

Investigations

Day 7 - Facilitator Guide



Understanding Affidavits

Probable Cause

Drafting the Flowers Affidavit

Reviewing Affidavits

Court Connection

Day 7:

Investigations Training Agenda

Tuesday	
9:00 – 9:30	Welcome
9:30 – 10:30	Understanding Affidavits
10:30 -10:45	Break
10:45 – 12:00	Probable Cause
12:00 – 1:00	Lunch Break
1:00 – 2:15	Drafting the Flowers Affidavit
2:15 - 2:30	Break
2:30 – 3:30	Reviewing Affidavits
3:30 – 4:00	Court Connection Wrap Up and Review

Before You Train

Facilitator Resources – Day 7

Materials and Handouts

- Name Tents
- Markers, Pens, Highlighters
- Sticky Notes
- Giant Sticky Note Pad
- Printed Participant Manuals
- Blank paper

DCFS Entry Level Competencies

- | | | |
|---------|---------|---------|
| • 100-1 | • 101-7 | • 102-8 |
| • 100-2 | • 102-1 | • 104-2 |
| • 101-4 | • 102-4 | • 104-4 |
| • 101-5 | • 102-5 | |

DCFS Forms and Publications

- CFS-411 Affidavit

DCFS Policy And Internal Procedures

- Arkansas Juvenile Code, Ark. Code Ann. § 9-35-321, 9-35-305, 9-35-306, 9-35-310
- Internal Procedure 403.12(I) (Protective Custody of Child in Immediate Danger)
- DCFS Policy Manual 9 CAR § 40-313, 40-712

Day 7 Sources

- *Ark. R. Evid. 801(c).* <https://arcourts.gov/> (*Opinions, Court Rules and Administrative Orders > Court Rules > Arkansas Rules of Evidence > Rule 801. Definitions.*)

Investigations Specialty Training



MidSOUTH
COLLEGE OF BUSINESS, HEALTH,
AND HUMAN SERVICES
UNIVERSITY OF ARKANSAS AT LITTLE ROCK

Day 7

WEEK 8, DAY 7 – INVESTIGATIONS SPECIALTY TRAINING



UNDERSTANDING AFFIDAVITS & LEGAL SUFFICIENCY

UNDERSTANDING AFFIDAVITS & LEGAL SUFFICIENCY

Introducing Affidavit Development



INTRODUCTION TO AFFIDAVIT DEVELOPMENT

Time: 10 minutes

Purpose: Introduce affidavits as a critical legal document and frame the day's work using the Flowers case to build a complete training affidavit

Say:

Previously, we discussed how investigations progress toward court involvement, permanency planning, and ongoing legal action following removal. Today, we are shifting to the documentation that supports those legal processes.

Affidavits are among the most important legal documents that Specialists contribute to in court proceedings. Courts, OCC, supervisors, and Division partners rely heavily on affidavits to answer the questions:

- *What occurred during the investigation?*
- *What safety threats were identified?*
- *What actions were taken?*
- *Why was removal or court action necessary?*
- *What probable cause supports continued legal involvement?*

Paraphrase:

Throughout today, we will use the Flowers case to progressively build a complete training affidavit. Rather than simply discussing affidavit concepts, you will actively organize chronology, document escalating concerns, support probable cause, and strengthen legal documentation using information gathered throughout the investigation.

As we move through the day, we will focus on:

- Legal sufficiency
- Chronology organization
- Factual documentation
- Supporting probable cause
- Professional legal writing
- Identifying weak or unsupported language
- Strengthening documentation for court progression

Target Outcomes



- Understand how affidavits support probable cause, court action, and ongoing legal progression.
- Apply legal sufficiency expectations to factual, organized affidavit drafting.
- Assess whether documentation clearly supports safety threats, chronology, and probable cause.

TARGET OUTCOMES

Time: 2 minutes

Purpose: To introduce participants to affidavit structure, legal sufficiency expectations, probable cause support, and the role investigative documentation plays in court progression and legal decision-making

Say:

This section begins by helping you understand what makes an affidavit legally sufficient and why the quality of documentation continues to affect cases long after removal.

Paraphrase:

By the end of this section, Social Services Specialists will be able to:

- Understand how affidavits support probable cause, court action, and ongoing legal progression.
- Apply legal sufficiency expectations to factual, organized affidavit drafting.
- Assess whether documentation clearly supports safety threats, chronology, and probable cause.



Building Documentation That Supports Court Action



BUILDING DOCUMENTATION THAT SUPPORTS COURT ACTION

Time: 15 minutes

Purpose: To help participants understand the core components of legally sufficient affidavits and how factual, organized documentation supports probable cause and court progression

Participant Manual: Flowers Affidavit Drafting Packet

Say:

Before we begin drafting, we first need to understand what courts and legal staff consider when determining whether an affidavit is legally sufficient. We will progressively build towards a fully completed training affidavit.

Activity Set Up:

1. Ask participants to follow along using the Flowers Affidavit Drafting Packet in their Participant Manuals.
2. Review: core components of a legally sufficient affidavit, why chronology and factual documentation matter, and how affidavits support probable cause and court action.
3. Discuss: what courts and OCC rely on, why organization and specificity matter,

and how weak documentation can affect legal progression.

4. Begin identifying what information from the Flowers case would need to appear in an affidavit.

Say:

A legally sufficient affidavit does more than summarize an investigation. It clearly explains the progression of events, identifies the safety threats that developed, documents actions taken by the Division, and supports the conclusion that court involvement or removal became necessary. Courts and OCC rely heavily on affidavits to understand not only what happened, but also why the Division believed immediate legal action was required.

Strong affidavits are built on:

- ***Organized chronology.***
- ***Factual documentation.***
- ***Clear observations.***
- ***Corroborated information.***
- ***Specific safety threats.***
- ***Accurate timelines.***
- ***Professional, objective language.***

Paraphrase:

Affidavits must clearly connect investigative information to probable cause. This means Specialists must demonstrate how escalating concerns, failed interventions, caregiver actions, or ongoing safety threats created conditions requiring court involvement or protective custody action.

In the Flowers case, legal sufficiency would likely depend on clearly documenting the escalating supervision concerns, the failed safety planning efforts, the attempts to manage threats prior to removal, the caregiver's attempt to flee with the children, ongoing concerns about caregiver functioning and stability, and the overall progression from initial report to protective custody action.

Affidavits should avoid language that weakens legal credibility — unsupported conclusions, assumptions, emotional or exaggerated wording, vague descriptions, missing chronology, or contradictory information. Ultimately, a court should be able to read the affidavit and clearly understand what happened, when it happened, why it mattered, what safety threats existed, and why Division action became necessary. Throughout today, we will continue building these concepts into the full Flowers training affidavit.

Facilitator Question: (ask the following and validate responses)

- Why is chronology important within an affidavit?

Facilitator Answer:

- Clear chronology and timelines help establish the escalating supervision concerns and failed safety planning that support the case.

Facilitator Question:

- What concerns in the Flowers case would likely carry the greatest legal significance?

Facilitator Answer:

- Escalating supervision concerns, failed safety planning, and flight risk behaviors, supported by corroborated information and objective, factual documentation.

Key Points: (ensure these are covered)

- Legally sufficient affidavits clearly organize factual investigative information.
- Chronology and probable cause must be clearly connected.
- Courts and the OCC rely heavily on the quality of affidavits.
- Weak documentation may impact legal progression and credibility.

The Legal Framework of Affidavits & Court Proceedings

Who Does What: You're the fact-finder who gathers and swears to the facts in the affidavit. OCC uses those facts to file the formal petition.

Proving Your Case: Legal action requires concrete, observable facts proving a child is in immediate danger, never just a "vibe" or a gut feeling.

Your Sources Matter: Clearly separate what you saw firsthand from what others told you.

THE LEGAL FRAMEWORK OF AFFIDAVITS AND COURT PROCEEDINGS

Time: 20 minutes

Purpose: To define the legal standards and instruments that govern child protection cases and clarify the Specialist's role in the legal pipeline

Say:

Before we practice writing, we must understand the "law of affidavits." An affidavit is not just a form; it is a formal legal document where a Specialist makes statements of fact under oath.

Note that under Ark. Code Ann. § 9-35-310(e), probable cause hearings are classified as miscellaneous proceedings, meaning the strict Arkansas Rules of Evidence—including the hearsay rule—do not apply. However, distinguishing between what you know personally and what you heard from others remains vital so the court can properly assess the reliability of your facts.

Paraphrase:

Understanding the Legal Pipeline

- **The Specialist's Role:** The Specialist is the "fact-finder." You are responsible for immediately collecting, verifying, and documenting the facts of an investigation. Per **Internal Procedure 403.12.I**, the Specialist must prepare an affidavit immediately and submit it to the division's legal staff.

- **The OCC's Role:** The **Office of Chief Counsel (OCC)** acts as the division's attorney. They use the facts you provide in your affidavit to draft and file the formal Petition with the court.

Glossary of Legal Instruments

- **Petition:** The formal legal document filed with the circuit clerk to commence a proceeding and bring a family under the court's jurisdiction.
- **Ex Parte / Emergency Order:** An urgent order issued by a judge (often without prior notice to the parents) when there is probable cause to believe immediate emergency custody is necessary to protect a child from imminent danger.
- **Affidavit of Facts:** The sworn document that supports the Petition by providing the specific evidence needed for the judge to grant an order.

Facilitator Question: (ask the following and validate responses)

- What formal legal document must you prepare immediately to state investigative facts under oath?

Facilitator Answer:

- The Affidavit (CFS-411)

Facilitator Question:

- What formal document does OCC file with the circuit clerk to officially kick off the court proceedings?

Facilitator Answer:

- The Petition

Facilitator Question:

- Finally, if Probable Cause exists, what urgent order does the Judge issue to protect a child in immediate danger?

Facilitator Answer:

- Ex Parte / Emergency Order

Paraphrase:

Defining the Standard: Probable Cause

Probable Cause is the legal threshold required to remove a child or initiate court action. It is not a "vibe" or a "feeling of instability".

- **Legal Definition:** A reasonable belief, based on factual evidence, that a child is in imminent danger or has been maltreated.
- **The Burden of Proof:** In emergency hearings, the Division must prove by a

preponderance-of -the-evidence that probable cause exists to continue an emergency order.

- **Example of Fact-Checking Observations:**

- **Vague Observation:** "The home environment seemed unstable, and Mom appeared out of it."
- **Factual Statement (Probable Cause):** "The Specialist observed Mom slurring her speech and unable to maintain her balance while standing. A two-year-old child was found playing unsupervised within five feet of an unfenced, in-ground swimming pool".

