●
Karen	Cade	Compass Health Network	●	●
Megan	Carnahan	MU Center for Child Well-Being	●	●
Susan	Carter	Race Matters, Friends	●	●
ChaRae	Champion	Heart of Missouri CASA	●	●
Tasha	Childs	MU School of Social Work	●	●
Mackenzie	Chism	Fulton Police Department	●	●
Kris	Cortez	Boone County Juvenile Office	●	●
Tara	Crawford	MBHC	●	●
Shannon	Crowley-Einspahr	Compass Health Network	●	●
Kristin	Cummins	Boone County Community Services	●	
Sean	Curd	MO Public Defender - Children's Defense Team	●	●
Sarah	Davis	Burrell		●
Dacrie	Depping	Fulton Public Schools	●	●
Christina	Devine	Boone County Family Resources	●	●
Philip	Douce	Coyote Hill Foster Care Services	●	
Lynette	Dziadosz	True North of Columbia	●	●
Danyelle	Eads	Fulton Public Schools	●	●
Sarah	Echternach	Heart of Missouri CASA	●	●
Breena	Eddy	Southern Boone County School District	●	
Adielle	Ehret	FACE of Boone County	●	●

APPENDICES

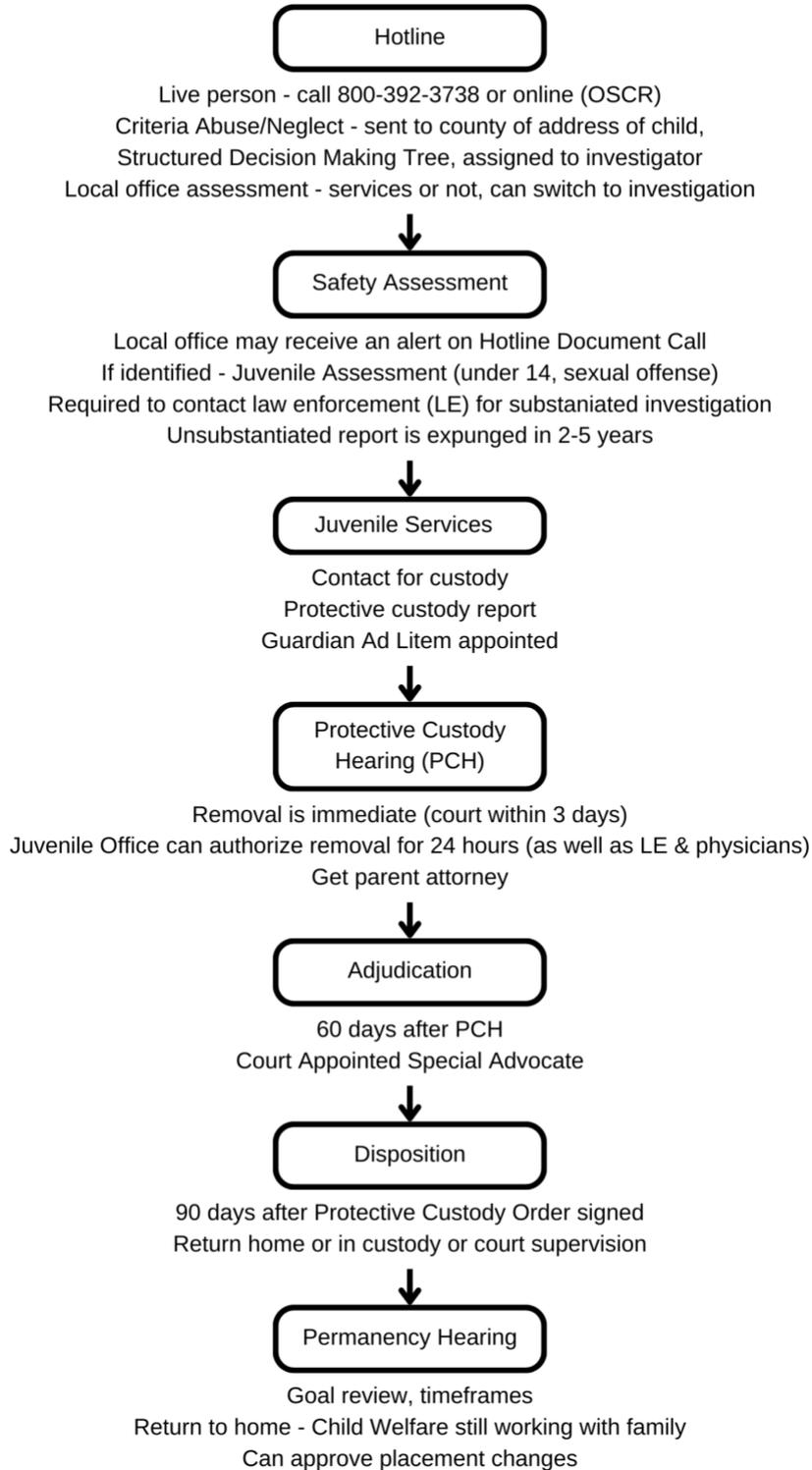
First Name	Last Name	Agency	Attended 11/19/24	Attended 11/20/24
William	Ellis	Law Office of William Ellis	●	●
Tara	Eppy	Juvenile Justice Center	●	●
Daniel	Feldman	Missouri State Public Defender	●	●
Shana	Franklin	Cornerstones of Care	●	
Cindy	Garrett	13th Judicial Circuit Court	●	●
Tosha	Good	13th Judicial Circuit Court	●	●
Amanda	Grethen	Southern Boone County School District	●	●
Suzanne	Guerrant	Heart of Missouri CASA	●	●
Conrad	Hake	Love Columbia	●	●
Heather	Harlan	Boone County Public Health & Human Services	●	●
Amelia	Holliday	North Callaway School District	●	●
Derek	Hux	13th Judicial Circuit Court	●	●
Julian	Jackman	R.I.S.E. initiative	●	●
Gina	Jenkins	Boone County Community Services	●	●
Andrea	Kimball	Department of Mental Health	●	●
Megan	Leonard	Thompson Center	●	●
Isaiah	Lewis	Heart of Missouri CASA	●	●
Kristen	Long	Southern Boone County School District	●	●
Jenrose	Malloy	Burrell Behavioral Health	●	●
Monica	McGinnis	KVC Missouri	●	●
Colleen	McMahon	MO Public Defender - Children's Defense Team	●	●
Sandy	Miller	FACE School-Based Services	●	●
Toby	Mills	MU Center for Child Well-Being	●	●
Jerrell	Morton	Job Point	●	●
Joanne	Nelson	Boone County Community Services	●	●

