

SPECIAL REPORTS

Oregon Juvenile Court Improvement Program Strategic Plan

State Name: Oregon

Date Strategic Plan Submitted: February 28, 2012/Updated: **8/29/14**

Timeframe Covered by Strategic Plan: Federal Fiscal Years 2012 -2016

Mission of the Juvenile Court Improvement Program (JCIP): *Raising the profile and priority of child abuse and neglect cases in Oregon courts.*

Oregon's Overall CQI Approach: Oregon's JCIP program has been practicing CQI principles and activities since the FY 2005 creation of our local model court teams. JCIP model court teams are county-level, judicially lead, multidisciplinary teams committed to improving local practices and thereby improving outcomes for children in foster care.

JCIP staff provides training, technical assistance and support to local multidisciplinary model court teams. JCIP staff participate in local model court meetings to help teams assess county practices, prioritize initiatives, review and understand data reports, and identify measures and track progress. These meetings allow JCIP staff to provide suggestions, ideas, and contacts for strategies that have worked in other jurisdictions. Each year at our statewide summit, JCIP identifies several counties to highlight successful local strategies and promising initiatives. These presentations are usually done by a multidisciplinary local team so participants can learn about the role their entities have in these efforts.

JCIP provides quarterly reports to all court administrators, presiding judges, juvenile court judges, and court staff. These reports are a periodic reminder to monitor local efforts with the Oregon Judicial Department's (OJD) statewide measures. When these reports are distributed, JCIP responds to calls from local jurisdictions with questions, comments, or requests based on their data. JCIP staff create specialized reports to help local model court teams monitor specific initiatives. The quarterly reports are shared with model court teams at the local level, providing opportunities for local teams to review data, discuss how strategies were implemented, and make modifications to practices as necessary.

At the state level, data and activities are shared with the JCIP Advisory Committee and various workgroups or committees. This sharing of data and strategies provides an opportunity for other entities to provide input and suggestions. Additionally, this information is used to inform decisions that planning committees make when developing conference agendas for stakeholders.

WHAT IS AN OREGON MODEL JUVENILE COURT TEAM?

Oregon Model Juvenile Court Teams remove barriers to permanency by changing the ways juvenile court communities process and respond to child abuse and neglect. Teams are:

- **Mission driven.** Teams work from a common understanding about the goal of state intervention into the lives of children and families.
- **Collaborative.** Teams are organized around local juvenile courts but include decision makers from each profession that participates in juvenile court proceedings.
- **Experimental.** Model Juvenile Courts are laboratories for discovering new ways to eliminate barriers to permanency. Teams act as learning organizations, questioning existing practices and seeking the best strategies for improvement.
- **Developmentally appropriate.** Teams work on the stages of court improvement that match their community's experience.
- **Data Driven.** Teams work to accurately track

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Outcome #1: *Improved judicial practices and performance in juvenile dependency cases.*

Need Driving Activities & Data Source: Since the initiation of JCIP in 1995, Oregon has dedicated grant resources for judicial education emphasizing the importance of permanency for children, timely and complete court proceedings, and active case-flow management to shorten the court process and improve outcomes. The cumulative impact of five years of budget reductions for Oregon courts has resulted in reduced public service hours, court closure days, and the near elimination of judicial education funding. JCIP educational activities for juvenile court judges is now the only opportunity that many of these judges have to share bench experiences with other judges, learn best practices for managing dependency cases, and gain information on child development and family issues. During 2011, JCIP conducted its third statewide assessment of juvenile dependency case processing in Oregon courts. The results of the 2011 Reassessment, which includes comparisons with earlier assessments and recommendations for future court improvement efforts, is a key source of information that drives each of the projects and activities of this strategic plan. Additionally, recent Court of Appeals decisions, particularly as they relate to the sufficiency of juvenile court judgments, and OJD’s efforts to develop and implement Oregon eCourt have supported JCIP efforts to increase the number of local courts using the JCIP- developed Model Dependency Judgment Forms and more consistent statewide practices. JCIP’s quarterly Juvenile Dependency Performance Measure Reports, conference evaluations, and the Oregon Department of Human Services (DHS) on-line monthly data reports are all important data sources that help us to monitor and measure our efforts.

Measurable Objective: Increase number of courts using legally sufficient dependency judgment forms and maintain (or increase) timeliness measures:

- Time to Jurisdiction, including % of cases not meeting the timeline that have a documented good cause finding for the delay.
- Time to First Permanency Hearing
- Time to Resolution of TPR

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and deliver annual “Through the Eyes of a Child” Conference for Oregon judges who handle dependency cases.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Citizen Review Board (CRB) • Tribes • DHS • Attorneys • CASA 	Annually - Ongoing	<ul style="list-style-type: none"> • Annual 2-day conference for 60 judicial officers. • Agendas include sessions on state and national priorities, case flow management, law updates, and performance measures. • Each judicial officer will identify 3 sessions that will help them in their daily work. 	<ul style="list-style-type: none"> • Increase % of TPR petitions resolved in 182 Days or less to 70% by FY 2016. • Maintain timeliness of jurisdiction and 1st permanency hearing performance despite current budget reductions and closures. 	<ul style="list-style-type: none"> • JCIP data reports • DHS on-line data • Conference evaluations 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Maintenance of JCIP Model Dependency Judgment Forms and Juvenile Dependency Benchbook (updates & revisions)	<ul style="list-style-type: none"> • Basic • Data 	<ul style="list-style-type: none"> • Judges • DHS • Attorneys 	Annual Updates - Ongoing	<ul style="list-style-type: none"> • Forms Committee (including JCIP staff, judges, and DHS staff) annually review, update and distribute legally sufficient juvenile dependency forms and benchbook. 	<ul style="list-style-type: none"> • Increase use of legally sufficient dependency judgment forms to 36/36 counties by FY 2016. • Decrease Appellate Court reversals due to insufficient judgments. 	<ul style="list-style-type: none"> • Surveys • File reviews • Quarterly reports • IV-E/CFSR data 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform work of forms committee.
Training, TA, and consultation on the implementation and use of the Model Dependency Judgment Forms	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • Judges • Court staff • DHS • Attorneys 	Ongoing	<ul style="list-style-type: none"> • Improved court hearings and consistent statewide practice by providing hands-on consultation and TA in six courts annually. • Improved consistent statewide practice by providing consultation and TA to local courts when forms issues are identified by stakeholders, DHS, CRB, and Appellate Courts 	<ul style="list-style-type: none"> • Increase use of legally sufficient dependency judgment forms to 36/36 36 counties by FY 2016. • Decrease Appellate reversals due to insufficient judgments. 	<ul style="list-style-type: none"> • Surveys • File reviews • quarterly reports • IV-E/CFSR data 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work of local courts.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Increase opportunities for judges to participate in Webinars / On-Demand Training	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court staff • DHS • Tribes • Attorneys 	<p>Ongoing</p> <p>September 2015</p>	<ul style="list-style-type: none"> • Develop and/or distribute four juvenile dependency focused online training programs annually. • Reconfigure JCIP website to better organize and catalog materials so needed information is easily retrieved 	<ul style="list-style-type: none"> • Annually increase % of dependency court judgments that include documented well-being findings. 	<ul style="list-style-type: none"> • Surveys • File reviews • DHS data 	<p>JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work of local courts.</p>
Support judicial officer and JCIP staff attendance at state and national conferences.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court staff • Tribes • DHS 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Each year, eight individuals (judicial officers and staff) will participate in a state or national level conference designed to improve their practices in child abuse and neglect cases. 	<ul style="list-style-type: none"> • Annually increase % of dependency court judgments that include documented well-being findings. • Increase use of legally sufficient dependency judgment forms to 36/ 36 counties by FY 2016. 	<ul style="list-style-type: none"> • Event Registrations • Surveys • File reviews 	<p>JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work of local courts.</p>

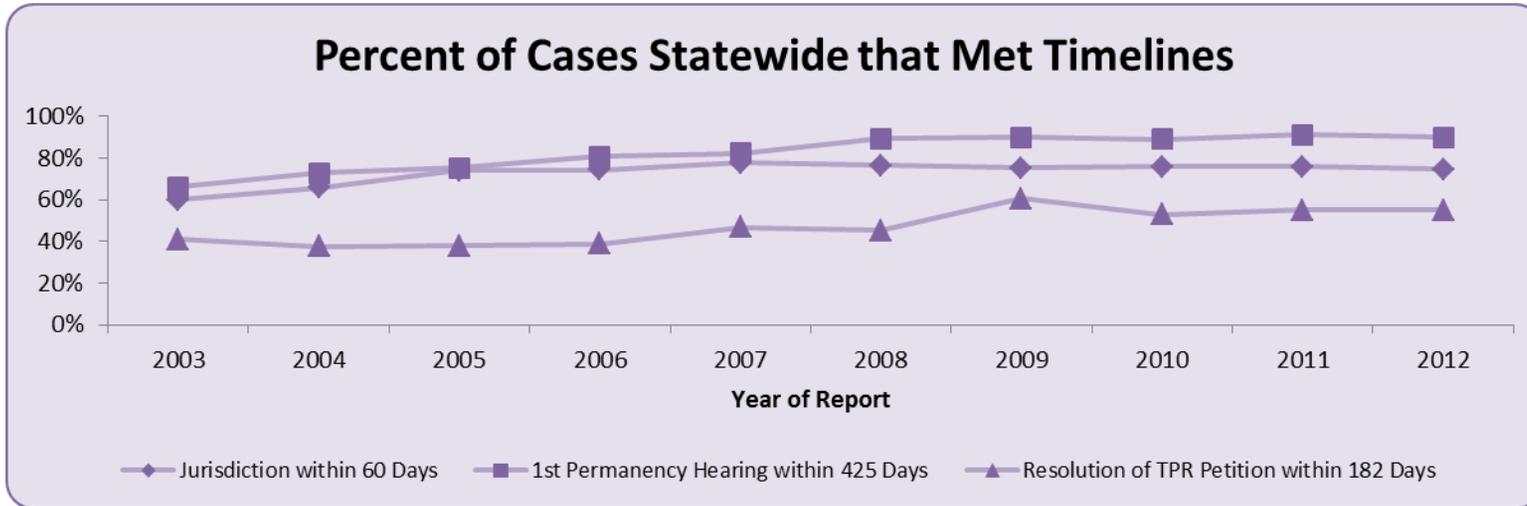
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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Coordinate Juvenile Court Staff and Judicial Officer Workload Study	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • Judges • Court staff • National Center for State Courts 	September 2015	<ul style="list-style-type: none"> • Report detailing differences in allocation of resources to juvenile cases across the state, and detailing the judicial officer and staff resources necessary to conduct high-quality court proceedings on juvenile cases 	<ul style="list-style-type: none"> • Increased understanding by presiding judges and court administrators of the time and resources needed to conduct high-quality court proceedings on juvenile cases 	<ul style="list-style-type: none"> • Workload surveys • Court observation • Interviews 	<p>JCIP staff will engage judges and court staff in the workload study process, will disseminate results to judges and court staff, and will communicate with judges and staff about whether future resource allocations that better reflect the juvenile workload in courts across the state.</p>

Narrative (Description of status of project as related to the outcome upon onset of funding):

Timeliness was one of the earliest targets for court improvement efforts in Oregon and is closely measured and monitored. Oregon currently tracks three timeliness measures: time to jurisdiction, time to first permanency hearing, and time to resolution of termination of parental rights (TPR) petitions. These timeliness measures have been identified in the literature as keys to assessing court practice (Flango & Kauder, 2008). Oregon started with the Time to Jurisdiction measure in 2000. JCIP began measuring the time to first permanency hearings in 2003. JCIP developed the time to resolution of the TPR petition in 2008. Unlike the strategic rollout of the previous measures, this report was simply provided to the trial courts. The table below shows the percent of dependency cases statewide that met these timelines over the past ten years.

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The 2011 Reassessment paid close attention to the courts’ newer review obligations related to foster children’s well-being while in care. Well-being findings are findings related to a child’s social and emotional health, their education, and their transition plan. The Oregon Legislature statutorily mandated these findings in recognition of the fact that children need to be more than just safe in foster care, they also need to be prepared for adulthood. Oregon courts are now responsible for monitoring the number of school placements, visits with parents and siblings, and face-to-face visits between caseworkers and children. For older youth, the court is also required to monitor their progress towards high school graduation and transition to independence.