Say:

We've learned that Probable Cause is a reasonable belief based on factual evidence, not a 'vibe' or a gut feeling. I'll read a statement. Give me a thumbs up if it's a fact a judge can act on, or a thumbs down if it's just a vibe (gut feeling).

- "The mother seemed very unstable and out of it."
 - Response: THUMBS DOWN (Vibe)
- "The Specialist observed the mother slurring words and unable to stand."
 - Response: THUMBS UP (Fact)
- "The home is a total disaster and unsafe for a child."
 - Response: THUMBS DOWN (Vibe)
- "The Specialist observed five piles of dog feces and broken glass on the nursery floor."
 - Response: THUMBS UP (Fact)

Paraphrase:

Evidence: Personal Knowledge vs. Hearsay

To be legally sufficient, an affidavit must identify the source of its information.

- **Personal (Firsthand) Knowledge:** Facts the Specialist directly saw, heard, or measured themselves (e.g., "I observed a three-inch linear bruise on the child's left forearm").
- **Hearsay:** Statements made to the Specialist by third parties (neighbors, teachers, or doctors).
- **How to Document Hearsay:** Do not state a third-party's claim as an absolute fact.

Attribute the statement to the source:

- **Incorrect:** "The child arrived at school with a bruise caused by the father."
- **Correct:** "Teacher Jane Doe stated that the child arrived at school with a bruise and told her, 'Daddy hit me with a belt'".

Say:

Now, as you know, the Division is prohibited from releasing any data that would identify the person who made the report to the Hotline unless a court of competent

jurisdiction specifically orders its release. Even when records are released to the family (the alleged offender) or to their attorney, the reporter's name must be redacted. Because the family is served with a copy of the petition and the supporting affidavit, naming the reporter in that document would violate this confidentiality.

However, while you must protect the identity of the "reporter," you are required to name witnesses and collateral contacts in an affidavit to ensure it is "legally sufficient." Courts and the Office of Chief Counsel (OCC) rely on the specificity and corroboration found in the affidavit to establish probable cause.

Facilitator Note:

- According to Arkansas Rule of Evidence 801(c), hearsay is “a statement, other than one made by the declarant while testifying at the trial or hearing, offered in evidence to prove the truth of the matter asserted.”

Say:

Your Affidavit must show the court exactly where your information came from. I'll read a statement and you will answer: is this personal knowledge (what you saw/heard/measured) or Hearsay (what someone else told you)?

- "I observed a three-inch bruise on the child's right shoulder."
 - Answer: PERSONAL KNOWLEDGE
- "The neighbor, Mr. Smith, stated he heard screaming from the apartment at 2:00 AM."
 - Answer: HEARSAY
- "I smelled a strong odor of natural gas upon entering the kitchen."
 - Answer: PERSONAL KNOWLEDGE

Now, think about this statement: 'The father hits the child with a belt.'

Facilitator Question:

- How do we rewrite that to be legally sufficient so a judge can actually use it?

Facilitator Answer:

- "Teacher Jane Doe stated the child told her, 'Daddy hits me with a belt.'"

Paraphrase:

- **One last question for the group:** Why does it matter so much that we name the neighbor or the teacher who gave us that information?
- **Answer:** Even though the Rules of Evidence and the hearsay rule do not apply at a probable cause hearing under Ark. Code Ann. § 9-35-310(e), judges still need to know exactly who provided the information.

This specificity allows the court to evaluate the credibility and reliability of the facts, ensuring there is a robust 'reasonable belief' of imminent danger to support the emergency order.

Key Points: (ensure these are covered)

- The Specialist's responsibility is collecting and swearing to the facts, while the OCC Attorney uses those facts to draft the formal legal petition.
- Probable cause requires documented, factual evidence of imminent danger—never vague impressions or gut feelings about "instability."
- Affidavits should clearly distinguish between personal knowledge (what the Specialist directly observed) and third-party statements. Even though hearsay is legally admissible at a probable cause hearing under § 9-35-310(e), attributing third-party information to its specific source is essential for establishing its reliability to the judge

Source(s):

- *Arkansas Juvenile Code, Ark. Code Ann.*
 - § 9-35-321, 9-35-305, 9-35-306, 9-35-310
- *Ark. Div. of Children & Family Servs., Family Services Policy and Procedure Manual (Updated 7-29-26)*
 - *Internal Procedure 403.12(I) (Protective Custody of Child in Immediate Danger).*
- *DCFS Policy Manual (Updated 7-1-26)*
 - 9 CAR § 40-313, 40-712
- *Ark. R. Evid. 801(c).* <https://arcourts.gov/> (Opinions, Court Rules and Administrative Orders > Court Rules > Arkansas Rules of Evidence > Rule 801. Definitions.)



Facts vs Conclusions in Legal Documentation

FACTS VS CONCLUSIONS IN LEGAL DOCUMENTATION

Time: 18 minutes

Purpose: To help participants distinguish between factual documentation and unsupported conclusions while strengthening objective, legally defensible affidavit writing practices

Participant Manual: Flowers Affidavit Drafting Packet – Facts vs Conclusions Section

Say:

Now that we've discussed what makes documentation legally sufficient, let's examine one of the biggest issues that impacts affidavit quality. The difference between factual documentation and unsupported conclusions.

Activity Instructions:

1. Ask Participants to reference the Facts vs Conclusions section within the Flowers Affidavit Drafting Packet.
2. **Review:** examples of factual documentation vs. unsupported conclusions, why objectivity matters in legal documentation, and how unsupported language affects court credibility.
3. **Discuss:** how Specialists can strengthen documentation through observations

and chronology, why courts require factual support over assumptions, and how wording choices can affect legal interpretation.

4. **Identify:** what language from the Flowers case would need factual support, and what statements might weaken legal sufficiency if unsupported.

Paraphrase:

One of the most important skills in affidavit writing is distinguishing between factual documentation and unsupported conclusions. Courts rely on Specialists to provide objective, supportable information rather than personal opinions or assumptions about a family.

Factual documentation: Explains what was observed, what actions occurred, what statements were made, what safety threats were identified, and what chronology supports escalation or probable cause.

Unsupported conclusions: Often occur when Specialists assume intent or motivation, use emotional language or exaggeration, make statements without factual support, or summarize concerns without explaining the underlying facts.

Example: Saying "the caregiver attempted to leave with the children after protective custody discussions began" is factual because it describes an observable action that is chronologically connected. However, saying "the caregiver does not care about the children" would likely be considered an unsupported conclusion because it assumes motive or intent without factual evidence. Strong legal documentation allows the court to reach conclusions based on clearly documented facts rather than relying on emotional or subjective wording from the Specialist.

In the Flowers case, Specialists would need to clearly document which supervision concerns occurred, which safety planning efforts failed, which actions escalated concerns, which observations supported probable cause, and which chronology demonstrated increasing safety threats. This strengthens both legal sufficiency and court credibility because the affidavit remains organized, factual, and supportable throughout the progression of the case.

Facilitator Question: (ask the following question and validate responses)

- Why are unsupported conclusions risky within affidavits?

Facilitator Answer:

- Unsupported conclusions weaken legal credibility.
- Courts require factual support and objective documentation.

Facilitator Question:

- Why is chronology important when documenting escalating concerns?

Facilitator Answer:

- Chronology helps explain escalation and probable cause.

Say:

We should recognize that courts interpret affidavits differently than internal case discussions, that factual documentation supports defensibility, and that professional wording strengthens legal sufficiency. Now let's shift into identifying the types of wording, organization issues, and documentation practices that may weaken an affidavit and create problems during court proceedings.

Key Points: (ensure these are covered)

- Factual documentation focuses on observations, actions, and chronology.
- Unsupported conclusions weaken legal credibility.
- Professional wording strengthens legal sufficiency
- Courts rely on objective, supportable documentation.

What Weakens An Affidavit?

WHAT WEAKENS AN AFFIDAVIT?

Time: 18 minutes

Purpose: To help participants identify documentation practices, wording issues, and organizational problems that may weaken affidavits and impact court credibility

Participant Manual: Flowers Affidavit Drafting Packet – Reviewing & Strengthening Documentation Section

Activity Instructions:

- Have participants pair up with a partner at their table. This is a facilitated verbal discussion activity with no additional written component.
- With a partner, participants should discuss:
 - What types of documentation weaknesses could create concerns during court proceedings?
 - What affidavit problems may impact legal credibility?
 - What information gaps could weaken probable cause support, considering issues like missing chronology, unsupported conclusions, vague wording, contradictory information, missing safety threat documentation, lack of corroboration, poor organization, or incomplete investigative progression?

- Each pair should be ready to share one weakness they believe could significantly impact court progression and explain why.

Paraphrase:

Even when serious safety concerns exist, weak documentation can still create significant legal problems. Courts rely heavily on affidavits to understand why the Division believed court action or removal became necessary. If chronology is unclear, important information is missing, or documentation lacks factual support, it may weaken legal sufficiency and create concerns regarding credibility.

Strong affidavits not only explain what happened, but they also clearly demonstrate:

- How concerns escalated.
- What safety threats existed?
- What interventions were attempted?
- Why removal or court involvement became necessary.
- How chronology supports probable cause.

Common issues that weaken affidavits include: vague or overly general wording, missing investigative chronology, unsupported assumptions, contradictory information, incomplete documentation of safety threats, missing corroborating information, and a lack of clarity regarding failed interventions or reassessment efforts.

In the Flowers case, weak documentation could significantly affect how the court understands the escalating supervision concerns, the failed safety planning efforts, the progression toward removal, the seriousness of the caregiver attempting to flee with the children, and ongoing concerns about caregiver functioning and stability. This discussion is designed to help participants recognize how documentation weaknesses may affect probable cause, legal credibility, permanency decisions, and long-term court progression.

Facilitator Question: (ask the following question and validate answers)

- How can vague wording create problems within affidavits?

Facilitator Answers:

- Participants may point to missing chronology, unsupported assumptions, contradictory statements, or weak organization as key concerns.

Facilitator Question:

- How could weak documentation affect probable cause or permanency decisions?

Facilitator Answers:

- Participants should recognize that documentation quality directly affects legal sufficiency, that courts rely heavily on chronology and factual support, and that weak documentation can undermine credibility and legal progress.

Facilitator Notes:

- Reinforce that strong investigations still require strong documentation and clarify that documentation weaknesses may affect long-term legal progression.
- Connect this discussion to the upcoming affidavit-drafting work, and keep the focus on legal credibility, organization, chronology, probable cause, and defensibility of the documentation.

Key Points: (ensure these are covered)

- Weak documentation may impact legal sufficiency and credibility.
- Chronology and specificity strengthen probable cause support.
- Corroboration and organization improve affidavit defensibility.
- Courts rely heavily on clear investigative progression and factual support.