APPENDICES

First Name	Last Name	Agency	Attended 11/19/24	Attended 11/20/24
Caleb	Paffrath	Children's Division	•	•
Susan	Perkins	Columbia Public Schools	•	•
Shireen	Razavi	Boone County Family Resources	•	•
Daniel	Rector	Fulton Public Schools	•	•
Michelle	Roberts	Children's Division	•	•
Dorothy	Sikyta	Arthur Center Community Health	•	•
Abigail	Smith	Children's Division	•	•
Michele	Snodderley	True North	•	•
Leigh	Spence	Columbia Public Schools	•	
Beatrice	Stewart	Flourish		•
Brett	Strauser	Southern Boone County School District	•	•
D'Markus	Thomas-Brown	Convergence Community Consulting	•	•
Janet	Thompson	Boone County Commission	•	•
Aaron	Thompson	University of Missouri, Columbia	•	
Max	Wallach	Boone County Juvenile Office	•	•
Jacob	Watson	Southern Boone County R-1 School District	•	
Kayla	Welch	Van Matre Law Firm, PC	•	
Racheal	Wharton	Children's Division	•	•
Dana	Woods	Arthur Center Community Health	•	•
Victoria	Woods	Boone County Community Services	•	

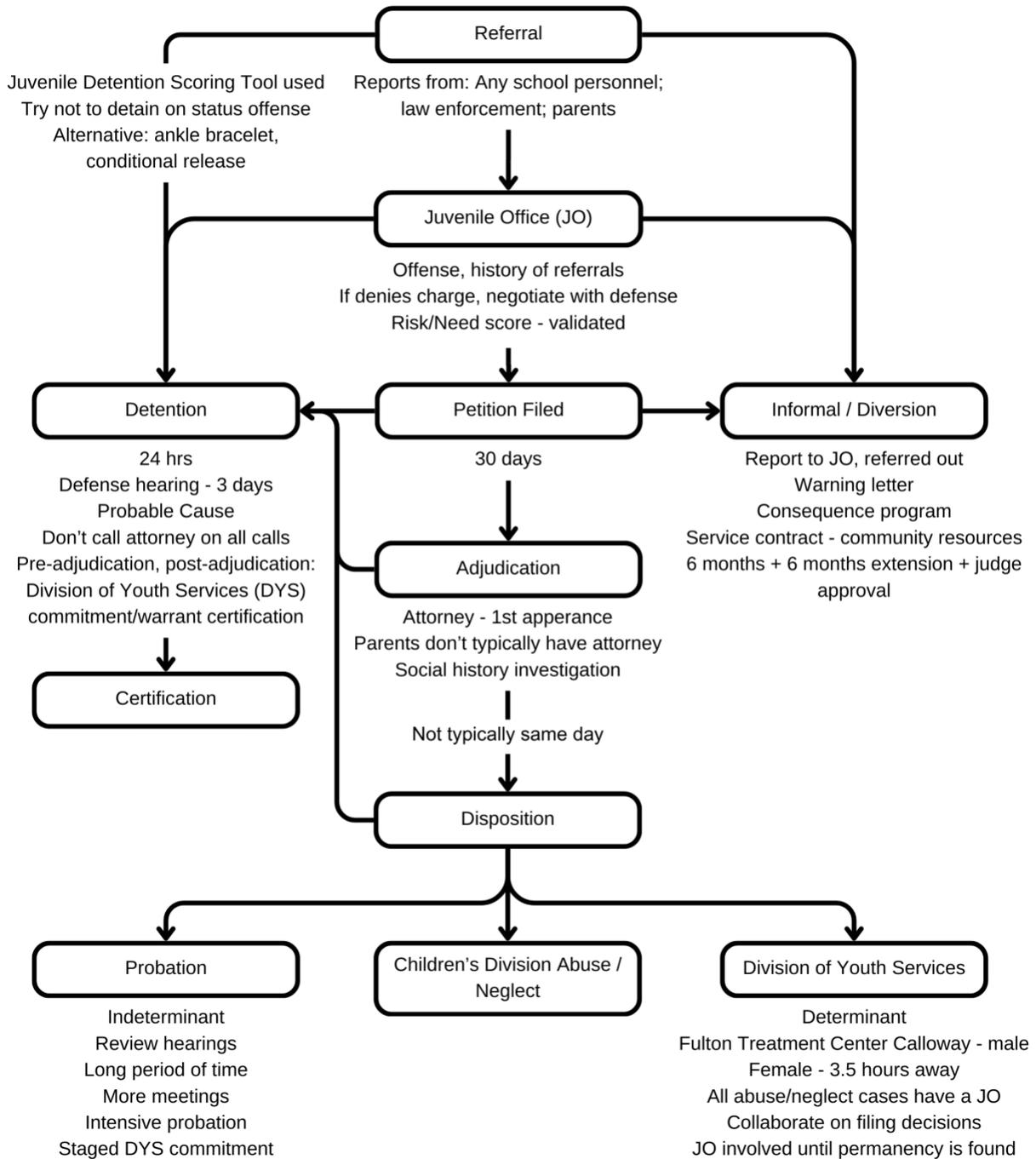
Appendix C | Child Welfare Process Map

13th Judicial Circuit - Child Welfare Process Map



Appendix D | Delinquency Process Map

13th Judicial Circuit - Delinquency Process Map



Appendix E | Action Plan: Increase Access to Crisis Services

Priority: Increase Access to Crisis Services					
Objective	Activities/Tasks	Resources	Timeframe	Barriers	Responsibility