Percent of Court Reviews with Documented Well-Being Findings						
Reassessment Study Counties	% of Judgments with findings on...					
	<i>Placements</i>	<i>Visits with Parents</i>	<i>Visits with Siblings</i>	<i>Schooling</i>	<i>Caseworker Contacts</i>	<i>Progress to Graduation</i>
2011 Total	72%	60%	53%	58%	68%	55%

Annual Update Year #1:

DEVELOP AND DELIVER ANNUAL “THROUGH THE EYES OF A CHILD” CONFERENCE FOR OREGON JUDGES WHO HANDLE DEPENDENCY CASES: Fifty-five judges attended the conference and forty-five (82%) completed the online evaluation. Respondents were asked to identify the three sessions which provided the information that will help them most in their daily work, 73% of respondents identified

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three sessions and an additional 13% of respondents identified two sessions. The most frequently identified sessions were the Appellate Update, and the presentations by the three JELI Work Groups.

Additionally, ninety-three percent of respondents either strongly agreed or agreed with the statement “The conference focused on practical issues relating to dependency proceedings.” The same percent strongly agreed or agreed with the following statement “The information presented at the conference will be useful to me in my work.” Ninety-five percent of respondents strongly agreed or agreed that “The conference presenters were knowledgeable about the topics they presented.” Seventy-nine percent of respondents strongly agreed or agreed with the statement “The conference provided sufficient opportunities for me to exchange ideas with other judicial officials.”

Average level of agreement with statements				
Statement	Strongly disagree	Disagree	Agree	Strongly Agree
...practical issues relating to dependency...	4.8%	2.4%	50.0%	42.9%
...useful to me in my work...	4.8%	2.4%	45.2%	47.6%
...presenters were knowledgeable...	4.8%	0.0%	33.3%	61.9%
...sufficient opportunities ... to exchange ideas...	4.8%	16.7%	31.0%	47.6%

INCREASE USE OF LEGALLY SUFFICIENT DEPENDENCY JUDGMENT FORMS: In May, all juvenile judges were sent a survey that asked about their use of JCIP model court forms or other legally sufficient forms for dependency judgments. The results of the survey were used to establish a provisional baseline for the JELI Juvenile Code and Forms Work Group. Twenty-six judges and referees representing twenty-seven counties completed the survey. The majority of those responding reported using either JCIP model court forms or legally sufficient forms (defined as forms that have been reviewed within the past two years determined to be legally sufficient under the applicable provisions of ORS chapter 419B and Oregon appellate case law) in juvenile dependency proceedings. JCIP is collecting sample forms from each county and will review those forms that are not model dependency judgment forms for legal sufficiency.

In the fall of 2011, JCIP provided the framework for and supported three work groups made up of juvenile court judges charged with developing three state-wide, judge-led initiatives to address problems in the juvenile dependency system. In addition to developing an initiative to be presented at the August 2012 “Through the Eyes of a Child” juvenile court judges conference, each work group was to identify the performance measure(s) to be used to determine whether the initiative had achieved its purpose. One of the 3 work groups developed and presented at the conference the following initiative and performance measure:

INITIATIVE: *Circuit court judges and referees conducting juvenile court dependency proceedings will ensure that the forms used for judgments and orders entered in those proceedings are legally sufficient under ORS chapters 419A and 419B and current Oregon appellate case law – e.g., the JCIP Model Dependency Judgment Forms.*

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PERFORMANCE MEASURES and SUPPORTING DATA: *By August 1, FFY 2013, all judges and referees in at least 27 of Oregon's 36 counties will be using JCIP Model Dependency Judgment Forms, or comparable forms that are "legally sufficient," for judgments and orders in all juvenile court dependency proceedings, and, by August 1, 2014, all judges and referees in all of Oregon's counties will be using JCIP Model Dependency Judgment Forms, or comparable forms that are "legally sufficient," for judgments and orders in all juvenile court dependency proceedings. State-wide surveys developed by the Work Group and sent to judges and referees in July 2012, July 2013, and July 2014 will provide the data necessary to determine whether or not these goals have been, and if, not, why not.*

All of juvenile judges and referees attending the conference – approximately 55 – agreed to carry out this initiative.

TIMELINESS: JCIP staff facilitated the formation of new Model Court programs in two counties and the Model Court Teams in both counties identified and agreed to carry out changes in local court procedures to increase substantially the number of cases in which the statutory 60-day "time-to-jurisdiction" requirement is met.

INCREASE OPPORTUNITIES FOR JUDGES TO PARTICIPATE IN WEBINARS/ON-DEMAND TRAINING: JCIP staff, judges, and other stakeholders also participated in the following trainings and activities: Dr. Fisher's live web stream presentation on Applying Knowledge about How Early Experiences Shape the Developing Brain to Improve the Lives of Foster Children, and a Seneca Center webcast on Finding Family Connections were made available to Judges and Community Partners. Videos from the Citizen Review Board Conference were posted on their website and a link was sent to Judges and community partners. JCIP Staff were presenters at the conference. JCIP also developed an on-line discussion forum for Judges.

Submission Date: December 28, 2012

Annual Update Year #2:

DEVELOP AND DELIVER ANNUAL "THROUGH THE EYES OF A CHILD" CONFERENCE FOR OREGON JUDGES WHO HANDLE DEPENDENCY CASES: In August 2013, 58 judges participated in the annual Through the Eyes of a Child Conference for Oregon judicial officers who handle child abuse and neglect cases. In addition to the usual sessions on Appellate Case Law, New Legislation, and A Practical Guide to Juvenile Court Dependency Hearings & Model Judgment Forms, judges actively participated in a 3-hour plenary session on Judicial Decision Making and Science-Based Inquiry in Juvenile Court Child Abuse and Neglect Cases. During this session, judges gained information about how early stress shapes brain development, and through case scenarios gained practical experience in how this information can inform judicial decision making. Other conference topics included: Consolidation of Dependency Cases with Other Matters, Public Defense Services Commission Expectations for Lawyers Representing Children and Parents, Implementing Odyssey in Juvenile Cases, and JELI Updates and Performance Measures. One of the highlights of the conference was our VIB sessions. VIB stands for Visions, Initiatives, and Barriers, and these are informal

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small group discussions focused on specific topics. judges engaged in discussions on *Current Risk of Harm, Reasonable Efforts, Visitation, and Differential Response.*

Percentage of Responses for JCIP Conference Evaluation Statements					
Statement	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
Focused on practical issues	9%	0%	3%	26%	62%
Useful in performing my work	9%	0%	3%	24%	65%
Included valuable information	9%	0%	3%	35%	53%
Presenters were knowledgeable	9%	0%	0%	26%	65%
Sufficient opportunities to exchange ideas	9%	0%	15%	18%	59%

Thirty-five of the 58 attending judges (60%) filled out an evaluation survey on their conference experience. Eighty-eight percent of responding judges agreed or strongly agreed with statement “The sessions offered will be useful to me in performing my work.” The same percentage of respondents agreed or strongly agreed that “the conference focused on practical issues relating to child abuse and neglect proceedings,” and that “the conference included valuable information that I will refer back to.” Ninety-one percent of respondents agreed or strongly agreed that “the presenters were knowledgeable about their topic areas,” and 77% agreed or strongly agreed that “there were sufficient opportunities to exchange ideas with other judicial officers.”

MAINTENANCE OF JCIP MODEL DEPENDENCY JUDGMENT FORMS AND JUVENILE DEPENDENCY BENCHBOOK (UPDATES & REVISIONS): Since early 2012, JCIP has been working with the (OJD) staff responsible for developing and implementing the new state-wide Oregon eCourt system for electronic case management and record keeping to ensure that the most current versions of the JCIP Model Judgment Forms are included in that system. In June 2013, JCIP submitted the “final” versions of the forms for uploading into the Oregon eCourt system. This work led to the juvenile Oregon eCourt forms being made available as part of the Oregon eCourt system in November 2013 when the courts upgraded to Odyssey 2013. State-wide access to these forms through the Oregon eCourt system will substantially increase the likelihood that the juvenile courts in all 36 counties of the state will be using legally sufficient judgment forms by, if not before, FY 2016. JCIP will continue to provide technical assistance and support to trial courts with implementing the model forms.

TRAINING, TA, AND CONSULTATION ON THE IMPLEMENTATION AND USE OF THE MODEL DEPENDENCY JUDGMENT FORMS: During FFY 2013 JCIP’s Juvenile Staff Counsel presented the two-hour training module “Juvenile Court Dependency Hearings & Model Court Judgment Forms” in eight counties: Lincoln (November 2012), Klamath (November 2012), Josephine (March 2013), Douglas (March 2013), Polk (April 2013), Curry (June 2013), Yamhill (June 2013), and Lane (June 2013). Each local training was open to all stakeholders in the juvenile dependency system. These

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multidisciplinary trainings used the model forms to deliver information on appellate decisions, law changes, and best practices for timely, thorough, and complete court hearings.

INCREASE OPPORTUNITIES FOR JUDGES TO PARTICIPATE IN WEBINARS/ON-DEMAND TRAINING: Training materials were added to the website in FFY 2013, including training materials from judicially led presentations at the CRB conference on Understanding Conditions for Return, Domestic Violence, Decision Making, and Adoption Policy and Advocacy. Additionally, JCIP and Model Court Teams send out information on upcoming webinars to their members. Examples of these are webinars on Trauma-Informed Care, Brain Science, and Supportive School Discipline. JCIP also explored options and invested in software to create on demand, on-line training programs for judges and stakeholders. Rather than conduct a “legislative road show,” plans were developed to use this software for training on new laws related to confidentiality of juvenile court records and adoption records.

SUPPORT JUDICIAL OFFICER AND JCIP STAFF ATTENDANCE AT STATE AND NATIONAL CONFERENCES: JCIP supported a total of 20 judicial officers in attending state or national conferences in FFY 2013, far exceeding its goal of at least eight judicial officers or staff members participating in such conferences. This total includes 11 judges and multiple staff members in attending a total of three national conferences in FFY 2013. JCIP supported a state court judge, a tribal judge and a JCIP staff member in attending the National Indian Child Welfare Association Conference in Oklahoma in April 2013. Judge Beth Allen was supported by JCIP in attending the five-day National Council of Juvenile and Family Court Judges (NCJFCJ) Child Abuse/Neglect Institute in June 2013 in Reno, NV. JCIP also sent eight judges, one Juvenile Probation staff member, and one JCIP staff to attend the NCJFCJ Annual Conference in Seattle, July 14-17, 2013.

JCIP also supported judge and staff attendance at four state conferences. Two judges and a JCIP staff member attended and presented at the October 2012 Oregon Tribal/State ICWA Conference. A referee and a JCIP staff member attended and presented at the Shoulder to Shoulder Conference the following month. Four judges and JCIP staff attended and presented at the Citizen Review Board “Every Day Counts” conference, and two judges attended and presented at the Governor’s Summit on Overrepresentation and Disproportionality in the Juvenile Justice and Child Welfare Systems.

TIMELINESS: In addition to the activities listed above, JCIP conducted numerous other activities, listed on other parts of this report that will serve to improve the timeliness of juvenile court cases. One example of such work is JCIP’s dissemination of reports to courts on their adherence to juvenile time standards. In FFY 2013, the JCIP staff also worked to improve the timeliness of court cases by facilitating a Model Court Team in reconvening to identify strategies to improve the percentage of their county’s termination of parental rights (TPR) petitions that are resolved within 182 days.

Submission Date: 12/27/13

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Annual Update Year 3 (October 1, 2013 – September 30, 2014)

DEVELOP AND DELIVER ANNUAL “THROUGH THE EYES OF A CHILD” CONFERENCE FOR OREGON JUDGES WHO HANDLE DEPENDENCY CASES: The 2014 Through the Eyes of a Child Conference was held in Bend, Oregon on August 10-11, 2014, with 64 judicial officers attending. The judges discussed a sample case in detail and then heard presentations from experts on topics related to the case, including brain trauma, victims of trauma, domestic violence, and dissolution of adoptions. Other presentations included an update on juvenile appellate cases, research on how courts engaged older youth in foster care, dealing with vicarious trauma, and break-out sessions on a variety of topics. Evaluations are being collected online, and will be presented to the JCIP Advisory Committee in September.

MAINTENANCE OF JCIP MODEL DEPENDENCY JUDGMENT FORMS AND JUVENILE DEPENDENCY BENCHBOOK (UPDATES & REVISIONS): The Judicial Engagement and Leadership Institute (JELI) Forms Committee, comprised of 7 juvenile court judges and JCIP staff, spent countless hours producing a new *DHS Uniform Report* intended to be acceptable to judges in all judicial districts. In April, 2014 the Forms Committee submitted the final product to DHS for adoption by the agency for use state wide. The Forms Committee and JCIP staff also modified the form *Letter to Guardian, Summary Sheet to Guardians Report and Guardian’s Report*. In March, 2014, the Forms committee identified outdated forms and created a plan for revising those forms.