The Flowers' Affidavit Assignment

THE FLOWERS' AFFIDAVIT ASSIGNMENT

Time: 15 minutes

Purpose: To prepare participants to progressively draft a complete training affidavit using the Flowers case while organizing chronology, identifying safety threats, and supporting probable cause

Participant Manual: Flowers Affidavit Drafting Packet

Say:

Now that we've examined what strengthens and weakens legal documentation, let's begin preparing to build the major sections of the Flowers training affidavit.

Activity Set-up:

1. Make sure participants have their Flowers Affidavit Drafting Packet and CFS-411 Affidavit template. This is a facilitated walkthrough discussion.
2. Review the major sections of the CFS-411 Affidavit and how investigative information will be organized throughout the day.
3. Identify what information from the Flowers case may support probable cause and removal rationale.
4. Discuss how chronology and escalation patterns shape affidavit structure, and

why safety threats and failed interventions must be clearly documented.

Paraphrase:

Now that we've discussed legal sufficiency, factual documentation, and common weaknesses in affidavits, we are ready to begin drafting the Flowers training affidavit. Throughout the remainder of the day, you will progressively organize and draft the major sections of a complete affidavit using the Arkansas DCFS CFS-411 Affidavit structure.

Rather than completing the affidavit all at once, we'll build it step-by-step throughout the day, focusing on chronology organization, escalating safety threats, failed interventions and safety planning, probable cause support, removal justification, factual legal documentation, and professional wording and organization.

- As you work through the Flowers case, think about how the court would interpret the progression of events.
- A strong affidavit should help someone unfamiliar with the family clearly understand what occurred, how the concerns escalated, what actions the Division attempted, why continued safety threats existed, and why removal or court involvement became necessary.
- Your affidavit draft should continue to develop as new discussions occur throughout the day.

Say:

By the end of today, you will have drafted a complete training affidavit that connects the investigative chronology, safety threats, escalating concerns, failed safety planning efforts, probable cause rationale, removal justification, and court progression support. This process is designed to mirror how Specialists often organize investigative information in real-world practice before court action occurs.

Facilitator Question: (ask the following question and validate answers)

- Why is chronology organization important before drafting?

Facilitator Answer:

- Chronology supports escalation and probable cause, and the organization improves legal clarity.

Facilitator Question:

- Why must failed interventions be clearly documented?

Facilitator Answer:

- Failed interventions explain why removal became necessary, and that removal

rationale must connect directly to investigative progression.

Key Points: (ensure these are covered)

- Affidavit drafting requires chronology, organization, and factual support.
- Escalating concerns and failed interventions must clearly support probable cause.
- Courts rely heavily on clear progression, investigative chronology, and organization.
- Affidavit drafting follows an organized progression rather than random documentation.
- Strong organization strengthens legal sufficiency and credibility.



ORGANIZING CHRONOLOGY & SUPPORTING PROBABLE CAUSE

ORGANIZING CHRONOLOGY & SUPPORTING PROBABLE CAUSE

Target Outcomes



- Understand how organized chronology supports probable cause and legal progression within affidavits.
- Apply investigative timelines, escalation patterns, and reassessment information to affidavit organization.
- Assess whether chronology clearly demonstrates escalating safety threats and supports removal rationale.

TARGET OUTCOMES

Time: 2 minutes

Purpose: To introduce participants to chronology organization, escalation patterns, and probable cause development within affidavits while preparing them to organize the investigative progression of the Flowers' case

Say:

Before organizing the Flowers chronology, let's first examine why chronology itself holds such significance in the progression of a court case and legal review.

Paraphrase:

By the end of this section, Specialists will:

- *Understand how organized chronology supports probable cause and legal progression within affidavits.*
- *Apply investigative timelines, escalation patterns, and reassessment information to affidavit organization.*
- *Assess whether chronology clearly demonstrates escalating safety threats and supports removal rationale.*



How Courts Interpret Investigative Progress



HOW COURTS INTERPRET INVESTIGATIVE PROGRESS

Time: 15 minutes

Purpose: To help participants understand how courts interpret chronology when evaluating escalation, decision-making, investigative actions, and removal progression within affidavits

Participant Manual: Flowers Affidavit Drafting Packet – Organizing Chronology Section

Activity Set Up

1. Facilitate a whole-group discussion, making sure participants reference the chronology section of the Flowers Affidavit Drafting Packet.
2. Discuss how courts evaluate investigative progression, how timing and sequencing influence legal interpretation, and how chronology demonstrates escalation and decision-making.
3. Review what chronology reveals about Division actions, how timelines support removal justification, and why gaps or sequencing problems can create legal concerns.
4. Identify the major progression points in the Flowers case timeline and the moments where investigative concerns significantly escalated.

Paraphrase:

When courts review affidavits, they are not simply reviewing a list of events. Courts are evaluating the progression of the investigation and determining whether the division's actions were reasonable, timely, and supported by the information available at each stage of the case.

Chronology helps the court understand:

- When concerns first emerged.
- How the Division responded.
- Whether concerns escalated over time.
- What interventions were attempted.
- What reassessment occurred.
- Why removal ultimately became necessary.

The sequence of events often matters just as much as the events themselves.

For example: An isolated supervision concern may be interpreted very differently than repeated supervision concerns occurring alongside failed safety planning efforts, escalating caregiver behavior, and increasing instability over time.

Chronology also allows the court to evaluate Division decision-making, whether investigative actions occurred in a timely manner, whether reassessments occurred as concerns escalated, whether interventions matched the seriousness of the threats, and whether removal decisions aligned with the investigative progression.

- Poor chronology organization can create confusion around escalation patterns, timing of Division action, safety threat severity, reassessment efforts, and removal justification.
- Strong chronology helps the court clearly follow the progression of risk, Division response, and legal necessity throughout the investigation.

In the Flowers case, chronology helps show how concerns evolved throughout the investigation; when supervision concerns intensified; how the Division attempted to manage threats prior to removal; what events increased urgency and reassessment needs; and how the situation progressed toward protective custody action.

Facilitator Question: (ask the following question and validate answers)

- Why might repeated concerns carry more legal significance than isolated incidents?

Facilitator Answer:

- Repeated concerns demonstrate escalation, and the chronology reveals reassessment and intervention efforts over time.

Facilitator Question:

- How can chronology demonstrate reassessment and escalating urgency?

Facilitator Answer:

- Gaps in timelines can create confusion or raise credibility concerns, and courts evaluate the timing and sequence of Division actions to assess the necessity of removal.

Facilitator Notes:

- Reinforce that chronology demonstrates progression, not just a list of events.
- Clarify to the participants that courts examine Division reasoning throughout investigations.
- Connect this discussion to the upcoming escalation and probable cause analysis.

Key Points: (ensure these are covered)

- Courts evaluate the investigative progression and the division's response.
- Sequence and timing influence legal interpretation.
- Chronology demonstrates escalation and reassessment.
- Poor organization may create confusion regarding the justification for removal and Division action.

Explaining Why Division Action Could No Longer Be Delayed

EXPLAINING WHY DIVISION ACTION COULD NO LONGER BE DELAYED

Time: 18 minutes

Purpose: To help participants analyze how escalating safety threats, changing caregiver behavior, and diminishing protective capacities contribute to probable cause and removal justification within affidavits

Participant Manual: Flowers Affidavit Drafting Packet – Supporting Probable Cause Section

Activity Instructions:

1. Facilitate a whole-group discussion, making sure participants reference the probable cause section of the Flowers Affidavit Drafting Packet.
2. Analyze which events in the Flowers case increased immediate child safety concern, what caregiver behaviors showed instability or reduced protective capacity, and what information likely shifted the case toward removal consideration.
3. Discuss how Specialists determine when safety threats can no longer be managed in the home, why probable cause must reflect current conditions rather than future predictions, and how escalating behavior increases legal urgency.

4. Identify the turning points in the investigation, the events that raised immediate safety concern, and the information that likely influenced the removal determination.

Say:

Probable cause is not based on a single concern alone. In many investigations, probable cause develops as Specialists observe increasing instability, worsening caregiver functioning, reduced protective capacity, or situations where previously attempted interventions are no longer sufficient to manage child safety.

- ***Within affidavits, Specialists must clearly explain what changed during the investigation, why the concerns became more urgent, how child vulnerability increased, why the Division's response escalated, and why the situation could no longer be managed safely in the home.***
- ***This requires demonstrating progression in conditions rather than simply listing concerns without context — courts often look at whether threats became more frequent, more severe, less manageable, more unpredictable, or more immediate.***

In the Flowers case, several developments likely increased legal urgency: the progression of supervision concerns over time, growing concerns about caregiver functioning and emotional stability, reduced confidence in the effectiveness of safety planning efforts, increased unpredictability in caregiver behavior, and the caregiver attempting to flee with the children during escalating Division involvement.

- ***These developments changed the legal posture of the case because they suggested that existing interventions may no longer have been sufficient to control immediate safety threats.***
- ***Probable cause documentation should help the court understand why Specialists believed the situation required immediate legal action at that specific point in time.***
- ***The affidavit should clearly demonstrate how the combination of child vulnerability, escalating threats, and changing conditions created circumstances requiring protective custody action.***

Facilitator Question: (ask the following question and validate answers)

- How can changing caregiver behavior affect probable cause?

Facilitator Answer:

- Increased unpredictability, diminishing effectiveness of interventions, and

heightened child vulnerability.

Key Points: (ensure these are covered)

- Probable cause often develops through escalating conditions over time.
- Child vulnerability and protective capacity influences removal determination.
- Affidavits must explain why safety threats became unmanageable.
- Courts evaluate why legal action became necessary at a specific point in time.

What Information Carries The Greatest Legal Significance?



WHAT INFORMATION CARRIES THE GREATEST LEGAL SIGNIFICANCE?

Time: 15 minutes

Purpose: To help participants evaluate which investigative details carry the greatest legal significance during affidavit preparation and how Specialists determine what information must be emphasized within court documentation

Participant Manual: Flowers Affidavit Drafting Packet – Identifying Legally Significant Information Section

Activity Set Up:

1. With a partner, Ask participants to discuss which details from the Flowers investigation would most influence judicial understanding of the case, what information would carry the greatest legal significance during probable cause review, and what investigative details deserve the strongest emphasis in the affidavit — considering things like child vulnerability, severity of conditions, pattern development, caregiver actions during the investigation, failed protective efforts, immediate safety implications, and anything affecting judicial confidence in in-home management.
2. Each pair should be ready to share the one investigative detail they believe carries the greatest legal significance, and explain why it would strongly

influence the court's interpretation or decision-making.