What do we want to achieve?	What do we have to do to meet the objective? What are the specific tasks to meet the objective(s)?	What resources are necessary to complete the activity? (People, time, space, equipment, money, access to services)	How much time is required for the activity/task? When can action begins on this activity/task?	Are there any potential barriers to consider?	Who will take the lead? Who should be at the table? Is anyone already engaged in this activity?
Information and utilization of 988	<ol style="list-style-type: none"> Obtain data (BMH) Training Communication from training to own entities Community outreach	DMH Schools Social workers TBHL/C Arthur Center/ Burrell	<ol style="list-style-type: none"> Immediate 3-6 months ¾. 6-8 months 	988 personnel Mobile response units 988 waitlists	Missouri Behavioral Health Council/ DMH
Youth Focused Behavioral Health Crisis Center	<ol style="list-style-type: none"> Stakeholders* Data collection Proposal Task force System of care <ul style="list-style-type: none"> MOU w/ Thompson Center Referral system *health/MD, psychology, social workers, nursing, schools, EMS/LEO, DMH, hospitals (MUPC, Arthur Center, Burrell, Boone Co.), parents/families (Parent Cafes), True North, Card V	DMH Boone County Community Resource Center Arthur Center/ Burrell Crisis Intervention Team CHBLs Schools Missouri Behavioral Health Council (data)	<ol style="list-style-type: none"> After holidays (after 2025) Data identification- 3 months Data collection- 6 months Proposal- 1 year Open- 3 years	Holidays Staffing Data Community buy-in	Christine Devine (BCFR) Leverage MAC Policing + Justice + Mental Health Meet monthly