In May, 2014, JCIP staff began a comprehensive revision of the on-line *Dependency Benchbook*.

TRAINING, TA, AND CONSULTATION ON THE IMPLEMENTATION AND USE OF THE MODEL DEPENDENCY JUDGMENT FORMS: The JELI Forms Committee continued to survey the use of model forms by judicial district. The latest survey occurred in December, 2013. In April, 2014, the Forms Committee asked courts to verify the accuracy of the 2013 survey data and determined that there were only six courts which were not using all of the JCIP model forms. Some of these courts have taken the JCIP forms and modified them. Other courts use one or two JCIP forms for particular stages of the proceedings, and use local forms for other stages. All six courts report having systems in place to keep their forms legally sufficient. JCIP staff have continued to provide technical assistance and support to trial courts with implementing the model forms and provided staff to the JELI Forms Committee.

In 2014 JCIP staff taught a 2 day Child Abuse and Neglect Institute to 7 juvenile judges and referees, most of whom had less than one year on the bench. The portion of the training on Oregon dependency law emphasized use of model forms. In 2014 JCIP staff provided advice, by e-mail and phone --primarily to judges with less than 5 years on the bench --about particular problems the judges were having in pending dependency matters. In all those discussions, JCIP staff discussed with the judge the applicable model form which would ensure compliance with Oregon law.

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INCREASE OPPORTUNITIES FOR JUDGES TO PARTICIPATE IN WEBINARS/ON-DEMAND TRAINING: Rather than present a traveling “Legislative Road show” as JCIP staff has done in the past, JCIP used on-line webinars to inform judges about new legislation. In December 2013 and January 2014, JCIP staff created 3 online training modules and accompanying materials regarding legislative changes made in the 2013 session. These trainings covered new rules for access to juvenile court records, adoption records and getting a Sexual Abuse Protective Order. The materials, but not the modules, were updated after the short 2014 session.

JCIP staff distributed the online modules and materials for review and held subsequent conference call meetings to answer questions. A Frequently Asked Questions document was then developed, distributed, and made available online.

SUPPORT JUDICIAL OFFICER AND JCIP STAFF ATTENDANCE AT STATE AND NATIONAL CONFERENCES: JCIP sent 2 judges to the five-day National Council of Juvenile and Family Court Judges (NCJFCJ) Child Abuse/Neglect Institute in June 2014 in Reno, NV. JCIP sent 2 JCIP staff to a portion of the 19th Annual Conference on Child Abuse and Neglect in New Orleans.

JCIP also supported judge and staff attendance at state conferences. Three judges and JCIP staff attended and presented at the Citizen Review Board “Every Day Counts” conference in May 2014. JCIP presented two workshops at the Shoulder to Shoulder conference. The first, “From the Bench” consisted of a panel of four judges and referees and was facilitated by JCIP Staff. Evaluations indicated that it was “Great to hear from personal perspectives of judges. They were great!”, “I always attend the judge’s panels as they provide helpful information and insight”, “Loved this! I learned a lot and hope you do this again next year!”, “etc. It was the third most attended session of the conference and several evaluation comments asked that it be presented again in 2014. The second, “When Child Welfare and Domestic Violence Intersect: Why Doesn’t S/He Just Leave” was presented by a senior Judge and JCIP staff person. It was equally well received. Both workshops had a 4+ rating on a scale of five. JCIP staff sits on the conference planning committee and in addition to these two panels the committee brought in Anita Fineday to present on the “ICWA Supreme Court Decision 2013”. JCIP participation in the Children’s Justice Act Task Force resulted in their funding another workshop “Facilitating Effective Child and Youth Participation in the Juvenile Court Process” to which JCIP provided consultation and resources.

TIMELINESS: In addition to the activities noted above, JCIP staff implemented quarterly meetings with the top attorneys from the Office of Public Defense Services and the Oregon Department of Justice who handle the bulk of appeals in child abuse and neglect cases. The purpose of these regular meetings is to keep JCIP staff updated with information from the field about perceived or real problems experienced by counsel with timeliness and docketing issues as well as discussing issues of mutual concern related to the developing appellate case law.

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Outcome #2: *Improved state court compliance with the Indian Child Welfare Act*

Need Driving Activities & Data Source: Courts must make additional findings when ICWA applies to a case. Through file reviews, the 2011 JCIP Reassessment looked for evidence that courts made the following findings in ICWA cases: active efforts to prevent removal of the child from the home or to reunify the family, a finding that continued custody by the Indian caregiver is likely to result in serious emotional or physical damage to the child, a finding that ICWA Placement Preferences had been considered, and a finding regarding DHS’ efforts to prevent the break-up of the Indian family. The 2011 JCIP Reassessment found that judges are more likely to document active efforts findings than other findings required by ICWA.

The 2011 JCIP Reassessment tribal survey and focus group found that local DAs, AAGs, and DHS continue to struggle with identifying and using expert witnesses to justify removal decisions. Tribal participation in child welfare cases varies depending on the tribe involved. A lack of understanding about differing levels of participation among tribes may lead to confusion or frustration among other juvenile court participants. Tribal child welfare workers reported that attorneys and CASAs rarely contact tribes regarding case planning issues.

Measurable Objective: Increase documented judicial findings related to active efforts determinations and ICWA compliance.

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Maintain JCIP’s State Court Compliance with ICWA Work Group (SCC-ICWA WG)	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Tribes • DHS • Attorneys 	Ongoing	<ul style="list-style-type: none"> • Semi-annually Work Group meetings • Improved State/ Tribal collaboration to develop and implement strategies to increase ICWA Compliance 	Increase % of dependency court orders that include documented ICWA findings.	<ul style="list-style-type: none"> • Surveys • File reviews 	JCIP staff will share data with SCC-ICWA WG; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and distribute tools to improve use of expert witnesses in court proceedings.	<ul style="list-style-type: none"> • Training • Data 	<ul style="list-style-type: none"> • Judges • Tribes • DHS • Attorneys 	12/2014 12/2015	<ul style="list-style-type: none"> • Judicial Benchcard on qualifying expert witnesses • Training program for judges and attorneys on using expert witnesses • Improved use of expert witnesses 	Increase % of dependency court orders that include documentation that court considered expert witness testimony.	<ul style="list-style-type: none"> • File reviews 	JCIP staff will share data with SCC-ICWA WG; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.
State Court/Tribal Court Visits	<ul style="list-style-type: none"> • Basic • Training 	State and Tribal Court Judges	12/ 2013	<ul style="list-style-type: none"> • Five Oregon tribes host meeting with 2-5 state court judges for on-site tribal information sharing • Increase circuit judge understanding of Oregon Tribes and tribal courts • Promote peer to peer collaboration 	<ul style="list-style-type: none"> • Increase % of dependency court orders that include documented ICWA findings. • Increase participation of tribal judges in JCIP educational programs. 	<ul style="list-style-type: none"> • Surveys • File reviews • Event registrations 	JCIP staff will share data with SCC-ICWA WG and JCIP AC; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.
Implementation and evaluation of CCC Benchcard	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • State and Tribal Court Judges • Tribal Reps • DHS • Attorneys 	2013	<ul style="list-style-type: none"> • Support and coordinate NCJFCJ evaluation of CCC Benchcard in two Oregon Counties • Promote implementation of principles of the CCC Benchcard 	Decrease in Safe and Equitable Foster Care Reduction (SEFCR) counties the level of disproportionality.	<ul style="list-style-type: none"> • DHS data on disproportionality • Data in counties that are using the CCC Benchcard 	JCIP staff will share data with SCC-ICWA WG and JCIP AC; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Regional multidisciplinary educational programs on ICWA - utilizing tribal partners as part of the development and training team	Training	<ul style="list-style-type: none"> • State and Tribal Court Judges • CRB • Tribal Reps • DHS • Attorneys • CASA 	Ongoing	<ul style="list-style-type: none"> • Provide TA. Support, and/or coordination for two regional ICWA trainings per year • Improved State/ Tribal collaboration to develop and implement strategies to increase ICWA Compliance 	<ul style="list-style-type: none"> • 80% of participants will report increased understanding of ICWA findings and the spirit behind the Act. • Increase % of dependency court orders that include documented ICWA findings. 	<ul style="list-style-type: none"> • Surveys • File reviews 	JCIP staff will share data with SCC-ICWA WG and JCIP AC; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.
Training, TA, and consultation on the implementation and use of the Model Dependency Forms and assisting DHS with IV-e/CFSR data reviews on ICWA cases.	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • Judges • Court Staff • Attorneys • DHS 	Ongoing	<ul style="list-style-type: none"> • Improved court hearings and consistent statewide practice by providing hands-on consultation and TA in six courts annually. • Increased compliance with ICWA • Training program at Attorney Academy on ICWA compliance, model dependency judgment forms, and QUICWA 	<ul style="list-style-type: none"> • Increase use of model juvenile dependency forms to 36/36 counties by FY 2016. • Increase % of dependency court orders that include documented ICWA findings. 	<ul style="list-style-type: none"> • Surveys • File reviews • quarterly reports • IV-E/CFSR data 	JCIP staff will share data with judges, SSC-ICWA-WG, and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work local court.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Implement the QUICWA Compliance Collaborative Project in Oregon	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court Staff • Tribes • Attorneys • CASA • Minneapolis American Indian Center • Casey Family Programs 	9/2014	<ul style="list-style-type: none"> • Increased compliance with ICWA 	<ul style="list-style-type: none"> • Increase % of dependency court orders that include documented ICWA findings • Increase performance on checklist compliance items 	<ul style="list-style-type: none"> • Data from QUICWA Performance Checklist • File reviews 	Data collected will be shared with the QUICWA Implementation Team, judges, the State Court Compliance with ICWA Workgroup, and the JCIP AC. The team will analyze data, identify trends and collaboratively plan to improve court compliance and stakeholder practice.
Collaborate with efforts to explore the feasibility of a State Court/Tribal Court Consortium	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • State and Tribal Court Judges • Oregon State Bar • Oregon Supreme Court • Casey Family Programs 	10/2014 - 8/2015	<ul style="list-style-type: none"> • Promote peer to peer collaboration • Improve court practice • Facilitate communication and collaboration between state and tribal judges on common issues 	<ul style="list-style-type: none"> • Improved Compliance with ICWA • Development of protocols for tribal/state coordination in child support enforcement, placement across jurisdictions, domestic violence cases etc., 	<ul style="list-style-type: none"> • Surveys • File Reviews 	JCIP staff will share data with judges, SCC-ICWA WG, OSB, Casey Family Programs, JCIP AC; feedback will be incorporated into CQI process; Results will inform development and implementation of future strategies.

Narrative (Description of status of project as related to the outcome upon onset of funding): The 2011 JCIP Reassessment file review sample was selected from a cohort of children who left care between October 1, 2009 and March 31, 2010. All of the 128 ICWA cases in the cohort were included in the file review. To capture the most current practices, only documents dated on or after July 1, 2008 were reviewed. It is important to note that the reassessment measured whether courts are performing their responsibilities under state and federal law, not the quality of the child welfare agency's work. Because of this, researchers tracked whether findings were made and how they were made, not what the findings were.

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Researchers did not track when cases became subject to ICWA; future file reviews will need to collect this information to provide more meaningful data. The table below shows the specific ICWA findings and current performance:

Documented ICWA related judicial findings from study county file reviews (2011)				
	Shelter Hearings (n = 71)	Jurisdiction Hearings (n = 88)	Court Reviews (n = 68)	Permanency Hearings (n = 89)
Percent of Proceedings with Documented Finding of Active Efforts to Prevent Removal or Reunify the Family	75%	82%	65%	88%
Percent of Proceedings with Documented Finding that Continued Custody by the Indian Caregiver is Likely to Result in Serious Emotional or Physical Damage to the Child	49%	47%		
Percent of Proceedings with Documented Finding that ICWA Placement Preferences had been Considered	21%	21%	47%	34%
Percent of Proceedings with Documented Finding of DHS Efforts to Prevent the Break Up of the Indian Family		25%		

Annual Update Year #1:

In collaboration with Casey Family Programs, JCIP was able to send both a state appellate court judge and a tribal court judge to the 2012 National Indian Child Welfare Act Conference hosted by the Mississippi Band of Choctaw Indians. We also sent a state and tribal court judge to the NCJFCJ conference along with 2 other circuit court judges. The Model Court and Training Analyst attended the NARA conference. A NICWA online training course on the Indian Child Welfare Act was offered to judges, staff and community partners.