Say:

Not every investigative detail carries the same legal importance within an affidavit. One of the most important professional judgment skills that Specialists develop is determining which information most strongly influences a judge's understanding of the case.

Courts often focus most heavily on information that explains the child's immediate vulnerability, the severity of current conditions, caregiver behavior during escalating Division involvement, why safety threats could no longer be controlled in the home, and why the court should trust the division's recommendation.

- ***Some information may seem significant during the investigation but carry less legal weight in court documentation.***
- ***Other details become especially important because they demonstrate increasing instability, diminished protective capacity, escalating unpredictability, failure of protective interventions, or immediate concern for the child's well-being.***

Paraphrase:

In the Flowers case, the court would likely pay particular attention to the caregiver attempting to flee with the children, the progression of supervision-related concerns, behavioral changes during Division involvement, the inability to maintain child safety through less restrictive measures, and ongoing concerns about emotional functioning and caregiver stability.

This activity is designed to help you think critically about how Specialists determine which facts deserve the strongest emphasis during affidavit preparation. Effective affidavits do not simply include information; they organize and prioritize the information most relevant to judicial decision-making.

Facilitator Question: (ask the following question and validate answers)

- Which details from the Flowers case would likely influence a judge the most?

Facilitator Answer:

- Flight-related behavior, escalating instability, and child vulnerability concerns.

Facilitator Question:

- Why might some information carry greater legal significance than other details?

Facilitator Answer:

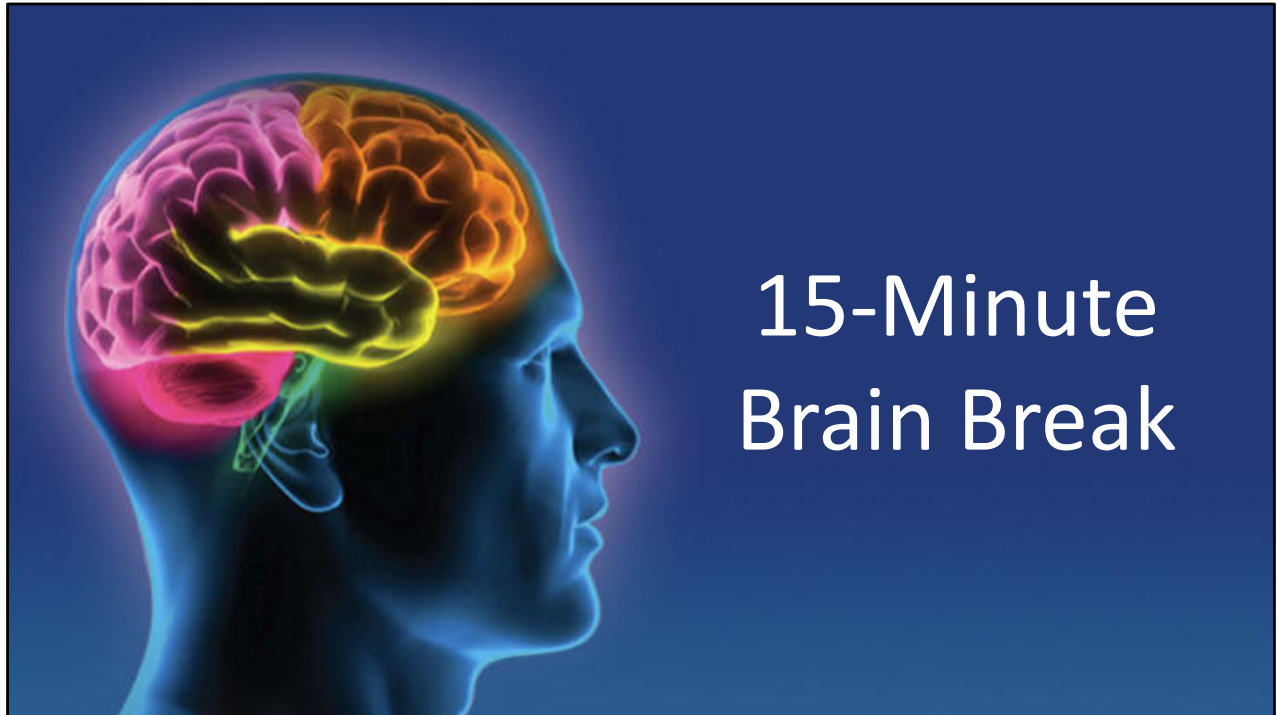
- Failed less-restrictive efforts, increased unpredictability, and caregiver functioning concerns carry more weight than routine observations.

Key Points: (ensure these are covered)

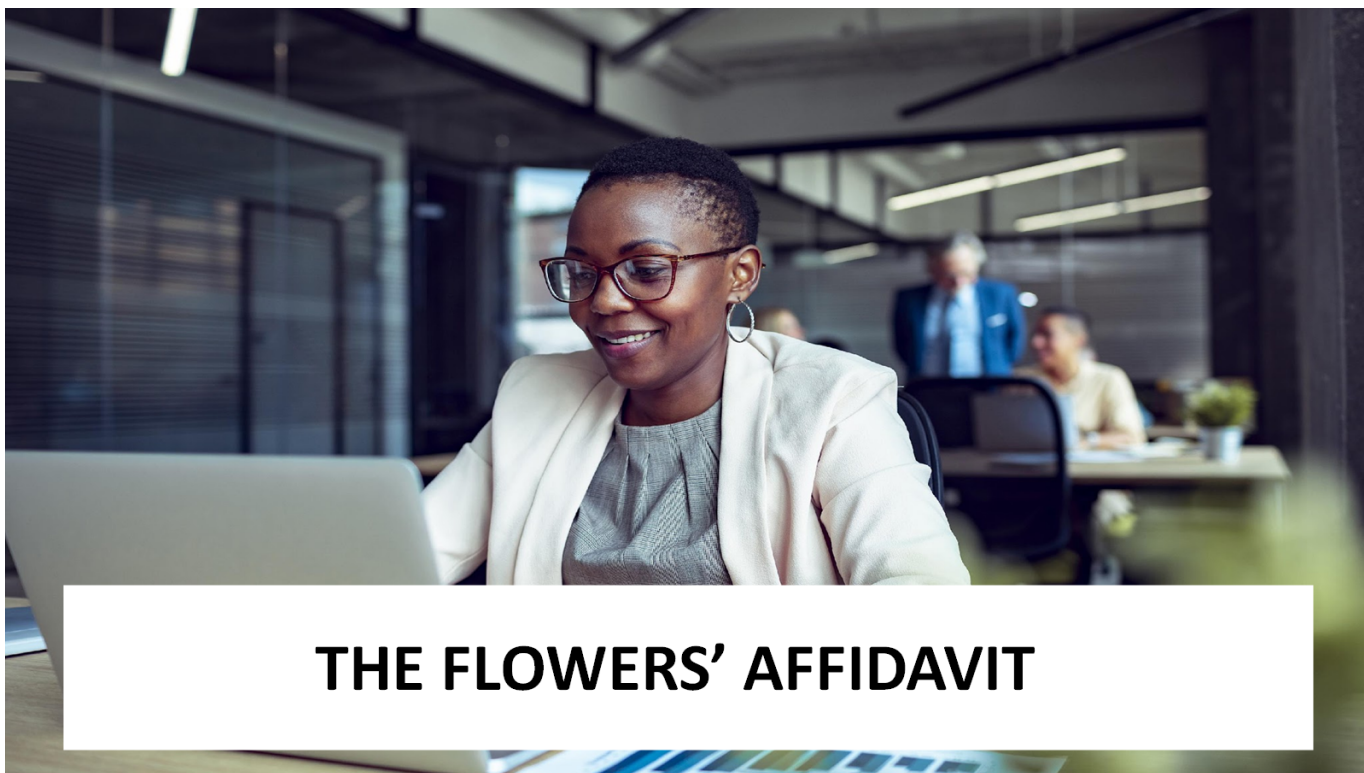
- Not all investigative details carry equal legal significance.
- Judicial focus often centers on vulnerability, escalation, and immediacy.
- Professional judgment helps determine what information requires the strongest emphasis.
- Effective affidavits prioritize legally meaningful information clearly and intentionally.

Say:

Now, let's close this section by preparing to transition from organizing information to actually drafting the major sections of the Flowers affidavit. We are going to take a 15-minute break, and when we return, we will begin building the affidavit itself by drafting a chronology, documenting escalating safety threats, and organizing probable cause information into legally defensible documentation.



15-MINUTE BREAK



THE FLOWERS' AFFIDAVIT

THE FLOWERS' AFFIDAVIT

Drafting the Flowers Affidavit



DRAFTING THE FLOWERS AFFIDAVIT

Time: 30 minutes

Purpose: Transition participants from analysis to active drafting, applying legal sufficiency, chronology, and escalation concepts to the CFS-411 template as they build the background, investigative chronology, safety threat documentation, and probable cause sections of the Flowers affidavit

Activity Set Up:

Have participants remain seated at their tables in the CHRIS Lab, with their Flowers' Affidavit Drafting Packet available and the CFS-411 Affidavit Template both physically present and displayed on their screens. Review the target outcomes with the group, then have participants prepare to begin drafting the major sections of the Flowers training affidavit.

Say:

Up to this point, we have focused on understanding legal sufficiency, organizing chronology, identifying escalating safety threats, and determining which investigative details carry the greatest legal significance. In this section, we are shifting from analysis to active drafting.

This portion of the day is designed to mirror how Specialists begin organizing information into formal legal documentation during actual court proceedings. Rather than discussing affidavit concepts in isolation, participants will now begin applying them directly to the Flowers affidavit.

As we move through this drafting process, the focus will shift toward:

- ***Structuring investigative narratives clearly.***
- ***Connecting investigative actions to child safety concerns.***
- ***Explaining why the Division response intensified.***
- ***Demonstrating how conditions evolved during the investigation.***
- ***Supporting removal decisions through organized factual documentation.***
- ***Building legally defensible probable cause statements.***

Facilitator Note:

- Participants will progressively draft the background and investigative context, the investigative chronology, documentation of escalating safety threats, information on failed interventions and safety planning, and the removal justification and probable cause support.
- Throughout the drafting process, the emphasis should remain on clarity, factual progression, and professional legal writing.
- Effective affidavits help courts understand not only what happened, but also how Specialists interpreted changing conditions and why legal action became necessary at that stage of the investigation.

Target Outcomes



- Understand how investigative progression is translated into formal legal documentation.
- Apply chronology, escalation patterns, and factual documentation practices to affidavit drafting.
- Assess whether drafted language clearly explains Division action, safety concerns, and removal rationale.
- Ensure drafting remains objective, structured, and legally defensible.