Appendix F | Action Plan: Data and Information Sharing Between Stakeholders

Priority: Data and Information Sharing between Stakeholders					
Objective	Activities/Tasks	Resources	Timeframe	Barriers	Responsibility
What do we want to achieve?	<p>What do we have to do to meet the objective?</p> <p>What are the specific tasks to meet the objective(s)?</p>	What resources are necessary to complete the activity? (People, time, space, equipment, money, access to services)	<p>How much time is required for the activity/task?</p> <p>When can action begin on this activity/task?</p>	Are there any potential barriers to consider?	<p>Who will take the lead?</p> <p>Who should be at the table? Is anyone already engaged in this activity?</p>
Create an efficient and effective system for cross-agency collaboration to support youth in the 13 th Circuit.	<ul style="list-style-type: none"> Identify organizations and agencies Understand current information shared by systems including barriers Understand exceptions to data sharing Develop communication plan with stakeholders on the use of data and include parents/child 	State organizations and agencies			Next meeting: December 18 th , 3:30- 4:30 p.m. on Zoom
Develop data sharing agreements and MOUs	<ul style="list-style-type: none"> Identify who to talk to: who has the authority to 				

	<p>enter agreements</p> <ul style="list-style-type: none"> • Understand when information is shared and how the continuum of care impacted <p>Understand the roles and permission with sharing data</p>				
<p>Develop process and form to utilize for agreed upon information sharing</p>	<ul style="list-style-type: none"> • Determine the process for decision making- short and long term • Define areas that can collaborate (13th Circuit together and counties separate) <p>Plan a process for decision making and issues as they occur</p>				

Appendix G | Action Plan: Transition Services for Youth Returning to the Community

Priority: Transition Services for Youth Returning to the Community					
Objective	Activities/Tasks	Resources	Timeframe	Barriers	Responsibility
What do we want to achieve?	<p>What do we have to do to meet the objective?</p> <p>What are the specific tasks to meet the objective(s)?</p>	What resources are necessary to complete the activity? (People, time, space, equipment, money, access to services)	<p>How much time is required for the activity/task?</p> <p>When can action begin on this activity/task?</p>	Are there any potential barriers to consider?	<p>Who will take the lead?</p> <p>Who should be at the table? Is anyone already engaged in this activity?</p>
Establish “non-siloed” collaboration between agencies and service providers.	<ul style="list-style-type: none"> Identify youth/family stakeholders Collect information on transition gaps for lived experience individuals Identify professional stakeholders <p>Identify continuum of care</p>	Funding	Establish by 2024	Funding People engaged	CD Court County
Identify organizations and agencies that will close the gaps to successful transitions.	<ul style="list-style-type: none"> Identify data to collect <p>I. Decide how to share with the professionals</p>	Funding	Q1 2025	People engaged	CD Court County Collaborative
Improve stability and success of youth and families in their pathway to community-level success	<ul style="list-style-type: none"> Identify and establish processes for cross-over youth for placement services Identify barriers (FERPA/HIPPA) and plan means (MOU) to 	Funding	Q4	Transportation Housing Engagement MH SA School	Collaborative Team

	<p>communicate across stakeholders</p> <ul style="list-style-type: none"> • Establish protocols to adhere to ethical standards • Create implementation plan • Plan for communication of progress/ participation when justice-involved <p>I. Establish county-wide service provider date/resource for information sharing site</p>				
Establish SMART goals to track outcomes and results.	<ul style="list-style-type: none"> • Form coalition <p>1) Review SIM gap analysis report</p>	Funding	Q3	Sharing data	Collaborative Team
Create blueprint for transition services and opportunities for youth and their families.	<p>2) Create continuum of care team to accept referrals from identified agencies to identify gaps for transition in both presentation and reactive manner.</p>	Funding	Q2	Engagement Cooperation Communication Data sharing	Collaborative Team