JCIP shared ICWA Compliance data from the Reassessment with the State Court Compliance with ICWA Workgroup. A draft of the JCIP five-year plan was provided to them and they were asked to provide feedback on planned activities and develop priorities. The Work Group was also given a presentation on the QUICWA Compliance Collaborative and asked for their feedback on its use in Oregon. IN FY 2012, JCIP staff organized and hosted a presentation for the workgroup and stakeholders on the QUICWA Compliance Collaborative Project and asked for their feedback on the use of the QUICWA tool in Oregon. At this point DHS took leadership of this initiative and a planning team was designated of which JCIP is a part. The project uses court monitors to collect data on ICWA compliance utilizing an internet based checklist. The data can then be exported to an excel

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spreadsheet. Results can be discussed collaboratively and used to identify trends, note strengths and concerns, and determine training needs. It can also be used in program improvement plans and to develop policy recommendations. This initiative will be piloted in four Oregon counties in FFY 2013.

Tribal representatives attended the CRB Conference and the JCIP Model Court Day Summit. Tribal Court Judges were invited and attended the 15th Annual Through the Eyes of a Child Conference for juvenile judges. An article on Oregon's Statewide ICWA Compliance efforts was published in the spring issue of the NCJFCJ Juvenile and Family Justice Today magazine.

Five state court judges, one tribal judge and a Trial Court Administrator participated in a JCIP State Court - Tribal Court visit to the Confederated Tribes of Siletz Indians. They were given a history of the tribe, the tribal court system and the nature of tribal court case; watched support enforcement and Oregon Department of Revenue hearings; were given a tour of the Siletz reservation by the Tribal Council Vice Chair and met with the tribal social worker and tribal wraparound provider. Multidisciplinary planning teams, including tribal partners have begun planning for three regional education programs in Coos/Curry, Deschutes and Washington Counties.

A memo was sent to judges and juvenile court staff reminding them to use the ICWA determination codes in OJIN. By improving use of the ICWA codes, JCIP staff will be able to easily identify ICWA cases for the 2014 file reviews.

Submission Date: December 28, 2012

Annual Update Year #2:

MAINTAIN JCIP'S STATE COURT COMPLIANCE WITH ICWA WORK GROUP (SCC-ICWA WG): JCIP continued to maintain the State Court Compliance with ICWA Workgroup, which chose the QUICWA Compliance Collaborative Project as their main emphasis for FFY 2013. Members of the SCC-ICWA WG are serving on the QUICWA steering committee. Details on the progress of the QUICWA Compliance Collaborative Project are provided below.

DEVELOP AND DISTRIBUTE TOOLS TO IMPROVE USE OF EXPERT WITNESSES IN COURT PROCEEDINGS: The JCIP staff is working in collaboration with DHS ICWA consultants to provide technical assistance and education to judges, stakeholders, and Model Court Teams on the use of expert witnesses. JCIP's Model Court and Training Analyst is also assisting DHS in identifying people in the community who can serve as expert witnesses, particularly for out-of-state tribes. File reviews planned for the second half of 2014 will measure whether these efforts have increased the percentage of ICWA court orders that document the court's consideration of expert testimony.

STATE COURT/TRIBAL COURT VISITS: JCIP helped plan a State Court/ Tribal Court visit to the Confederated Tribes of Warm Springs in May, 2013. Twelve judges and referees, a county DA, a Trial Court Administrator, and representatives from DHS and the Public Defender's office all attended. The day's agenda included a history of the Confederated Tribes and their tribal court, a question and answer session with the judges and child welfare staff, a tour of the reservation, attendance at bail bond hearings and a cultural presentation at the Museum at Warm Springs.

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Twelve of the thirteen OJD employees who attended the tribal court visit filled out evaluations, and the responses were overwhelmingly positive. All twelve respondents agreed or strongly agreed with the statements “the tribal court visit increased my knowledge of the tribe’s history and culture” and “I increased my understanding of the tribe and tribal court.” Eleven of the twelve respondents agreed or strongly agreed that they found the visit useful for their work, and that they would recommend the visit to other judges. A prior Tribal Court Visit was also successful in motivating one of the attending judges to foster connections and mutual understanding with the tribal court by having a tribal court judge visit her courtroom. JCIP staff also worked with the Coquille Indian Tribe and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw to plan a State Court/Tribal Court visit to the two tribal courts on November 6-7, 2013.

IMPLEMENTATION AND EVALUATION OF CCC BENCHCARD: In 2009 and 2010 the National Council of Juvenile and Family Court Judges (NCJFCJ), Casey Family Programs and the Office of Juvenile Justice and Delinquency Prevention conducted research exploring outcomes associated with the use of the NCJFCJ Courts Catalyzing Change (CCC) Preliminary Protective Hearing Benchcard, which was designed as a practical and concrete judicial tool for use at a child’s first hearing. The Benchcard asks judges to reflect on their decision-making process and to consider some key inquiries, analyses, and decisions relating to the removal, placement, and services for the children and families. Research findings suggested use of the Benchcard is associated with (a) increased quality and quantity of the discussion in Preliminary Protective Hearings; (b) reductions in foster care placement rates; (c) and, an increase in family placement rates.

Because Multnomah County was one of the initial implementers of the CCC Benchcard and several Oregon counties expressed an interest in implementing the CCC Benchcard based on the early research, NCJFCJ and Casey Family Programs approached JCIP to help identify two counties that would implement the CCC Benchcard to compare permanency outcomes using data from two similar counties that would not implement the Benchcard. There were practical concerns regarding implementing the CCC Benchcard verbatim – not enough time to go through questions verbatim particularly because not all questions seem applicable to every case and some questions were answered in advance of hearing. Some judges preferred to use the CCC Benchcard as a set of suggested guidelines (topical areas) over strict set of questions. Even without full implementation, intervention courts still got something from training and CCC Benchcard. Although the intervention sites did not demonstrate changes in judicial practice that would have been expected to occur with fidelity to full CCC Benchcard implementation, this experience gave us the opportunity to reflect on how we might structure future efforts to improve judicial practice. For example, we must keep in mind the following:

1. *Insufficient Resources.* Budget cuts and the current financial state of the court system could easily affect implementation. Implementation of the CCC Benchcard does require a time commitment, at least until parties are familiar enough with the material to integrate it smoothly into daily practice. With resource restrictions, adding to the workload of judicial officers and other stakeholders can be problematic and may be met with resistance.

2. *Judicial Leadership and Commitment to Systems Change.* Integration of new ideas or new projects into current practices requires strong judicial leadership and a commitment to the project by all parties involved. Leadership changes or a lack of buy-in from some of the stakeholders could deter implementation efforts. The Benchcard is essentially a product. If people do not believe in the product, they are unlikely to start using it or endorse its use by others.

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3. Other Change Efforts. Most juvenile dependency courts are making some systems change efforts. Rarely is it the case that no changes are being made to the current system, as we are all striving for a better system and better outcomes for children and families. Courts may already be overwhelmed with current change efforts (e.g., implementing new model court orders/judgments) that require behavioral or practice changes. Adding an additional change (such as the Benchcard) might have been too challenging.

4. Peer-to-peer Court Observations. Judges don't have a lot of opportunity to get feedback on their practices; for instance, do hearings convey perception of procedural fairness, which is a good thing for hearing outcomes; difference between what you perceive yourself doing on the bench, and what others perceive; getting this independent feedback would be valuable and help to sustain change efforts.

REGIONAL MULTIDISCIPLINARY EDUCATIONAL PROGRAMS ON ICWA - UTILIZING TRIBAL PARTNERS AS PART OF THE DEVELOPMENT AND

TRAINING TEAM: JCIP worked with a number of tribal partners to conduct multi-disciplinary trainings throughout the state. One such training was presented to 66 attendees in Coos County, Oregon on November 8 and 9, 2012. The training featured cultural presentations from the Coos, Lower Umpqua and Siuslaw Indians and the Coquille Indian Tribe, and other presentations on 'The History and Background of ICWA', the 'Spirit Behind the Act', and 'Active Efforts'. Fifty-four out of sixty-six attendees (82%) returned evaluation forms. Eighty-nine percent of respondents reported that their knowledge of ICWA findings had increased, and 91% stated that they had increased their understanding of the spirit behind ICWA.

In another county, a judge requested training on ICWA, which JCIP staff presented to almost 70 judges and community partners. JCIP also worked to plan future trainings for judges and community partners in two other counties. One of these trainings is being planned in collaboration with the Confederated Tribes of Warm Springs. JCIP staff also presented a plenary session on "ICWA beyond the Basics" at the Juvenile Court Programs' Citizen Review Board conference in May 2013. This session followed keynote speaker Sandra White Hawk's presentation on "ICWA History and Impact on People of the First Nations." JCIP also engaged tribal representatives to participate in other statewide meetings, including the JCIP Model Court Day Summit and the 16th Annual Through the Eyes of a Child Conference for juvenile judges.

JCIP also educated judges and staff about ICWA by supporting attendance at two ICWA-related conferences. In April 2013, JCIP supported a state court judge, a tribal judge and a JCIP staff member in attending the National Indian Child Welfare Association Conference in Tulsa, Oklahoma, where the judges and staff presented a workshop on "The Spirit of ICWA: State Court-Tribal Court Collaboration." JCIP supported two judges in attending the October 2012 Tribal/State ICWA Conference and giving a presentation titled "State Court Process." A total of 31 attendees turned in evaluations for the judges' presentation, and 28, or 90% rated the presentation as 'Excellent' or 'Good'.

TRAINING, TA, AND CONSULTATION ON THE IMPLEMENTATION AND USE OF THE MODEL DEPENDENCY FORMS AND ASSISTING DHS WITH

IV-E/CFSR DATA REVIEWS ON ICWA CASES: JCIP participated in the DHS Child and Family Services Review of ICWA cases, and laid the groundwork for Casey Family Programs to analyze audio recordings of court hearings to determine whether volunteer in-court monitors are more accurate than file reviews for evaluating compliance with ICWA. This work will not only improve ICWA data collection but also inform data collection on a range of other issues.

IMPLEMENT THE QUICWA COMPLIANCE COLLABORATIVE PROJECT IN OREGON: The QUICWA initiative is being piloted in four Oregon Counties, and members of the JCIP-supported State Court Compliance with ICWA Workgroup have participated on the QUICWA Planning and

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Implementation Team. Each participating Court was briefed by DHS and JCIP staff on the project. Volunteer data collectors were selected from each county, and training on “ICWA” and “Filling out the Checklist” was provided by staff from the Minneapolis QUICWA Compliance Collaborative Project to data collectors, tribes, and DHS ICWA Unit Staff. Data collection was piloted in June 2013 and began the following month. JCIP is currently waiting for the data to be processed by the University of Minnesota. JCIP also arranged for staff from JCIP and DHS, along with a tribal member, to attend the 2013 national QUICWA meeting in Minneapolis to discuss the project and national efforts to date.

Submission Date: 12/27/13

Annual Update Year 3 (October 1, 2013 – September 30, 2014)

MAINTAIN JCIP’S STATE COURT COMPLIANCE WITH ICWA WORK GROUP (SCC-ICWA WG): JCIP continues to maintain the State Court Compliance with ICWA Workgroup, which has chosen the QUICWA Compliance Collaborative Project as their main emphasis. Members of the SCC-ICWA WG are serving on the QUICWA steering committee. Details on the progress of the QUICWA Compliance Collaborative Project are provided below

DEVELOP AND DISTRIBUTE TOOLS TO IMPROVE USE OF EXPERT WITNESSES IN COURT PROCEEDINGS: JCIP staff continues to work in collaboration with DHS ICWA consultants to provide technical assistance and education to judges, stakeholders, and Model Court Teams on the use of expert witnesses. Identification of expert witness for out-of-state tribes continues to be an issue. A call for expert witnesses was made at the QUICWA training in January. Two members of out-of-state tribes expressed interest. This is going to be a future agenda item at the Metro Native Advisory Committee.