TARGET OUTCOMES

Time: 2 minutes

Purpose: To prepare participants to begin drafting the major sections of a legally sufficient affidavit using the Flowers' case while applying chronology organization, factual documentation, and probable cause support

Say:

Before drafting the more critical probable cause sections, let's begin by examining how strong affidavits establish investigative context and clearly and professionally organize the opening chronology.

By the end of this section, you will:

- *Understand how investigative progression is translated into formal legal documentation.*
- *Apply chronology, escalation patterns, and factual documentation practices to affidavit drafting.*
- *Assess whether the drafted language clearly explains the Division action, safety concerns, and removal rationale.*
- *Ensure drafting remains objective, structured, and legally defensible.*

Establishing Investigative Context For Court

ESTABLISHING INVESTIGATIVE CONTEXT FOR COURT

Time: 20 minutes

Purpose: To help participants draft organized background and chronology sections that establish investigative context, explain Division involvement, and clearly introduce the progression of the Flowers investigation

Participant Manual: Flowers Affidavit Drafting Packet – Introduction / Background & Investigative Chronology Sections

Activity Instructions:

1. Have participants work independently or with a partner, with their Flowers' Affidavit Drafting Packet and the CFS-411 Affidavit Template available (both in physical and on-screen formats).
2. Begin drafting the introductory affidavit language, investigative background information, and opening chronology sections, focusing on clearly establishing the investigative context, logically introducing Division involvement, organizing events in a clear sequence, and maintaining a professional legal tone.
3. Include the initial report information, opening investigative actions, early concerns identified, and key progression points leading further into the investigation.

4. Be ready to discuss how chronology structure influences readability, what information helps orient the court early in the affidavit, and what drafting choices improve clarity and flow.

Say:

The opening sections of an affidavit establish the foundation for everything that follows. These sections help orient the court to the investigation by introducing who became involved, why the Division responded, and how the investigation initially developed.

Strong opening chronology sections help the reader quickly understand:

- ***The origin of Division involvement.***
- ***The nature of the initial concerns.***
- ***The sequence of early investigative actions.***
- ***The developing context surrounding the family situation.***

This section is not intended to immediately argue for removal or legal action. Instead, it creates a structured narrative framework allowing the court to follow how the investigation unfolded over time.

Well-organized opening sections introduce concerns clearly without overloading unnecessary detail, present events in an understandable sequence, transition logically between investigative stages, identify relevant individuals and Division actions, and establish readability early in the affidavit.

In the Flowers case, the opening chronology should help establish how the report originated, what initial concerns drew the Division's attention, what early observations or information increased concern, how the Division's involvement progressed following initial contact, and what early actions were taken before escalation occurred.

Courts often form early impressions regarding documentation quality based on how clearly the opening sections are organized. Confusing chronology, abrupt transitions, or disorganized narrative structure may make the remainder of the affidavit more difficult to follow.

As you begin drafting, focus on creating a narrative structure that's clear, sequential, readable, professional, and easy for someone unfamiliar with the case to understand.

Facilitator Question: (ask the following question and validate responses)

- What information helps orient the court early in an affidavit?

Facilitator Answers:

- A clear investigative introduction, early identification of concerns, and organized Division actions.

Facilitator Questions

- How does narrative flow affect readability?

Facilitator Answers:

- Logical sequencing, structured narrative flow, and readable transitions between events.

Say:

- ***Now that we've established investigative context and early chronology structure, let's examine how Specialists document changing conditions, increasing instability, and escalating safety threats within the body of the affidavit.***

Key Points: (ensure these are covered)

- Opening chronology sections establishes investigative context.
- Narrative organization improves readability and clarity.
- Early affidavit structure helps orient the court to the investigation.
- Strong drafting supports flow and understanding throughout the affidavit.
- Courts need context before escalation analysis.
- Readability influences judicial understanding.
- Organized opening sections improve the affidavit's overall clarity.

Documenting Safety Threats & Escalating Concerns

DOCUMENTING SAFETY THREATS & ESCALATING CONCERNS

Time: 20 minutes

Purpose: To help participants draft affidavit language that clearly explains escalating safety threats, changing household conditions, and increasing child safety concerns requiring intensified Division response

Participant Manual: Flowers Affidavit Drafting Packet – Safety Threats & Escalating Concerns Section

Activity Instructions:

1. Have participants continue drafting affidavits at their computers, with the Flowers Affidavit Drafting Packet and the CFS-411 Affidavit Template available (physically or on-screen).
2. Draft affidavit language explaining the safety threats identified during the investigation, how household conditions changed over time, what developments increased child safety concerns, and why the division's concern intensified — focusing on specific observable conditions, behavioral escalation, child vulnerability, changes affecting protective capacity, and the connection between investigative observations and safety concerns.
3. Include escalating supervision concerns, behavioral instability, failed protective

efforts, increased unpredictability, and the events that increased immediate child safety concerns.

4. Be ready to discuss how escalating concerns should be documented clearly, what drafting choices strengthen the explanation of safety threats, and how Specialists explain changing conditions within affidavits.

Say:

As investigations progress, Specialists often observe changes in household functioning, caregiver behavior, supervision ability, or overall stability that increase concern for child safety. One of the most important functions of an affidavit is to clearly document how changing conditions affected Division decision-making over time.

Strong affidavits explain more than the mere existence of safety threats. They demonstrate:

- *How have conditions evolved?*
- *What became increasingly concerning?*
- *Why have protective efforts become less reliable?*
- *How was child vulnerability affected?*
- *Why did the division's concern intensify?*

This section of the affidavit should help the court understand the progression from manageable concern to immediate concern.

In the Flowers case, escalating concerns may include increasing supervision-related issues, difficulty maintaining stability within the home, reduced confidence in the caregiver's ability to consistently protect the children, escalating behavioral unpredictability, and events suggesting conditions were becoming increasingly difficult to manage safely.

When documenting an escalation, Specialists should avoid vague phrases such as "things got worse," "the home became unsafe," or "the caregiver was unstable." Instead, affidavits should explain what specifically changed, which behaviors or conditions increased concern, which observations affected the division's assessment, which developments heightened urgency, and how those developments impacted child safety.

Strong escalation documentation helps courts understand why Specialists believed the level of danger and unpredictability had changed enough to justify increased Division intervention or legal action.

Facilitator Question: (ask the following question and validate answers)

- What types of changes may indicate escalating child safety concerns?

Facilitator Answer:

- Increasing instability, reduced supervision reliability, and behavioral changes.

Facilitator Question:

- How can Specialists document escalation without using vague language?

Facilitator Answer:

- Specificity around failed protective efforts, escalating unpredictability, and heightened child vulnerability, rather than general statements.

Facilitator Notes:

- Reinforce that escalation documentation requires specificity and progression, and clarify that affidavits should explain changing conditions rather than vaguely summarize them.
- Connect this section directly to the probable cause and removal justification drafting, keeping the focus on escalation, specificity, child vulnerability, protective capacity, and legal clarity.

Say:

Now let's move into one of the most critical sections of the affidavit, clearly explaining why Division intervention escalated to removal and how probable cause supported that decision.

Key Points: (ensure these are covered)

- Escalating conditions must be clearly explained through observable developments within affidavits.
- Specific observations strengthen documentation quality.
- Child vulnerability influences the interpretation of safety threats.
- Courts evaluate how conditions changed over time.
- Strong drafting explains progression from concern to legal intervention.

Drafting Probable Cause & Removal Justification

DRAFTING PROBABLE CAUSE & REMOVAL JUSTIFICATION

Time: 20 minutes

Purpose: To help participants draft legally defensible probable cause and removal justification sections that clearly explain why protective custody action became necessary within the Flowers investigation

Participant Manual: Flowers Affidavit Drafting Packet – Probable Cause & Removal Justification Section

Activity Instructions:

1. Have participants continue drafting affidavit sections at their computers, with the Flowers Affidavit Drafting Packet and CFS-411 Affidavit Template available (physically or on-screen).
2. Draft affidavit language explaining why the division's response escalated to removal, why safety threats could no longer be managed in the home, what facts supported probable cause, and why immediate intervention became necessary — focusing on immediate child safety implications, failed less restrictive efforts, diminished protective capacity, escalating unpredictability, and the conditions requiring protective custody action.
3. Include the safety threats supporting removal, Division efforts prior to removal,

why alternatives were insufficient, events that increased urgency, and information supporting immediate legal action.

4. Be ready to discuss what makes removal justification legally defensible, how Specialists explain immediate concern within affidavits, and what information most strongly supports probable cause.

Paraphrase:

One of the most scrutinized sections of an affidavit is the explanation of why removal became necessary. Courts closely evaluate whether Specialists clearly documented:

- The immediate safety concerns present at the time of removal.
- Why could threats to safety not be managed safely through less restrictive means?
- What information supported urgent legal intervention?
- Why was protective custody action necessary at that specific point in time?

This section should demonstrate how the division's decision-making evolved in response to changing conditions during the investigation.

In the Flowers case, removal justification may involve escalating supervision concerns that continued despite intervention, diminishing confidence in the caregiver's ability to maintain safety, increasing unpredictability in caregiver behavior, events indicating a reduced ability to safely manage threats in the home, and the caregiver's attempt to flee with the children during escalating Division involvement.

This section should not read as though removal was predetermined from the beginning of the investigation. Instead, the affidavit should demonstrate how conditions evolved to the point where Specialists believed immediate protective custody action was necessary.

Facilitator Question: (ask the following question and validate answers)

- What information most strongly supports removal justification?

Facilitator Answer:

- Failed interventions, failed Immediate Safety Plan, flight-related behavior, and immediate child safety concern.

Facilitator Question:

- Why must affidavits explain why less restrictive efforts were insufficient?

Facilitator Answer:

- Escalating unpredictability, reduced protective capacity, and increased instability

and urgency as reasons less restrictive options were no longer viable.

Say:

Before lunch, let's close this drafting lab by reflecting on what parts of affidavit drafting felt strongest, what sections felt most challenging, and what documentation practices most improved legal clarity throughout the Flowers' affidavit.

Key Points: (ensure these are covered)

- Removal justification must explain why immediate intervention became necessary.
- Probable cause requires factual support tied to current conditions.
- Less restrictive efforts should be addressed when applicable.
- Strong drafting explains why threats became unmanageable within the home.
- Removal must be connected to evolving investigative conditions.
- Courts evaluate why intervention timing became necessary.
- Probable cause requires explanation of immediacy and safety concern.