Appendix H | Action Plan: Increasing Parental Involvement and Decreasing Stigma

Priority: Increasing Parental Involvement and Decreasing Stigma					
Objective	Activities/Tasks	Resources	Timeframe	Barriers	Responsibility
What do we want to achieve?	What do we have to do to meet the objective? What are the specific tasks to meet the objective(s)?	What resources are necessary to complete the activity? (People, time, space, equipment, money, access to services)	How much time is required for the activity/task? When can action begin on this activity/task?	Are there any potential barriers to consider?	Who will take the lead? Who should be at the table? Is anyone already engaged in this activity?
Educate public caregivers, youth, and agency staff on where to access help	Identify starting point/ first step resources to get help including points of contact	Contact information Community resources Recovery-friendly person, first language Warm handoffs	Meet in January to draft one-pager January 22 nd , 1-3 p.m. CD in Boone	Skills to engage caregivers Staff turnover Caregivers trust in providers Where do caregivers start?	Two tracks: 1. School Staff, CPS Community Agencies
Normalizing asking for help Address bias and stigma internally	Train staff on interfacing with parents and youth <ul style="list-style-type: none"> • Implicit bias • Diversity, equity, inclusion Recovery-friendly	NAMI- In Our Own Voices PHHS- <ul style="list-style-type: none"> • Recovery friendly language • Motivational Interviewing Peer Support Specialists	Meet January 22 nd for follow-up, 1-3 p.m. CD Boone	Agency policies/protocol Staff turnover	Individual Agencies Trainers

		True North- healthy relationships			
--	--	-----------------------------------	--	--	--

Appendix I | Mapping Workshop Evaluation Results



Upstream

Strengthening Children and Families
through Prevention and Intervention Strategies

A Court and Community-Based Approach



13th Judicial Circuit – Post Upstream Mapping Survey Results

After the Upstream Mapping, participants were invited to provide feedback on the mapping session through a short survey. 33 attendees of the 13th Judicial Circuit Upstream mapping session completed the survey.

Mapping Goals

For all of the core Upstream goals, participants were asked to rate the extent to which the Mapping Workshop met them on a scale of 1 (Not Met) to 6 (Fully Met).

Goal	Average Score
Developing a map of the prevention, juvenile justice, and child welfare landscape.	5.2
Identifying gaps in practices, protocols, and programs.	5.4
Shared vision among stakeholders on priorities.	5.1

Participation, Learning, and Next Steps

Participants were asked to rate the degree to which they agreed or disagreed with the following statements on a scale of 1 (Disagree) to 6 (Agree).

Statement	Average Score
I had sufficient opportunities to share my knowledge and perspective during the Workshop.	5.5
My knowledge and perspective was valued during the Workshop.	5.5
I learned about services or resources in our community previously unknown to me.	5.5
I am clear about the next steps for this effort.	5.1

General Opinions

Participants were asked to select the number that most closely represented their feelings about the Upstream Mapping workshop regarding a variety of topics, including relevance, engagement, and quality of moderation. The results are shown in a heat map below, showing the percentage of respondents who selected each option.

	1	2	3	4	5	6	
Boring	-	-	-	9%	35%	56%	Intellectually stimulating
Poorly conducted	-	-	-	10%	19%	71%	Well conducted
Limited opportunities for discussion	-	-	-	-	25%	75%	Good opportunities for discussion
Too condensed	-	-	7%	10%	31%	52%	Well-paced
Poor use of my time	-	-	-	7%	29%	64%	Good use of my time
Not useful to my work	-	-	-	7%	18%	75%	Useful to my work
Not relevant to my work	-	-	-	3%	19%	78%	Relevant to my work

Feedback – Positive Aspects

Participants consistently noted the following when asked to describe the positive aspects of the mapping session:

- Open discussion and relationship building between many different agencies across the community.
- The session was facilitated well and promoted efficient collaboration.
- Participants gained a better understanding of what resources are available in the community.
- Needs and gaps in the community were successfully identified.
- Seeing so many people involved and developing clear action plans left participants feeling encouraged and motivated.

Feedback – Potential Improvements

Participants stated the following when asked to describe what aspects of the mapping session could be improved:

- The action planning groups could be more structured and include more facilitator engagement to steer the conversation and help build consensus on the plans.
- More attention could be paid to the difficulty of working across counties. Callaway County cannot access many of the resources discussed.
- Important stakeholders were not in attendance.