STATE COURT/TRIBAL COURT VISITS: JCIP staff worked with the Coquille Indian Tribe and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw to plan a State Court/Tribal Court visit to the two tribal courts on November 6-7, 2013. The visit to the CLUSI reservation included an opening prayer and Tribal History by the Chief, a Native American flute presentation, and a traditional salmon bake with the Chief, members of Tribal Council, Tribal Administrator, Chief Judge and Tribal court personnel. The Chief Judge then presented a powerpoint presentation on “The Tribal Court in Today’s Society” followed by a Roundtable Q&A with the Judge and Peacegivers. The group then traveled to Coos Head, Lighthouse, Reservation Housing and other tribal lands. The Coquille visit included breakfast with the Tribal Council, Chief Judge and court clerk and an introduction to Tribal Governance. Judges then met in the Tribal Courtroom for a history and jurisdiction of the tribe and the Tribal code, and an introduction to the Peacegiving court. This was followed by a visit to the plank house on the reservation and a cultural presentation. Judges then had lunch with the tribal judge where a state court/tribal court consortium was discussed along with one judge’s decision to try a Peacegiving Court in his jurisdiction. Four state court judges, court staff, a Citizen Review Board Field Manager and a CRB volunteer attended.

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REGIONAL MULTIDISCIPLINARY EDUCATIONAL PROGRAMS ON ICWA - UTILIZING TRIBAL PARTNERS AS PART OF THE DEVELOPMENT AND

TRAINING TEAM: A judge requested regional training on ICWA and the Oregon Safety Model (OSM), which JCIP staff was planning when DHS requested that we delay the training until they could complete their OSM refresh throughout the state. They believed that the supervisors needed to be trained and familiar with the model before it was presented to community stakeholders. DHS has now completed their refresh and training plans can resume. Tribes will be involved in the planning process. JCIP staff worked with tribes to present a workshop on “Culturally Appropriate Services: A Tribal Perspective” at the Juvenile Court Programs’ Citizen Review Board(CRB)conference in May 2014. Representatives from Warm Springs, Grand Ronde, the Native American Youth Association and a DHS ICWA consultant presented their perspectives. This session was video taped and posted on the CRB website. JCIP staff presented a workshop on the QUICWA project at the 2013 Tribal/State ICWA Conference and attended a meeting of the QUICWA partners in Minnesota to receive more training on the project. The Minneapolis Indian Center came to Oregon in January to present training on QUICWA Data Collection. JCIP staff followed with a presentation on “ICWA Knowledge and the Oregon Court Process. There were 32 attendees. This was followed in May with a re-training of current data collectors. Presentations were also made to the Metro Indian Advisory Committee. As previously mentioned, Anita Fineday was brought to Oregon to present training on the 2013 Supreme Court ICWA decision.

TRAINING, TA, AND CONSULTATION ON THE IMPLEMENTATION AND USE OF THE MODEL DEPENDENCY FORMS AND ASSISTING DHS WITH

IV-E/CFSR DATA REVIEWS ON ICWA CASES: JCIP staff continues to work with DHS on IVE-E and review of ICWA cases. For example, JCIP participates on the ICWA Advisory Committee where there was discussion of active efforts and IVE requirements. Committee members were in the belief that judges should be making active efforts findings in APPLA cases. They believed this was a necessary component of their IVE Compliance. They were upset because some judges were refusing to make these findings. JCIP staff worked with the IVE compliance officer and Region X staff to clarify that active efforts under ICWA are required only in cases of removal and return to parent. Once the case plan has changed to other than reunification, reasonable efforts under ASFA, not active efforts under ICWA are required. Judicial education was also addressed. JCIP staff is also a member of the Tribal Enrollment sub-committee. This subcommittee was developing policy and protocol requiring judge’s to make enrollment decisions for Indian Children. It is a subcommittee in need of the court’s voice and applicable case law.

IMPLEMENT THE QUICWA COMPLIANCE COLLABORATIVE PROJECT IN OREGON: This has required considerable JCIP staff time and attention this period. We received preliminary findings from the Minneapolis Indian Center on Oregon data for the period of June 28, 2013 to November 14, 2013. There were several errors in the data. For example: Multnomah County judges were listed as Linn County judges; tribes did not align with our hand count of tribes; petition and hearing types were incorrect; answers were not able to be filtered by hearing types so you were unable to determine if this were a hearing that a particular finding would have been required; it showed that the judge allowed the tribe to participate 33.3% of the time, but they tried to participate 0%; there were 14 hearings where tribes presented a recommendation on placement, but 18 where the judge allowed a recommendation, etc. Different versions of the checklist further complicated the validity of the data as the same question was listed under different numbers (5g, 5j, an 5h) on the various checklist. JCIP worked with Minneapolis to correct hearing, petition, judges, counties etc. Some of the data had been incorrectly coded and some data monitor errors were acknowledged. JCIP staff re-trained a number of data monitors. A data committee was formed that included JCIP staff, the JCIP data analyst, a DHS data analyst, SCCW-ICWA workgroup members, tribal representatives, etc. It was decided that the data could not be presented in its current form and JCIP asked for and received an excel spreadsheet of the raw data from the

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QUICWA project. JCIP staff formulated a sample report for the ICWA Advisory Committee of a few data elements (attached) and asked them to look at the checklist and prioritize 5-10 items on which we could continue attempts to provide data. This data will also be shared at the JCIP Advisory Committee. JCIP staff was set up as an administrator of the new on-line-system and trained a part time person funded by Casey Family Programs to enter data on-line. We have now entered 128 cases in the new system. Unfortunately, Minnesota has no way of running reports from the data at this time and are unable to give us a time line of when that might be possible. Discussions are occurring as to whether to remain part of the QUICWA project or develop our own checklist and/or data base. We are working with Dr. Thomas Crofoot, Clark College, and Dr. Johnston-Goodstar, University of Minnesota on possible solutions. All agree on the value of having a data oriented report to provide to judges and community stakeholders to inform increased ICWA compliance. JCIP staff is now on a number of data committees looking at ICWA compliance. One such committee is developing active efforts metrics.

COLLABORATE WITH EFFORTS TO EXPLORE THE FEASIBILITY OF A STATE COURT/TRIBAL COURT CONSORTIUM: During the aforementioned Tribal Court State Court Visit both Tribal Judges had discussions about the value of a forum where tribal and state court judges could get together to talk about common issues and institutionalize arrangements between state and tribal courts.. JCIP was later approached by the head of the Indian Law Section of the Oregon State Bar about establishing a state/court tribal court consortium. He had been in conversation with one of the justices of our Supreme Court. JCIP staff met with the Chief Justice, the representative of the OSB to further discuss a consortium/informational meeting with tribal and state court judges. This has since become a JCIP strategy in our Safe and Equitable Foster Care Reduction Initiative and JCIP has drafted a Policy Option Package for the Chief Justice to consider in our budget request to the legislature that would provide a small amt of staff support for this along with some funding to bring people together a couple of times a year.

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~~Outcome #2: Improved Stakeholder Response in Child Abuse and Neglect Cases~~

Need Driving Activities & Data Source: JCIP has long worked under the premise that juvenile court hearings best serve children and families when:

- Hearings occur in a timely manner,
- All the necessary parties, including parents, children, attorneys, Court Appointed Special Advocates (CASAs), relatives, and foster parents are in attendance,
- Enough time is docketed to allow for adequate review of the case and for making all necessary findings of fact and conclusions of law, and
- The court enters detailed legal judgments that clearly memorialize findings and expectations, using language all parties understand.

In order for the above to happen, judicial officers and professionals who do this work need adequate support and training.

Oregon has many local examples of judicially led system reforms, including use of the Court Catalyzing Change Bench Card; revised shelter hearings that frontload judicial, attorney, and child welfare attention to dependency cases; adoption of protocols for consulting with children in dependency cases; and court and community collaboration that improves access to services for children in foster care. Oregon Model Court Teams and the DHS/OJD/SCCF/Casey Family Programs Safe and Equitable Foster Care Reduction (SEFCR) initiative provide substantial opportunities to improve Oregon's child welfare and juvenile court systems. However, implementation of court improvement efforts varies widely among judicial districts. Whether local courts have implemented fundamental court improvement practices that are indicators of quality court hearings, such as time-certain hearings and appointing counsel at shelter hearings are a function of local priorities, resources available for innovation, and willingness to change. Some counties and stakeholders fully embrace best practices, while others struggle to implement changes. When stakeholders work from a shared body of knowledge (i.e. substantive and procedural law requirements (*e.g., Model Dependency Judgment Forms*), current child development science and best practices, effects of abuse and neglect ...) their willingness to collaborate to improve outcomes for children and reduce time to permanency increases.

Measurable Objective: Increase number of courts using Model Juvenile Dependency Forms and maintain (or increase) timeliness measures:

- Time to Jurisdiction, including % of cases not meeting the timeline that have a documented good cause finding for the delay.
- Time to First Permanency Hearing
- Time to Resolution of TPR

Strategic Category: Capacity Building

Court Function Improvement

Systemic Reform

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and deliver annual statewide Summit on Child Abuse and Neglect for Oregon model court teams and stakeholders involved in dependency cases.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • CRB • Tribes • DHS • Attorneys • CASA 	Annually - Ongoing	<ul style="list-style-type: none"> • Annual 1 day Summit for 250+ judges and stakeholders. • Agendas include sessions on state and national priorities, child development, case flow management, law updates, and performance measures. • Each team will identify strategies to improve local system responses in CAN cases. 	<ul style="list-style-type: none"> • 80% of participants who complete the conference evaluation will identify one new tool or strategy to help them with their daily work. • Maintain or increase % of cases meeting timeliness measures despite current budget reductions and closures. 	<ul style="list-style-type: none"> • JCIP data reports • DHS on-line data • Conference evaluations measuring the self-report of knowledge acquisition 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Encourage and support further development of Dependency Improvement Workgroups or Model Court Teams	<ul style="list-style-type: none"> • Basic • Data 	<ul style="list-style-type: none"> • Judges • Court staff • CRB • DHS • Attorneys • Service Providers 	Ongoing	<ul style="list-style-type: none"> • On-site TA and consultation for 3 or more local model court teams each year. • Improved information-sharing and problem-solving system improvement through local work group initiatives. • Increased stakeholder cooperation in local system improvement • Development and distribution of JCIP Newsletter 3 times a year. 	<ul style="list-style-type: none"> • Increase number of stakeholders involved in local court improvement efforts. 	<ul style="list-style-type: none"> • Survey of local courts • Contact lists for local teams 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Multidisciplinary educational programs	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court staff • CRB • DHS • Attorneys • Service Providers 	Ongoing	<ul style="list-style-type: none"> • Provide TA, support, and/or coordination for two regional trainings per year. • Multidisciplinary training made available at the local/regional level result in increased stakeholders who are able to access specialized training. 	<ul style="list-style-type: none"> • 80% of participants who complete the conference evaluation will identify one new tool or strategy to help them with their daily work. • Increase use of model juvenile dependency forms to 36/36 counties by FY 2016. 	<ul style="list-style-type: none"> • Surveys • File reviews 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and implement training for foster parents on court and CRB process	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • Foster /Adopt Parents • DHS • Relative Providers 	<ul style="list-style-type: none"> • 12/ 2013 • 6/2015 	<ul style="list-style-type: none"> • Develop and deliver session at Shoulder to Shoulder • Develop and distribute one online module • Improved understanding of court processes 	<ul style="list-style-type: none"> • Increase foster parent knowledge of the court process. • Increase presence of foster parents in court/CRB proceedings. 	<ul style="list-style-type: none"> • Pre/Post Tests for educational sessions • Evaluations • File reviews 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Develop, implement and update specialized educational program for attorneys on appellate case law.	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • DAs • AAGs • Parents' Attorneys • Children's Attorneys 	<ul style="list-style-type: none"> 12/2015 	<ul style="list-style-type: none"> • Appellate Case Law curriculum is developed and delivered 2 times a year. • Attorneys are able to better represent their clients and the state 	<ul style="list-style-type: none"> • Increase presence and effectiveness of children's and parents' attorneys at dependency hearings 	<ul style="list-style-type: none"> • File reviews 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Maintain and implement JCIP mini-grant process	<ul style="list-style-type: none"> • Training • Data • Basic 	<ul style="list-style-type: none"> • All Child Welfare and Juvenile Dependency Stakeholders 	<ul style="list-style-type: none"> Annually - Ongoing 	<ul style="list-style-type: none"> • Provide financial support to stakeholder groups for trainings, pilot projects, and technology activities that address the goals and priorities of JCIP, through mini grant project. • Increase number and role diversity of stakeholders receiving specialized child welfare and juvenile court education. 	<ul style="list-style-type: none"> • 80% of participants who complete the program evaluations will identify one new tool or strategy to help them with their daily work. 	<ul style="list-style-type: none"> • Attendance lists • Evaluations 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Sources	Feedback Vehicle
<p>Improve delivery of appropriate mental health services and interventions to cross-over youth.</p>	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • DHS • ODE • Juvenile Depts • CRB • Attorneys • Community Mental Health • Law Enforcement 	<p style="text-align: center;">12/2015</p>	<ul style="list-style-type: none"> • Convene stakeholders • Identify current gaps in services (including lack of coordination between stakeholders) for cross – over youth • Identify potential solutions • In collaboration with stakeholders, plan summit to provide training and help communities plan for reform 	<ul style="list-style-type: none"> • Improve collaboration and coordination between ODE, DHS, Juvenile Departments so that the mental health needs of at risk youth are identified and addressed as early as possible. • Increase number of cross-over youth whose mental health needs are effectively addressed and decrease the number and length of contacts with the juvenile justice system. 	<ul style="list-style-type: none"> • Data Measures • File reviews 	<p>JCIP staff will share data with stakeholders and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.</p>

Narrative (Description of status of project as related to the outcome upon onset of funding): JCIP has been a driving force in Oregon encouraging cross system collaborations and multi-disciplinary trainings. Since the first JCIP grants 15 years ago, JCIP has collaborated with CRB, DHS, attorneys, CASAs, and community partners to provide training throughout the state. These trainings have strengthened links between child welfare initiatives such as the Oregon Safety Model and court practice, provided specialized child development information, and encouraged data tracking and performance measures to improve practices.