Evaluation Clarity, Flow & Legal Readability

EVALUATION CLARITY, FLOW & LEGAL READABILITY

Time: 10 minutes

Purpose: To help participants reflect on affidavit readability, drafting structure, narrative flow, and legal communication effectiveness before transitioning into affidavit revision and strengthening work later in the day

Participant Manual: Flowers Affidavit Drafting Packet

Activity Instructions:

1. Facilitate a whole-group discussion where participants review the affidavit sections they've drafted.
2. Have participants reflect on which sections felt easiest to organize, which required the most thought or clarification, and what drafting choices improved readability and structure.
3. Discuss how legal audiences interpret written documentation differently from verbal explanations, why readability and organization affect overall affidavit effectiveness, and what writing habits may unintentionally create confusion in legal documents.
4. Have participants consider whether the affidavit currently flows logically from section to section, whether transitions between events feel understandable,

and whether the progression of the investigation is easy to follow.

Say:

Drafting legal documentation requires a different type of communication than most field conversations or case staffing discussions. During verbal conversations, Specialists can clarify details, answer questions, explain context, and expand on concerns in real time. Affidavits do not provide that opportunity. The written document must communicate the full investigative progression clearly on its own.

Because of this, readability becomes extremely important. Courts and attorneys often review large volumes of documentation within limited timeframes, so the structure of affidavits and the narrative flow significantly affect how information is understood.

As you reviewed your drafting today, you may have noticed some sections were easier to organize than others. Many Specialists find that chronological transitions can become difficult during fast-moving investigations. Important details can be accidentally buried in long narrative sections, dense wording can reduce readability, abrupt shifts between events can create confusion about the progression, and long explanations can weaken the impact of critical concerns.

- ***Strong affidavits guide the reader through the investigation in a way that feels structured, understandable, intentional, organized, and easy to follow from beginning to end.***
- ***This type of organization becomes especially important in complex cases where investigations involve multiple reassessments, changing conditions, or evolving Division response.***

After lunch, we will begin strengthening and refining the affidavit language by identifying wording issues, improving clarity, recognizing structural weaknesses, and evaluating how the documentation's quality may influence the court's interpretation and legal credibility.

Facilitator Question: (ask the following question and validate responses)

- What writing habits may unintentionally reduce clarity?

Facilitator Answer:

- Heavily dense wording and difficulty balancing detail with readability.

Facilitator Question:

- Why is narrative flow important within affidavits?

Facilitator Answer:

- Difficulty transitioning between events and challenges organizing evolving investigations are issues that narrative flow helps resolve.

Say:

We are now going to break for lunch. When we return, we will begin reviewing and strengthening the affidavit language by examining weaknesses in the documentation, improving clarity, and identifying issues that may affect legal interpretation and the court's credibility.

Key Points: (ensure these are covered)

- Legal documentation must communicate clearly without verbal explanation.
- Readability and structure influence judicial understanding.
- Narrative flow helps organize complex investigations.
- Effective drafting balances detail, organization, and clarity.
- Structure influences how information is interpreted.



LUNCH BREAK



REVIEWING & STRENGTHENING AFFIDAVITS

Reviewing & Revisiting the Flowers Affidavit



REVIEWING & REVISING THE FLOWERS AFFIDAVIT

Time: 20 minutes

Purpose: Shift participants from drafting to evaluation, guiding them to critically review their affidavit sections for clarity, structure, factual support, and completeness before final revision

Activity Set Up:

Have participants seated at their tables with their Flowers' Affidavit Drafting Packet available, reviewing the affidavit sections they've previously drafted. After the target outcomes are read, have participants prepare to analyze and revise the quality of their drafted sections.

Paraphrase:

During the first half of Day 7, participants focused on organizing investigative information and drafting the major sections of the Flowers' affidavit. This afternoon, the focus shifts from creation to evaluation and refinement. Strong legal documentation is rarely produced in a single draft.

Specialists must often review affidavits carefully to identify:

- Unclear wording.

- Weak transitions.
- Incomplete explanations.
- Missing context.
- Confusing structure.
- Statements requiring additional factual support.

Say:

This process is important because affidavits influence how legal professionals interpret the investigation, assess Division reasoning, and evaluate whether the documentation presents a reliable explanation of events and decision-making.

Throughout this section, participants will begin examining whether their affidavit sections communicate clearly, whether the investigative reasoning is understandable, whether transitions between events make sense, whether the wording accurately reflects the seriousness of the situation, and whether important context is missing or underdeveloped.

Target Outcomes



- Understand how revision improves legal communication and document reliability.
- Apply revision strategies to improve clarity, organization, and explanation within drafted affidavits.
- Assess whether affidavit language clearly communicates investigative reasoning and supporting context.
- Identify gaps, weak wording, and structural issues that affect legal audiences' understanding.

TARGET OUTCOMES

Time: 5 minutes

Purpose: To introduce participants to affidavit revision practices that strengthen clarity, strengthen legal communication, improve document reliability, and reduce issues that may negatively affect court interpretation

Say:

This section is not focused on changing investigative facts. Instead, the focus is on improving how those facts are communicated in the affidavit so that the document remains understandable, organized, and legally reliable for court review.

Paraphrase:

By the end of this section, Social Services Specialists will:

- Understand how revision improves legal communication and document reliability.
- Apply revision strategies to improve clarity, organization, and explanation within drafted affidavits.
- Assess whether the affidavit language clearly communicates investigative reasoning and supporting context.

- Identify gaps, weak wording, and structural issues that affect legal audiences' understanding.

How Documentation Quality Affects Court Interpretation

HOW DOCUMENTATION QUALITY AFFECTS COURT INTERPRETATION

Time: 18 minutes

Purpose: To help participants understand how wording choices, organization patterns, omitted context, and document presentation shape judicial interpretation of investigative information and Division credibility

Participant Manual: Flowers Affidavit Drafting Packet – Reviewing & Strengthening Documentation Section

Say:

Before revising specific sections of the Flowers affidavit, let's first examine how wording and document structure may influence how courts interpret investigative information and Division decision-making.

Facilitator Note:

Reinforce that strong affidavits often require thoughtful revision and clarify that revision improves communication rather than changing facts.

Activity Set Up:

1. Facilitate a whole-group discussion in which participants review their drafted

sections of the Flowers affidavit.

2. Review how document presentation affects interpretation, how wording choices influence judicial understanding, and how omitted context can alter how events are viewed.
3. Discuss how legal readers process investigative information, what makes documentation appear reliable and credible, and what writing patterns may unintentionally weaken interpretation.
4. Have participants evaluate whether their drafted sections clearly explain investigative reasoning, accurately reflect the seriousness of the investigation, and contain no unnecessary complexity or ambiguity.

Paraphrase:

Court interpretation is shaped not only by the facts within an affidavit, but also by how those facts are presented. Legal professionals often evaluate documentation through the lens of clarity, consistency, logic, and reliability. Because of this, the same investigative information may be interpreted differently depending on how it is communicated within the affidavit.

For example:

- Disorganized writing may create uncertainty regarding Division reasoning.
- Incomplete explanations may leave important decisions open to interpretation.
- Overly technical wording may reduce readability.
- Excessively broad statements may appear unsupported.
- Abrupt narrative shifts may make the progression of the investigation difficult to follow.

Say:

Courts often look for documentation that appears deliberate, consistent, thoughtfully organized, factually grounded, and internally coherent. Within the Flowers affidavit, interpretation may be influenced by how clearly the document explains why investigative concern increased over time, how Division decisions changed as circumstances evolved, why previous protective efforts became insufficient, how caregiver behavior affected Division assessment, and why legal intervention became necessary when it did.

Another important consideration is omitted context. Affidavits can unintentionally omit information that helps explain the division's reasoning, the timing of decisions, changes in assessment, the child's vulnerability, and escalating instability within the home.

Even when the facts themselves are strong, missing context may create confusion

regarding why certain actions occurred or why urgency increased.

Strong documentation helps the court follow the investigation in a way that feels logical, measured, and professionally reasoned from beginning to end.

Facilitator Question: (ask the following question and validate responses)

- How can wording choices affect judicial interpretation?

Facilitator Answer:

- Ambiguous wording, inconsistent tone, and unclear investigative reasoning as factors that can shift how a judge interprets the affidavit.

Facilitator Question:

- Why might missing context create confusion during court review?

Facilitator Answer:

- Missing explanations, a confusing structure, and poor transitions leave gaps in the understanding of the division's reasoning.

Say:

Now let's begin identifying specific affidavit issues that may reduce clarity, create confusion, or weaken the overall effectiveness of legal documentation during court review.

Key Points: (ensure these are covered)

- Court interpretation is influenced by presentation, organization, and internal consistency.
- Missing context can affect the understanding of Division reasoning.
- Effective documentation helps legal readers follow the progression of an investigation logically.

Revising Affidavit Language

REVISING & STRENGTHENING AFFIDAVIT LANGUAGE

Time: 20 minutes

Purpose: To help participants revise drafted affidavit language by improving precision, sentence construction, tone, transitions, and explanatory depth within legal documentation

Participant Manual: Flowers Affidavit Drafting Packet – Reviewing & Strengthening Documentation Section

Activity Instructions:

1. Have participants review their previously drafted affidavit sections, with the Flowers' Affidavit Drafting Packet available, for this facilitated revision discussion.
2. Have them identify sentences that feel unclear or overly broad, areas that need stronger transitions, language that could be more precise or concise, and sections that require better explanation or detail.
3. Revise for sentence flow, narrative transitions, precision of wording, professional tone, and clarity of explanation.
4. Have participants consider whether the affidavit reads smoothly from section to section, whether the wording accurately communicates investigative

seriousness, and whether important reasoning is fully explained.

5. Be ready to discuss which revisions most improved readability, which language changes improved professionalism, and which edits strengthened overall document quality.

Paraphrase:

Revision is not simply about correcting mistakes. In legal documentation, revision is often the process that transforms investigative information into a polished, professional, and persuasive document for court review. During revision, Specialists should examine how effectively the affidavit communicates the division's reasoning, the investigative progression, child safety concerns, the decision-making process, changes in household conditions, and the connections between events and the division's response.

One common issue within affidavits is language that feels either too broad or too abrupt. For example:

- Short, disconnected statements may make progression difficult to follow.
- Overly lengthy explanations may dilute important concerns.
- Weak transitions may interrupt narrative flow.
- Informal wording may reduce professionalism.
- Unclear phrasing may create ambiguity regarding meaning or seriousness.

Revision helps Specialists refine how the affidavit sounds to the reader. Strong legal documentation often feels deliberate, controlled, focused, professionally reasoned, and consistent in tone and structure. Revision also helps Specialists evaluate whether the affidavit communicates confidence and professionalism without appearing exaggerated, emotional, or unnecessarily aggressive. The goal is not to make the affidavit sound dramatic. The goal is to make the affidavit sound clear, reliable, and professionally reasoned for legal review.