JCIP focused on the implementation of legally sufficient dependency judgment forms in 2011, and it became apparent during file reviews that court forms do not consistently prompt judges to document foster parent or relative presence or participation at dependency proceedings, making their presence difficult to verify during file reviews. Conversely, CRB Findings and Recommendations reports consistently prompt coordinators to note whether foster parents or relatives are present. Model dependency judgment forms have been updated to clearly prompt judges to make an

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inquiry regarding notice to and presence of foster parents. According to recent file reviews; foster parents were more likely to be present at CRB reviews than court hearings. In a recent survey of foster parents, foster parents reported being routinely invited to both court and CRB reviews, however, some foster parents reported being discouraged from attending these proceedings. Foster parents also reported having significantly more opportunities to speak during CRB reviews than in court hearings. Foster parents need specialized training on the court process and the specific information about the children in their care that they should be prepared to report to the court.

Annual Update Year #1:

DEVELOP AND DELIVER ANNUAL STATEWIDE SUMMIT ON CHILD ABUSE AND NEGLECT FOR OREGON MODEL COURT TEAMS AND STAKEHOLDERS INVOLVED IN DEPENDENCY CASES:

The Model Court Day: Summit on Child Abuse and Neglect focused on educational outcomes for children in foster care. Foster youth shared information about their educational experience in a panel presentation moderated by Bill Stanton. The executive director of Youth, Rights, & Justice Attorneys at Law, Mark McKechnie, provided a plenary session focused on “Education for Foster Children: Risks, Needs, & Opportunities.” Two local collaborative initiatives that support educational well-being outcomes were highlighted, and Oregon’s new Foster Youth Tuition Waivers were explained in detail. Model Court Teams were asked to bring representatives from education to the summit. Participants were asked to evaluate their own knowledge before and after the presentations, to discuss educational outcomes for foster youth as a team, and to develop a plan with strategies for improving those outcomes. The Summit also had presentations on Trauma Brain Science and Strengthening, Preserving and Reunifying Families Implementation.

232 stakeholders attended the 2012 Model Court Day Summit on Child Abuse and Neglect. During lunch, each model court team was asked to identify county strategies to improve educational outcomes for foster youth. Five of sixteen teams (31%) completed the assignment. Also during lunch, attendees were asked to complete a self-reflection exercise evaluating their knowledge on five educational topics before and after hearing the sessions on education. Ninety-three attendees completed their forms (40%). The largest reported gains in knowledge were in the areas of statistics related to the educational outcomes of foster youth and stakeholder strategies to improve the educational experience of foster youth.

Average score on self reflection exercise			
Topic Area	Before	After	Change
Statistics related to the educational outcomes of foster youth	1.8	2.6	0.9
The Fostering Connections Act	1.6	2.3	0.8
IDEA/Special Education	1.8	2.4	0.6
Educational Surrogates	1.8	2.4	0.6
Stakeholder strategies to improve the educational experience of foster youth	1.5	2.4	0.9

Based on a scale of 1 to 3

ENCOURAGE AND SUPPORT FURTHER DEVELOPMENT OF DEPENDENCY IMPROVEMENT WORKGROUPS OR MODEL COURT TEAMS:

JCIP staff provided on-site technical assistance and consultation to two counties, one who wanted to refresh their model court team and the other who wants to start a brand new model court

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team. Both demonstrated substantial stakeholder representation from the court, the Citizen Review Board, DHS, the defense bar, DA’s office, CASA, and treatment providers. Both teams developed strategies to ensure dependency petitions are adjudicated within 60 days.

The JCIP eNewsletter is distributed three times per year.

MULTIDISCIPLINARY EDUCATIONAL PROGRAMS: As part of the Safe and Equitable Foster Care Reduction Initiative Partnership, JCIP has collaborated on multidisciplinary regional training on Neglect, Systems of Care, Differential Response, Trauma and Family Engagement, Shoulder to Shoulder, Statewide ICWA Conference, and the Attorney Academy. JCIP staff provided *Guardian Ad Litem* training in eastern Oregon.

MAINTAIN AND IMPLEMENT JCIP MINI-GRANT PROCESS: JCIP mini grants were awarded for a Foster Youth Convening to support foster youth and foster parents in transition; to a family drug court to support families and train team members; to purchase a parenting curriculum for incarcerated families; to send a multidisciplinary team to a conference on the neurological impact of early childhood trauma, to support the Citizen Review Board Conference, and to send Judges to the NCJFCJ conference.

Submission Date: December 28, 2012

Annual Update Year #2:

DEVELOP AND DELIVER ANNUAL STATEWIDE SUMMIT ON CHILD ABUSE AND NEGLECT FOR OREGON MODEL COURT TEAMS AND STAKEHOLDERS INVOLVED IN DEPENDENCY CASES:

In August 2013, 282 stakeholders attended the 2013 Model Court Summit on Child Abuse and Neglect. David Mandel introduced the Safe and Together Model, a framework for improving competencies and cross-system collaboration in domestic violence cases involving children. Dr. Melanie Berry from the Oregon Social Learning Center presented research findings related to families involved in the foster care system, focusing on parent-child visitation. She shared strategies for visitation that research suggests might improve child functioning and parent-child attachment. Judge Ned Gordon from New Hampshire discussed his work to address policy and practice issues related to children with APPLA plans. This presentation encouraged court teams to actively pursue all possible permanency options for the child or youth with an APPLA plan. Model Court teams had the opportunity to meet as a team during the Summit to discuss how well their local jurisdictions handle issues around domestic violence, parent/child visitation, and achieving higher-level permanency options for children on APPLA plans. Jurisdictions were asked to identify and describe any successful initiatives related to one of these areas. Additionally, teams were asked to select at least one of these areas that they wanted to improve, and to identify specific strategies that they would commit to implementing at the local level. Twenty-three plans were submitted to JCIP, with each plan including action items that local court improvement teams will pursue for one or more of these topics. In the coming months, JCIP staff will check in with local teams to monitor their efforts with their plans, offer and provide technical assistance when requested, share information between teams, and facilitate and encourage peer-to-peer mentorship. Specific strategies identified by county are in the tables below:

Local Strategies to Implement Safe and Together Model Practices	
Hold the batterer more accountable.	Baker, Linn
Hold the father to the same standard as the mother; focus on the perpetrator.	Benton, Curry, Lane, Linn, Polk, Yamhill

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Local Strategies to Implement Safe and Together Model Practices	
Empower fathers	Umatilla
Order fathers to pay bills	Baker, Umatilla
Incorporate expectations into release and probation conditions	Clatsop, Columbia, Coos, Grant, Harney, Malheur
Focus on the Strengths and protective efforts of survivor	Coos, Lane, Douglas, Jackson
Closer look at language in petitions	Benton, Curry, Linn, Yamhill
Address jurisdictional issues	Marion
Identify safety issues for victims and the need for clear concise safety planning	Curry, Polk, Multnomah
Provide additional training on the Safe and Together Model	Marion, Yamhill, Deschutes
Focus on behavior and patterns of behavior	Multnomah, Lane, Klamath, Lake, Umatilla, Wasco
Screen every case for DV/Coordinate with DV Court	Douglas, Lincoln
Improve communication between systems (criminal and dependency)	Wasco, Benton, Union, Grant, Harney
Develop a protocol on Women's' crisis	Josephine
Develop Team Strategies/ Involve DA and DHS in Cross System Collaboration	Benton, Grant, Harney, Lane, Baker
Identify specifically tailored services	Douglas

Local Strategies to Improve Parent/Child Visitation Practices	
Focus on positives with parents. Talk about what they are doing well.	Baker, Coos, Douglas, Jackson, Lane, Yamhill
Utilize Relationship-Based Visitation.	Coos, Clatsop, Columbia, Polk, Tillamook, Umatilla
Increase Social Services Assistants (SSA) Staffing levels	Clatsop, Columbia, Polk, Tillamook, Washington
Conduct Weekly Staffing in counties with SSA's	Clatsop, Columbia
Implement FIND Model / Document serve and return	Coos, Deschutes, Klamath, Lake, Lincoln, Malheur, Multnomah, Umatilla
Encourage Visits within 48 to 72 hours	Benton, Klamath, Lake, Linn, Multnomah, Yamhill
Increase Visitation Services to Families, both Quantity and Quality/Consistent, Frequent, Safe and Age Appropriate Visitation	Curry, Deschutes, Douglas, Jackson, Josephine, Marion, Multnomah
Assure Children are able to call parents after placement	Klamath, Lake, Linn, Wasco
Involve / Encourage Community Volunteers to assist with transportation, or Supervision at visits	Grant, Harney, Lincoln, Multnomah, Union, Washington, Yamhill

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Local Strategies to Decrease the Number of children in APPLA Placements	
Ensure that all APPLA plans are thoughtful and incorporate family and friends for support	Baker, Lincoln
Avoid APPLA Plans / Commit to rule out all other permanency plans annually	Benton, Clatsop, Columbia, Douglas, Grant, Harney Malheur, Tillamook, Polk, Umatilla
Get children to attend court hearings and CRB Reviews / Encourage their involvement in case plans	Coos, Jackson, Klamath, Lake, Lane, Linn, Umatilla
Recognize that APPLA is not a default.	Deschutes, Jackson
Provide funding for Guardianships	Douglas
Focus on Reconnecting Families	Josephine, Yamhill
Focus on Children’s Education, health care, employment, and living arrangements	Lane
Implement Internal DHS Reviews of all APPLA cases	Marion
Ensure the Intentionality of APPLA	Multnomah
Implement Permanency Round Tables with DHS	Umatilla, Union, Wasco

One-hundred and thirty-four Model Court Summit attendees submitted evaluations on their conference experience. Responses came from a wide range of stakeholders, including 27 attorneys, 26 DHS staff, 19 CASA staff, 18 judges, and 16 court staff. Seventy-four percent of respondents agreed or strongly agreed with the statement “Today’s presentations will be useful in shaping my jurisdiction’s juvenile court.” Sixty-eight percent agreed or strongly agreed with the statement “I had sufficient opportunity to exchange ideas with other participants,” and 70% agreed or strongly agreed that “The presentations facilitated meaningful and challenging discussion among my team.” Evaluations were particularly positive for the presentation on the Safe and Together Model, with 75% of respondents rating the presentation as a “4” or “5” on a scale from 1 to 5.

Percentage of Responses for Model Court Day Evaluation Statements					
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Presentations will be useful in shaping my juvenile court	1%	2%	23%	61%	13%
Sufficient opportunity to exchange ideas	2%	12%	18%	45%	23%
Facilitated meaningful and challenging discussion	1%	4%	26%	51%	19%

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ENCOURAGE AND SUPPORT FURTHER DEVELOPMENT OF DEPENDENCY IMPROVEMENT WORKGROUPS OR MODEL

COURT TEAMS: In FFY 2013, JCIP staff facilitated a re-start of a county Model Court Team that had a lapse of local court improvement meetings and activities. This sometimes happens due to competing demands or a change in a key stakeholder at the local level. With JCIP staff support and assistance, twenty-two community partners joined the judge in convening to re-prioritize the team and identify strategies to improve the percentage of TPR proceedings resolved within 182 days of filing. Fourteen of the twenty-two attendees returned evaluations on the re-start training, and the results showed that JCIP was successful in increasing knowledge on how the court was performing, and on assisting the Model Court Team in developing a strategy to improve performance. All fourteen respondents agreed or strongly agreed that they became better aware of how their court was functioning on performance outcomes. The respondents also all agreed or strongly agreed that their court had a plan for improving the outcomes of children in care.

FFY 2013 also showed positive results from JCIP's support of existing Model Court Teams. The Wasco County Model Court Team, for example, met in December 2012 and targeted an improvement in their Time to First Permanency measures. The percentage of cases that had their first permanency hearing within 14 months rose from 60% in the reports for the three quarters before the intervention (covering April-December 2012) to 88% in the three quarters following it. Across the same time periods, the mean days to the first permanency hearing declined from 567 to 410. In FFY 2013, JCIP also prepared to provide FY2014 support to two additional counties that requested assistance in setting up model-court teams.

MULTIDISCIPLINARY EDUCATIONAL PROGRAMS: As part of the Safe and Equitable Foster Care Reduction (SEFCR) Initiative Partnership, JCIP collaborated on multidisciplinary regional trainings on Neglect, Systems of Care, Differential Response, Trauma and Family Engagement, and JCIP grant funds helped to support judicial officer participation in these events. JCIP also participated in planning and delivering training at the state Shoulder to Shoulder Conference, the statewide ICWA Conference, and the Attorney Academy. JCIP staff provided *Guardian Ad Litem* training in eastern Oregon and conducted three regional trainings—one on Trauma-Informed Care, and the other two on ICWA. One of the regional trainings also featured a foster youth panel that was very well received. Another took advantage of video conferencing to allow other counties to participate. Planning also began during FFY 2013 to conduct the Trauma-Informed Care Training in another county. In October 2012, a panel of judges and JCIP staff also presented a workshop entitled “A Practical Guide to Juvenile Court Dependency Hearings.” This workshop was requested to help tribal social workers understand the purpose and decisions made at each hearing and how they could appropriately participate in court hearings and present relevant information.

As noted above (page 14), attendees at the ICWA Training in Coos County reported that the training held there increased both their knowledge of ICWA and the spirit that led to its enactment. The Trauma-Informed Care Training, which was held in Tillamook County, received similarly positive reviews from the 20 out of 32 attendees who turned in their evaluations. On a scale from 1 (poor) to 5 (excellent), the respondents gave the value of information presented an average rating of 4.67, their ability to apply information at work a rating of 4.33, and the overall quality of the session a 4.6 average rating. Attendees were also asked to rate, on a scale of 1 to 5, their level of knowledge on the topic both before and after the workshop. Pre-workshop knowledge averaged 2.33, while post-workshop knowledge levels were at an average of 3.78, showing that, in addition to providing valuable and applicable information, the workshop also brought about a substantial (1.53-point) improvement in the respondents' knowledge of trauma-informed care.

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DEVELOP AND IMPLEMENT TRAINING FOR FOSTER PARENTS ON COURT AND CRB PROCESS: A referee and JCIP staff made a presentation at the Shoulder to Shoulder conference entitled “The Court and CRB Want to Hear from You.” Information was given on the purpose of the various dependency hearings and information foster parents could provide to help the court make its required findings. The room was filled to capacity. Pre- and post-tests were given to participants to evaluate their understanding of their right to notice, right to be heard, party status, how Citizen Review Board reviews differ from court hearings, and the type of information they should share with the judge. Additionally, the conference organizers conducted an evaluation of the entire conference including this workshop. Comments received for this session include the following:

- Awesome, helpful information, excellent presentation.
- Because there was a cancellation and then 15 mins. still no instructor I moved to a third option. I was pleasantly surprised to have a judge there. I missed having judges panel which I had missed taking last year.
- Great class great handouts. Always good to hear from judges.
- Excellent presentation on how the system works - good or bad.
- Foster Parents are not a legal party to the juvenile court proceedings.
- It was helpful but very county based
- The judge needs to update his information.
- The room was too small to accommodate the level of interest. It would have benefited from more time. One speaker only had a few minutes to talk.
- This was my third choice--others were full. I first wanted Trauma Informed Care and 2nd Empowering Children in Foster Care. Two spaces were left in The Court and CRB--this was my third choice--but a great class.

- Very helpful overview of the foster care court process! Very informative.

29. Please evaluate the workshop & speaker you attended in Workshop Series B (1:30 p.m. - 3:00 p.m.) "The Court and CRB Want to Hear From You!- Shary Mason, Leola McKenzie, and Honorable David Knofler"								
	Excellent	Very Good	Satisfactory	Fair	Poor	N/A	Rating Average	Response Count
Met expectations based on title & description	45.2% (14)	38.7% (12)	12.9% (4)	0.0% (0)	3.2% (1)	0.0% (0)	4.23	31
Speaker(s) was engaging & knowledgeable	45.2% (14)	38.7% (12)	9.7% (3)	3.2% (1)	3.2% (1)	0.0% (0)	4.19	31
Practical use information obtained	45.2% (14)	32.3% (10)	19.4% (6)	0.0% (0)	3.2% (1)	0.0% (0)	4.16	31
Additional Comments Regarding Workshop								9
answered question								31

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MAINTAIN AND IMPLEMENT JCIP MINI-GRANT PROCESS:

During FFY 2013, JCIP awarded several mini-grants to improve stakeholder response in child abuse and neglect cases. A \$5000 grant went to a Parent Mentor Program for the provision of orientation for dependency preliminary hearings for parents new to the system. This program supports a parent mentor to be present daily from 1:00 to 3:00 p.m. to provide general support and information to all parents. The goal of this program is that support will increase parent engagement in the court and child welfare process.

Grants for parent education enabled two organizations—Coastal Families Together of Lincoln County and the Deschutes Family Drug Court—to purchase curricula and implement education programs. Coastal Families Together used their grant to purchase a parenting education curriculum, and delivered six-week Nurturing Parenting Workshops to over 100 incarcerated parents in Lincoln County. The success of the classes led to additional funding from the Lincoln County Sheriff's Department to expand the curriculum. The Deschutes Family Drug Court used a curriculum developed by Healthy Families of the High Desert, and implemented a pre- and post-evaluation. The eleven participants who have thus far completed the program and post-evaluation showed over a 60% increase in parenting knowledge.

JCIP also awarded \$4775 for replication costs for an emerging Relief Nursery, with an eye toward development of a successful model to be funded through the state legislative process. In September 2013, an additional \$4500 was awarded to Lutheran Community Services Northwest to support A Family Place Emerging Relief Nursery by assisting with the purchase of Family Tracker software.

Another grant was awarded to the Coos County Foster Parent Association to document children's cultural and personal histories in Life Story Books. The grant was used to purchase digital cameras, color printers, ink, paper, and supplies for the purpose of taking and printing pictures of children in foster care. Two books were completed this past year, documenting children as they went through the adoption process. Staff from the Foster Parent Association reported that these books give children a documented history of who they are and give them hope for their future. The grant also enabled pictures of key events to be taken for future Life Story Books for children who are currently moving through the permanency process.

JCIP also supported four conferences with mini-grants of up to \$5,000: the Juvenile Law Training Academy, the Shoulder to Shoulder Conference, the CRB conference, and the Statewide ICWA Conference. In all these events provided more than 1,600 people across the state with two or more days of training specific to juvenile court dependency proceedings and child welfare cases.

Submission Date: 12/27/13

Annual Update Year 3 (October 1, 2013 – September 30, 2014)

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DEVELOP AND DELIVER ANNUAL STATEWIDE SUMMIT ON CHILD ABUSE AND NEGLECT FOR OREGON MODEL COURT TEAMS AND STAKEHOLDERS INVOLVED IN DEPENDENCY CASES:

Last year, Model Court teams had the opportunity to meet as a team during the August 2013 Summit to discuss how well their local jurisdictions handle issues around domestic violence, parent/child visitation, and achieving higher-level permanency options for children on APPLA plans. Jurisdictions were asked to identify and describe any successful initiatives related to one of these areas. Additionally, teams were asked to select at least one of these areas that they wanted to improve, and to identify specific strategies that they would commit to implementing at the local level. Twenty-three plans were submitted to JCIP, with each plan including action items that local court improvement teams will pursue for one or more of these topics. Since August, 2013, JCIP staff checked in with local teams to monitor their efforts with their plans, offer and provide technical assistance when requested, share information between teams, and facilitate and encourage peer-to-peer mentorship.

The 2014 Summit was held in Bend, Oregon, and sought to have groups build on the plans from last year. Attendees heard a number of presentation's on DHS's differential response rollout, Model Court successes over the past year, and permanency round tables. The collection of online evaluations on the Summit should be completed by mid September.

ENCOURAGE AND SUPPORT FURTHER DEVELOPMENT OF DEPENDENCY IMPROVEMENT WORKGROUPS OR MODEL COURT TEAMS:

JCIP staff facilitated the start up of a model court team in Curry County in October. They have been working on providing a training on alcohol/drug addiction, recovery and mental health issues; reviewing JCIP data statistical reports to track and meet timelines; At Risk Youth and a Cross-Over Youth Practice Model; distribution of forms at hearings; and improving attendance at CRB and Court hearings, especially by older Youth. JCIP has been working with representatives from Grant and Harney Counties to identify stakeholders in the community and start a Model Court Team. Efforts were made to convene stakeholders in early, 2014, but due to date conflicts and transitioning personnel at DHS, the meeting has been rescheduled to September 4, 2014. JCIP staff will travel to the meeting, present information on the formation and workings of a Model Court Team and help facilitate discussions among stakeholders. Lane County has also requested information about model court teams and initial conversations have begun with the Judge in that County.

Multnomah County Model Court formed an Immigration sub-committee that provided three brownbag luncheons: "Immigration & Children" by Immigration and Counseling Services; "Consulate of Mexico in Portland: Family Law Cases" by the Consul for the Protection Department and the Consular's officer, and "International Issues and Oregon DHS Child Welfare".

MULTIDISCIPLINARY EDUCATIONAL PROGRAMS: JCIP staff managed seven sessions at the CRB's Annual Conference in May, 2014. The conference was attended by 225 stakeholders, including CRB members, CASA volunteers, judges, and presenters from DHS and other outside entities. First, staff worked with a nationally known expert on the dynamics of sex abuse, Cory Jewell Jensen, who presented the latest research regarding the incidence and dynamic of sex abuse, and risk assessment for purposes of reunification. In addition, Ms. Jewell Jensen presented on a panel with JCIP staff about appropriate services for child victims of sex abuse, which included an overview of what sex abuse victims experience, the

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role of child abuse assessment centers, and how CRB members should review cases involving child sex abuse. Also, JCIP staff moderated a panel of judges who discussed how case law and DHS policy impact how these cases are reviewed by the court and the CRB. Second, JCIP staff led two sessions on Differential Response. The sessions focused on explaining the difference between the traditional track for abuse and neglect cases and those that will be routed to the new alternative response track. In addition, staff explained the DHS’s Strengthening, Reunifying and Preserving Families (SPRF) program, and how that fits in with Differential Response. JCIP staff explained how these changes impact CRB reviews. Last, JCIP staff presented information about how to review cases to ensure the medical and mental health needs of foster children are met. JCIP staff also developed and presented a “CRB Health Care Checklist” for use in CRB reviews, providing CRB members with an easy reference tool to help them assess whether DHS has provided the necessary services to safeguard a child’s health and well-being. JCIP staff also organized a panel presentation on “Culturally Appropriate Services: A Tribal Perspective”

As shown in the table below, conference attendees reported large increases in knowledge from attending the sessions described above.

Presentation Name	Average Knowledge Before Session*	Average Knowledge After Session*	Average Increase in Knowledge	Total Responses
Decision-Making in Cases of Child Sex Abuse, Part 1	2.88	4.51	1.63	42
Decision-Making in Cases of Child Sex Abuse: How and When to Let Offenders Live with Children	3.01	4.57	1.56	68
Sexual Victimization of Children: Understanding the Impact on Children	3.04	4.52	1.48	46
What Does Differential Response Mean for CRB	2.43	3.84	1.41	40
Views from the Bench (Judge’s Panel)	2.94	4.21	1.27	39
Health and Medical Care	3.06	4.13	1.07	16
Culturally Appropriate Services Panel				

*Attendees were asked to rate their knowledge before and after the session on a scale from 1 (very little) to 5 (excellent).