Say:

Within the Flowers affidavit, revision may involve:

- ***Refining how investigative developments are explained.***
- ***Improving transitions between reassessment points.***
- ***Clarifying how Division response evolved.***
- ***Strengthening explanations surrounding caregiver behavior.***
- ***Improving readability within complex investigative sections.***

Facilitator Question: (ask the following question and validate responses)

- What types of wording may reduce professionalism within affidavits?

Facilitator Answer:

- Informal phrasing, repetitive wording, and ambiguous language.

Facilitator Question:

- How can transitions improve document flow?

Facilitator Answer:

- Strengthening weak transitions and addressing abrupt sentence structure can help resolve issues like overexplaining and improve overall readability.

Key Points: (ensure these are covered)

- Revision improves precision and professionalism.
- Strong transitions improve readability and flow.
- Tone and structure influence legal communication quality.
- Effective editing helps create clearer and more reliable documentation.



Evaluation of Revision Choices

EVALUATION OF REVISION CHOICES & LEGAL WRITING DECISIONS

Time: 20 minutes

Purpose: To help participants compare revision approaches, evaluate legal writing decisions, and determine how different editing choices affect clarity, emphasis, and overall affidavit effectiveness

Participant Manual: Flowers Affidavit Drafting Packet – Reviewing & Strengthening Documentation Section

Say:

Now, let's collaborate to compare revision strategies by discussing how different word choices and organizational structures can strengthen the affidavit's overall quality.

Activity Instructions:

- Have participants pair up with a partner at their table to compare selected sections from their drafted Flowers affidavits. This is a facilitated verbal discussion with no additional written component.
- With their partner, participants should discuss which revisions improved overall communication, what edits made information easier to understand, and what

wording choices created a stronger legal presentation.

- Have them evaluate sentence structure, explanatory depth, paragraph organization, section balance, placement of important details, and consistency of professional tone, considering whether key information gets appropriate emphasis, whether sections feel balanced or overloaded, and whether the document maintains steady progression without sounding repetitive.
- Each pair should be ready to share one revision choice that significantly improved affidavit quality and explain why it strengthened communication or legal readability.

Paraphrase:

Two affidavits may contain the same investigative facts but communicate them very differently, depending on how the information is organized and revised. Effective legal writing often depends on small drafting choices that influence emphasis, readability, balance, professional tone, and overall document cohesion. This activity focuses less on identifying mistakes and more on evaluating how revision choices shape the affidavit's final presentation.

For example:

- Moving a critical detail earlier within a paragraph may increase clarity.
- Breaking up dense sections may improve readability.
- Reorganizing investigative details may improve narrative balance.
- Adjusting sentence structure may create smoother progression.
- Removing unnecessary wording may strengthen focus and impact.

Say:

As you compare affidavit sections with your partner, pay attention to how the writing feels from the perspective of a legal reader reviewing the document for the first time. Strong affidavits often maintain steady pacing, logical paragraph development, appropriate emphasis on major concerns, a controlled, professional tone, and clear separation of investigative developments.

Facilitator Note:

- Within the Flowers affidavit, some sections may require stronger organization because the investigation involved multiple reassessment points, evolving Division response, changing household dynamics, escalating behavioral concerns, and a complex investigative progression over time.
- This discussion is designed to help participants recognize how revision decisions shape the overall effectiveness and professionalism of legal documentation.

Facilitator Question: (ask the following question and validate responses)

- How can paragraph organization affect readability?

Facilitator Answer:

- Better paragraph separation and improved sentence pacing make a document easier to follow.

Facilitator Question:

- What edits helped strengthen emphasis on major concerns?

Facilitator Answer:

- More effective placement of important information and stronger organization of details are key ways to emphasize major concerns.

Key Points: (ensure these are covered)

- Revision shapes how documentation feels to the reader, influencing pacing, emphasis, and readability.
- Organization influences how information is interpreted and emphasized.
- Effective legal writing balances detail with clarity.
- Small edits can significantly improve the clarity and professionalism of an affidavit.



Strengthening Legal Writing Through Revision & Review

STRENGTHENING LEGAL WRITING THROUGH REVISION & REVIEW

Time: 10 minutes

Purpose: To reinforce major concepts related to affidavit refinement, legal communication quality, revision strategy, and professional presentation before transitioning into the final review and wrap-up

Participant Manual: Flowers Affidavit Drafting Packet

Say:

Now, let's close this section by reflecting on the revision process and preparing to transition into the final affidavit review and wrap-up.

Activity Set Up:

- Facilitate a whole-group reflection discussion where participants review their revised affidavit sections.
- Have participants reflect on which revisions most improved affidavit quality, which writing adjustments strengthened communication, and which editing choices improved professionalism and readability.
- Discuss how revision changes the effectiveness of legal documentation, what challenges participants experienced during refinement, and what strategies

helped improve organization and presentation.

Say:

Throughout this section, we focused on how revision strengthens the overall effectiveness of legal documentation. Revising affidavits requires Specialists to think carefully about how investigative information is communicated, organized, and presented for legal review.

Many of the greatest improvements during revision are often not dramatic changes. Instead, affidavit quality is frequently strengthened through:

- ***Clearer explanation.***
- ***Better organization of information.***
- ***Improved pacing between sections.***
- ***More intentional paragraph structure.***
- ***Stronger sentence precision.***
- ***More consistent professional presentation.***

Paraphrase:

As Specialists continue to develop legal writing skills, revision becomes an important part of ensuring that documentation accurately and effectively communicates investigative reasoning. The revision process also helps Specialists identify areas that need stronger explanation, information that may feel disorganized, places where important details receive too little emphasis, and sections where readability may be difficult for legal audiences.

Strong legal documentation should feel organized without being overloaded, detailed without becoming confusing, professional without sounding overly technical, and structured to support a clear understanding from beginning to end. As we move into the final portion of Day 7, participants will continue refining their evaluation of the quality of the affidavit, legal communication, and overall document effectiveness in the Flowers affidavit.

Facilitator Question: (ask the following question and validate responses)

- What editing strategies improved readability most effectively?

Facilitator Answer:

- Stronger paragraph structure, improved organization, and better sentence precision.

Facilitator Question:

- How can an organization affect the strength of legal communication?

Facilitator Answer:

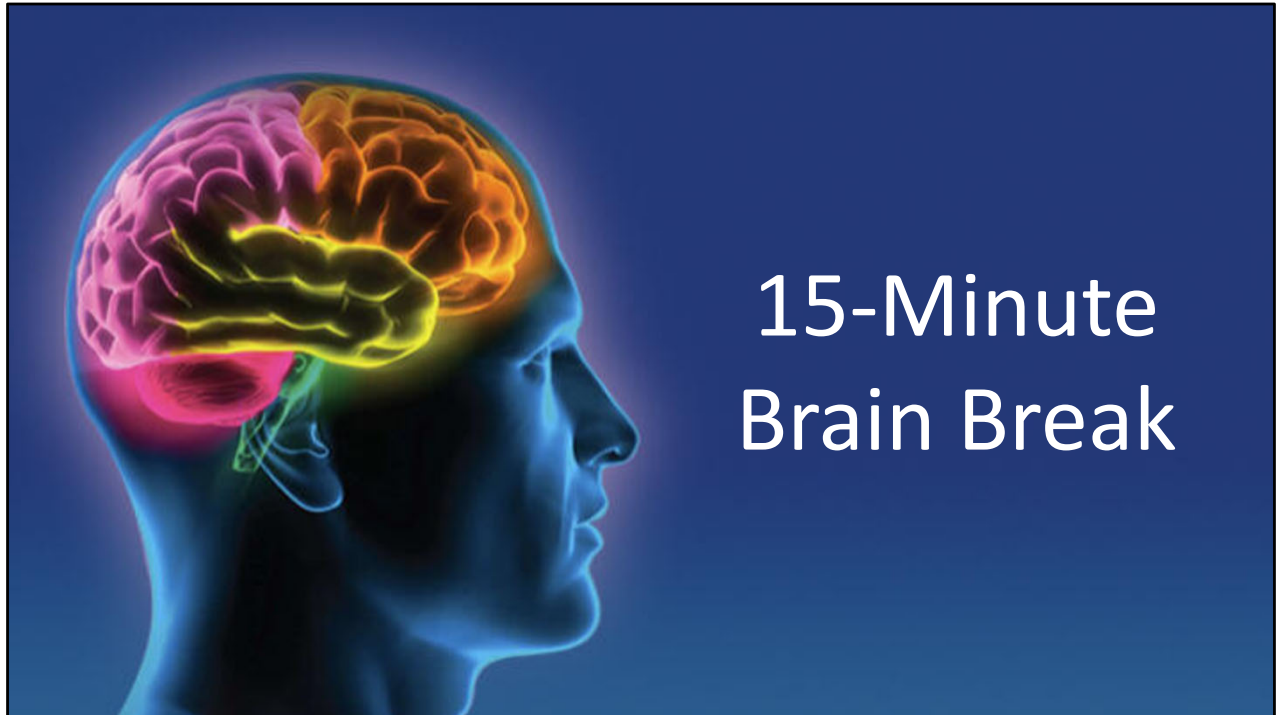
- Improved readability, more balanced detail, and clearer communication as outcomes of stronger organization.

Key Points: (ensure these are covered)

- Revision strengthens legal communication, presentation, and overall understanding.
- Organization and precision improve readability.
- Professional legal writing develops through review and refinement.

Say:

We are now going to take our final break of the day. When we return, we will move into the final review, reflection, and wrap-up of the affidavit, connecting today's work to future court preparation and legal practice expectations.



15-MINUTE BREAK



COURT CONNECTION

Affidavit Impact & Reflection



AFFIDAVIT IMPACT & REFLECTION

Time: 15 minutes

Purpose: Shift from drafting mechanics to broader reflection on how affidavit quality influences courtroom outcomes, professional credibility, and ongoing case progression beyond the initial court action

Activity Set Up:

- Have participants remain seated with their Flowers' Affidavit Drafting Packet available and retain their completed draft affidavit sections for discussion and reflection.
- Review the target outcomes with the group, then have participants prepare to reflect on their affidavit development, courtroom application, and expectations for future legal practice.

Say:

Throughout today, participants worked through the process of building, organizing, revising, and strengthening a full training affidavit using the Flowers case. This final section shifts away from drafting mechanics and focuses more broadly on how legal documentation impacts professional practice after the affidavit is completed.

Affidavits don't exist in isolation. They feed directly into court hearings, OCC review, supervisor consultation, judicial decision-making, permanency discussions, and ongoing case progression.

Because of this, affidavit quality shapes more than just the initial court action. It influences how Division actions are interpreted, how professional judgment is evaluated, how testimony holds up in court later, and how credibility is established with legal partners over time.

Target Outcomes



- Understand how affidavit quality influences courtroom preparation, legal collaboration, and professional credibility.
- Apply lessons learned from the Flowers affidavit process to future documentation practice.
- Assess how legal writing decisions affect long-term case understanding and court interpretation.
- Recognize that affidavits continue shaping legal and professional processes beyond initial court action.

TARGET OUTCOMES

Time: 5 minutes

Purpose: To transition participants from affidavit drafting and revision into broader professional application by connecting legal documentation quality to courtroom preparation, Division collaboration, professional credibility, and long-term case progression

Say:

This section asks participants to reflect on: what they learned through the affidavit process, what felt most challenging about legal writing, which drafting practices improved communication, and how documentation quality affects their professional responsibilities going forward. As we move toward Day 8, the training will continue to progress beyond written documentation and will begin focusing more directly on courtroom preparation, legal collaboration, and communicating investigative information within multidisciplinary and legal environments.

Paraphrase:

By the end of this section, Social Services Specialists will:

- Understand how affidavit quality influences courtroom preparation, legal

collaboration, and professional credibility.

- Apply lessons learned from the Flowers affidavit process to future documentation practice.
- Assess how legal writing decisions affect long-term case understanding and court interpretation.
- Recognize that affidavits continue to shape legal and professional processes beyond the initial court action.

How Affidavits Continue Impacting Cases After Court Action



HOW AFFIDAVITS CONTINUE IMPACTING CASES AFTER COURT ACTION

Time: 18 minutes

Purpose: To help participants understand how affidavits continue influencing Division decisions, legal positioning, professional accountability, and future case activity long after initial court hearings occur

Participant Manual: Flowers Affidavit Drafting Packet – Final Reflection Section

Say:

Before discussing courtroom preparation and legal collaboration more directly, let's first reflect on how the quality of an affidavit may continue to influence case progression long after the document itself is completed.

Activity Set Up:

Facilitate a whole-group discussion using participants' completed Flowers' affidavit drafts.

1. **Discuss:** How affidavits continue affecting cases after initial hearings, and how documentation may shape future legal and Division decisions.
2. **Consider:** Supervisor review, OCC prep, future hearings, permanency planning, placement decisions, subsequent testimony, and case transfer/continuity.

- 3. Reflect:** Why early documentation continues shaping case understanding later, and why thorough legal writing matters beyond the initial removal decision.

Say:

Many Specialists think of affidavits primarily in relation to initial court action, but legal documentation often continues to influence cases long after the first hearing.

Affidavits frequently become reference points during:

- *Ongoing legal proceedings.*
- *Case staffing discussions.*
- *Permanency planning conversations.*
- *Placement reviews.*
- *Subsequent court hearings.*
- *Testimony preparation.*
- *Supervisor and OCC consultation.*

Because of this, the affidavit often becomes part of the long-term narrative explaining how the Division initially understood the case and why specific actions were taken.

Legal professionals may revisit affidavits over time to evaluate how concerns were originally identified, what information guided Division decisions, whether documentation stayed consistent with later case developments, how investigative reasoning was explained, and whether key contextual information was captured accurately.

In the Flowers case, the affidavit could continue to influence future decisions involving ongoing court involvement, case planning discussions, evaluation of caregiver progress or regression, review of prior Division intervention efforts, and long-term understanding of the original safety concerns. This means legal documentation should not be viewed as temporary paperwork completed only for removal purposes. Instead, affidavits often become enduring parts of the case record that may shape how future professionals, attorneys, supervisors, and courts understand the case's history and progression.

Strong affidavits help preserve:

- *Context.*
- *Investigative reasoning.*
- *Decision-making rationale.*
- *Historical understanding.*
- *Continuity across changing stages of case involvement.*

Facilitator Question: (ask the following question and validate responses)

- How might affidavits continue influencing cases after the first hearing?

Facilitator Answer:

- Future hearings, permanency planning, testimony preparation.

Facilitator Question:

- How can documentation support continuity across changing stages of involvement?

Facilitator Answer:

- Supervisor consultation, placement review, ongoing legal interpretation.

Facilitator Notes:

- Connect this discussion to courtroom preparation and legal collaboration concepts.
- Keep focus on: long-term influence, continuity, historical understanding, professional accountability, and case progression.

Key Points: (ensure these are covered)

- Affidavits remain part of the long-term case record and continue influencing cases beyond initial hearings.
- Strong legal writing supports continuity, historical understanding, and future interpretation of the case.
- Documentation may later affect legal, supervisory, and permanency-related decisions.



Legal Collaboration

COURTROOM COMMUNICATION, LEGAL COLLABORATION & PROFESSIONAL CREDIBILITY

Time: 18 minutes

Purpose: To help participants understand how affidavit preparation connects to courtroom communication, collaboration with legal professionals, and the development of professional credibility during legal proceedings

Participant Manual: Flowers Affidavit Drafting Packet – Final Reflection Section

Say:

Now, let's shift into discussing how affidavit preparation connects directly to courtroom communication, legal collaboration, and professional credibility once Specialists begin participating in legal proceedings.

Activity Instructions:

Facilitate a whole-group discussion using participants' completed Flowers' affidavit drafts.

1. **Discuss:** How Specialists may rely on affidavits during courtroom participation, how legal professionals evaluate Specialist preparedness and communication, and how documentation supports professional credibility during proceedings.

2. **Consider:** Communication with OCC, responding to attorney questions, explaining investigative decisions, maintaining professionalism during testimony, preparing for judicial review, and consistency between documentation and verbal explanation.
3. **Reflect:** How affidavit preparation affects confidence during legal involvement, and what professional habits strengthen legal collaboration and courtroom communication.

Say:

Affidavits often become one of the primary documents Specialists rely on when preparing for courtroom participation and collaboration with legal professionals. Once court involvement begins, Specialists may be expected to discuss investigative decisions, explain the division's response, and answer questions about the case's progression.

As a result, the preparation of affidavits directly affects how Specialists communicate in legal environments.

Paraphrase:

Courtroom communication requires Specialists to explain investigative actions clearly, discuss decision-making professionally, respond thoughtfully to questions, maintain consistency between written and verbal information, demonstrate familiarity with the case's progression, and communicate calmly under pressure.

Legal professionals frequently evaluate whether Specialists appear prepared, organized, familiar with the investigation, professional in their communication, consistent in their explanations, and able to clearly explain Division reasoning.

Within the Flowers case, courtroom communication could involve explaining why certain investigative decisions were made, how Division concerns developed throughout the investigation, what factors influenced the protective custody action, why alternative interventions became less appropriate, and how Specialists assess changing household conditions.

Strong affidavit preparation often improves courtroom confidence because Specialists already have a structured understanding of:

- Investigative progression.
- Decision-making rationale.
- Significant developments.
- Division response.
- Supporting documentation.

This preparation also strengthens collaboration with OCC and supervisors because legal staff relies on Specialists to communicate investigative information clearly, accurately, and professionally throughout legal proceedings.

Facilitator Question: (ask the following question and validate responses)

- How might affidavit preparation affect courtroom confidence?

Facilitator Answer:

- Better preparation for testimony, improved communication confidence.

Key Points: (ensure these are covered)

- Affidavit preparation supports courtroom communication, testimony preparation, and confidence during legal proceedings.
- Professional credibility is influenced by organization and clear communication.
- Legal collaboration requires clearly explaining investigative reasoning and extends beyond the submission of affidavits.

Say:

As we near the end of the day, let's reflect on the overall affidavit process and discuss the lessons, challenges, and professional insights participants will carry forward into future legal and courtroom practice.

Carrying Legal Documentation Into Future Practices

CARRYING LEGAL DOCUMENTATION INTO FUTURE PRACTICES

Time: 25 minutes

Purpose: To close the day by helping participants reflect on professional growth, major legal documentation lessons, courtroom preparation concepts, and how affidavit-related skills connect to future investigative and legal practice

Participant Manual: Flowers' Affidavit Drafting Packet – Final Reflection Section

Activity Instructions:

Facilitate a whole-group reflection discussion using participants' completed Flowers' affidavit drafts.

1. **Reflect:** What concepts from Day 7 most changed your understanding of legal documentation, what legal writing skills became most important, and what areas required the greatest critical thinking.
2. **Discuss:** How legal documentation influences professional accountability, how courtroom preparation begins long before testimony, and how communication habits affect long-term investigative presentation.
3. **Consider:** What documentation practices participants want to strengthen moving forward, how Day 7 concepts apply to future legal involvement, and how affidavit preparation supports courtroom confidence and case continuity.

Say:

As we close, it is important to recognize that affidavit preparation is not simply an isolated documentation task. The process of organizing investigative information into legal documentation strengthens many of the same professional skills Specialists rely on throughout court involvement, multidisciplinary collaboration, and ongoing case progression.

Paraphrase:

Today, participants practiced structuring complex information, evaluating investigative significance, communicating professional reasoning, organizing legal narratives, refining written communication, and thinking critically about how cases are presented in legal settings.

Many of these same skills carry forward into courtroom participation, testimony preparation, collaboration with OCC, supervisor consultation, permanency discussions, and ongoing case staffing and review.

We have also highlighted that legal documentation requires Specialists to think beyond simply recording events. Effective affidavit preparation requires considering how investigative information connects together, how legal readers interpret documentation, how professional credibility is developed, how organization influences understanding, and how written communication affects long-term case interpretation.

Say:

As you move forward into future field practice, continue thinking about how documentation quality affects:

- ***Professional confidence.***
- ***Legal preparedness.***
- ***Case continuity.***
- ***Division credibility.***
- ***Long-term understanding of investigative progression.***



Target Outcomes Evaluation

TARGET OUTCOMES EVALUATION

Time: 5 minutes

Purpose: To assess the learning outcomes for this training day

Say:

Tomorrow, we will continue expanding our focus on courtroom-related practice by focusing more directly on legal collaboration, testimony preparation, multidisciplinary communication, and presenting investigative information in professional legal environments.

Facilitator Question: (ask the following question and validate responses)

- What skills became most important during the affidavit process?

Facilitator Answer:

- Increased organizing skills, improved legal communication awareness.

Facilitator Question:

- How might today's work influence your future professional practice?

Facilitator Answer:

- Greater appreciation for investigative structure, increased confidence in legal writing, stronger understanding of courtroom preparation.

Facilitator Note: Before ending the day, direct participants to the QR code on the slide. Participants will need to use their phones to scan the code to complete the section target outcomes evaluation in Qualtrics.