JCIP staff, through the Children’s Justice Act Task Force, approved funding for a session at the Shoulder to Shoulder conference in November, 2013, entitled “Facilitating Effective Child and Youth Participation in the Juvenile Court Process”. A benchcard and other materials provided at the session are linked on the JCIP website for court and stakeholder use.

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	Excellent	Very Good	Satisfactory	Fair	Poor	N/A	Average	Count
Met Expectations based on title and description	47.1% (24)	23.5% (12)	13.7%(7)	11.8% (6)	2.0% (1)	2.0% (1)	4.04	51
Speaker(s) was engaging and knowledgeable	47.1% (24)	23.5% (12)	15.7% (8)	7.8% (4)	2.0%(1)	3.9%(2)	4.10	51
Practical use information obtained	38.0% (19)	26.0%(13)	18.0%(9)	12.0% (6)	2.0%(1)	4.0% (2)	3.90	50

DEVELOP AND IMPLEMENT TRAINING FOR FOSTER PARENTS ON COURT AND CRB PROCESS: JCIP has also been working with DHS and Portland State University to review the current curriculum offered to foster parents about appearing in court, and ensure it is accurate and up to date. This process has included review and feedback by a juvenile court judge and referee in Washington County.

DEVELOP, IMPLEMENT AND UPDATE SPECIALIZED EDUCATIONAL PROGRAM FOR ATTORNEYS ON APPELLATE CASE LAW: JCIP staff has been compiling summaries of Oregon appellate opinions issued since July 1, 2013 into two outlines for use by judges and attorneys. One is a quick reference tool classifying cases into searchable categories, and the other provides more detail about the facts and holdings of the cases. These outlines will provide the necessary ground work for an educational program for attorneys.

MAINTAIN AND IMPLEMENT JCIP MINI-GRANT PROCESS: JCIP has awarded three mini-grants since October 1, 2013. JCIP provided \$5,000 for the Juvenile Law Training Academy, a two day conference in October, 2013 primarily designed to improve attorney representation of children and parents in juvenile dependency cases. In addition, a \$5,000 grant was provided for the Shoulder to Shoulder Conference in November 2013, a multidisciplinary training addressing a wide range of topics relevant to child welfare cases. Finally, JCIP awarded \$4,020 to Jackson County and \$2,925.00 to Josephine County for a Trauma Informed Conference in February and March, 2014. The funds were used to supplement an award through Casey Family Programs to hire Mandy Davis as a speaker, with the JCIP funds covering meal costs for attendees and continuing education credits, and videotaping and 10 DVD's of the Josephine County training.

SPECIAL REPORTS

Outcome #4: *Improved outcomes in child abuse and neglect cases through system improvements and advocacy*

Need Driving Activities & Data Source: Oregon’s Executive, Legislative, and Judicial Branches have all experienced significant agency budget reductions in response to revenue shortfalls in the past two biennia and the current budget period. Now more than ever, maximizing existing resources through interbranch collaborations and cross-training programs is necessary to ensure that reduced resources are directed towards initiatives and practices with demonstrated effectiveness.

- Measurable Objective:** Increase number of courts using Model Juvenile Dependency Forms and maintain (or increase) timeliness measures:
- Time to Jurisdiction, including % of cases not meeting the timeline that have a documented good cause finding for the delay.
 - Time to First Permanency Hearing
 - Time to Resolution of TPR

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and recommend long term structure for CASA administration in Oregon.	<ul style="list-style-type: none"> • Basic 	<ul style="list-style-type: none"> • Judicial Branch • Executive Branch • Legislative Branch • CASAs 	9/2014	<ul style="list-style-type: none"> • Committee established to meet requirements of HB4082 • Report to Legislative Assembly 	<ul style="list-style-type: none"> • Increase legislator understanding and support of CASA programs and administrative issues. 	<ul style="list-style-type: none"> • Meeting notes • Report 	JCIP staff will share information with stakeholders and partners and encourage legislative support of the report.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Juvenile Dependency Interbranch Workgroup	<ul style="list-style-type: none"> • Basic 	<ul style="list-style-type: none"> • Judicial Branch • Executive Branch • Legislative Branch 	Ongoing	<ul style="list-style-type: none"> • 2 -4 workgroup meetings a year including members of the 3 branches. • Problem-solving and continuing system improvement based on shared body of knowledge of current science and evidence-based practices. 	<ul style="list-style-type: none"> • Ensure effective application and thoughtful amendment of Juvenile Dependency Code. • Increase legislator understanding of and support for effective resolution of child welfare issues. 	<ul style="list-style-type: none"> • Meeting notes • Legislation • Legislative trainings 	JCIP staff will share data with Juvenile Dependency Interbranch Work group; feedback will be incorporated into CQI process; results will inform work of JCIP and courts with this Work group.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop a framework and implement Judicial Engagement and Leadership Institute (JELI)	<ul style="list-style-type: none"> • Basic • Training • Data 	Oregon Judges	Completed and Ongoing	<ul style="list-style-type: none"> • Establish JELI steering committee, JELI description, goals, and survey. • Support attendance of JELI steering committee at NCJFCJ conference • Develop and support workgroups for 3 JELI initiatives • Develop and support 1 day issues work group summit for JELI participants. • Create and support online resource and discussion forum for judges 	<ul style="list-style-type: none"> • Increased understanding of judicial officer role in leading systemic change at the local level. • Increased use of legally sufficient forms & juvenile code reform • Increase timeliness of adoptions through quicker identification of the adoptive resource • Increase number of court reports with clearly defined conditions of return 	<ul style="list-style-type: none"> • File Reviews • Meeting notes • Agendas • On-line discussion data base • Survey 	JCIP staff will share data with JELI Steering Committee and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform JCIP and local court reform efforts.
Support JELI activities	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Law Schools 	Ongoing	<ul style="list-style-type: none"> • Develop and support workgroups for 2-3 JELI initiatives. • Develop and support annual 1 day issues work group summit for JELI participants. • Workgroups report out at annual Eyes Conference. • Tools created for judicial leadership at local level. 	<ul style="list-style-type: none"> • Increased understanding of judicial officer role in leading systemic change at the local level. 	<ul style="list-style-type: none"> • Meeting notes • Agendas • On-line discussion data base 	JCIP staff will share data with JELI Steering Committee and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform JCIP and local court reform efforts.

SPECIAL REPORTS

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
JCIP participation in DHS Policy Committees or TA on issues intersecting with court process	<ul style="list-style-type: none"> • Basic • Data 	<ul style="list-style-type: none"> • DHS • Judges • CRB 	Ongoing	<ol style="list-style-type: none"> 1) Termination of wardship and finalizing adoptions through ORKids. 2) Trial Reunification hearing requirements with ORKids changes. <ul style="list-style-type: none"> • FFY 2013: <ol style="list-style-type: none"> 3) Guardianships, 4) Foster Children Bill of Rights, 5) Grand Parent Rights 6) Face to face contact 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups. 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups 	Dependent on goals of committees, task forces, and workgroups.

SPECIAL REPORTS

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<p>JCIP and judicial officer participation in statewide committees, task forces, and workgroups</p>	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • All Child Welfare and Juvenile Dependency Stakeholders 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Court and JCIP input on statewide committees, task forces, and workgroups, for example: <ol style="list-style-type: none"> 1. CASA Task Force 2. OR Law Commission Workgroups 3. Child Welfare Advisory Committee 4. Foster Care Safety Team 5. Safe & Equitable Foster Care Reduction Leadership & Core Teams 6. Attorney Academy Planning Committee 7. ICWA Advisory Committee 8. Children’s Justice Act Subcommittee 9. Shoulder to Shoulder Planning Committee 10. ICWA State Conference Planning Committee 11. Differential Response Planning and Implementation Committee 12. Family Connections Task Force 13. KWYA Planning Team 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups. 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups. 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups.

Narrative (Description of status of project as related to the outcome upon onset of funding): The dependency court and the child welfare agency are both responsible for protecting children and achieving permanency. Yet, at times, the court and the agency work independently of one

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another sometimes resulting in the crafting of policies and procedures that are troubling or difficult for each other, or another child welfare system stakeholder, to implement. JCIP has long encouraged dependency stakeholders to commit time, effort, energy, and resources to collaborative efforts. At the state level, it is easy to see the power of collaborative efforts to transform systems, and to improve the lives and outcomes of children in foster care. Dedication of JCIP staff time and resources to these efforts is an investment worth making.

Annual Update Year #1:

JCIP PARTICIPATION IN DHS POLICY COMMITTEES OR TA ON ISSUES INTERSECTING WITH COURT PROCESS: JCIP staff has been actively involved in the Safe and Equitable Foster Care Reduction Partnership. Activity has most recently centered around three regional convening's consisting of topics on family engagement, trauma and working with the media. JCIP staff presented feedback to the Differential Design Team from the perspective of the court, facilitated a break-out session at the Differential Response Orientations, helped to set priorities and funding for the Children's Justice Act Task force, and has been actively involved in planning for the October ICWA Conference and November Shoulder to Shoulder Conference. A panel of judges will present information on the state court process at the ICWA conference and JCIP staff will present information on the court process to foster parents, relatives and youth at the Shoulder to Shoulder conference. JCIP staff attended Knowing Who You Are Training and participated in a Shared Learning Collaborative on Knowing who You Are

JELI: In the fall of 2011, JCIP staff and four juvenile court judges formed a steering committee to develop and support the OREGON JUDICIAL ENGAGEMENT AND LEADERSHIP INSTITUTE (JELI). The JELI's mission is to assist and encourage judges and referees to be actively engaged year-round in examining juvenile court dependency system issues and developing solutions and strategies to address them, with the goal of improving outcomes for Oregon children and families. To carry out its mission, the JELI has done the following: (1) conducted an "issue identification survey" of Oregon juvenile court judges and referees asking them to identify and prioritize the problems of law, "process," and policy that should be addressed and resolved during the next 12-24 months; (2) based on the survey responses, identified and supported 3 Work Groups -- "Reasonable Efforts," "Adoption Timeliness," and "Juvenile Code and Legally Sufficient Forms" -- each made up of judicial officers and each charged with developing a specific state-wide, judge-led initiative (and performance measures) to address the identified problem and presenting the initiative at the August 2012 "Through the Eyes of a Child" conference of the state's juvenile court judges and referees; (3) developed and supported an on-line resource and discussion forum where judges and referees can ask and answer the legal and procedural questions that confront them; and (4) taken initial steps to develop a "Juvenile Law Research Project" for judges and referees who, in collaboration with Oregon's three law schools, wish to engage in research, multidisciplinary training and symposia related to field of juvenile law.

Submission Date: December 28, 2012

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Annual Update Year #2:

DEVELOP AND RECOMMEND LONG TERM STRUCTURE FOR CASA ADMINISTRATION IN OREGON: JCIP has worked with other departments and stakeholders on creating a report with recommendations to the Oregon Legislature on future administration for the CASA program. Several meetings occurred in FFY 2013 to develop a work plan and gather input from local CASA programs on the role and function of a state administering agency. The committee's work is ongoing, and is not due to be completed until September 2014.

JUVENILE DEPENDENCY INTERBRANCH WORKGROUP: The Juvenile Dependency Interbranch Workgroup was largely inactive in FFY 2013, but JCIP continued to advocate with individual legislators to promote awareness and support for effective resolution of child welfare issues.

DEVELOP A FRAMEWORK AND IMPLEMENT OREGON JUDICIAL ENGAGEMENT AND LEADERSHIP INSTITUTE (JELI)/ SUPPORT JELI ACTIVITIES: At the second annual JELI spring conference in May 2013, current members of the three JELI work groups met to consider and address the following question: "How can JELI, including its Work Group component, be structured so that it is truly judge-led and self-sustaining?". In response to that charge, the judges and referees in attendance developed a new organizational structure and draft charter for the JELI program that meets those two criteria. At the conference, the three work groups also planned the "next steps" to be taken with respect to the initiatives developed by the groups and presented at the August 2012 "Through the Eyes of a Child" conference, including outcome and performance measurement.

The JELI Charter has since been finalized and signed by the Chief Justice. JELI is an important part of Oregon's JCIP. The membership of JELI consists of any Oregon trial or appellate judge or referee who agrees to participate in JELI activities and promote its purpose. An Executive Committee was established, to include a Chair, Chair-elect, Secretary, and such other officers as the committee shall deem necessary. The JCIP Staff Counsel and Oregon's Juvenile Court Programs Director are ex-officio non-voting members of the Executive Committee. The purpose of the Executive Committee is to execute the JELI goals and work plan and to develop such additional activities as it deems necessary and proper.

JCIP is committed to assisting JELI with convening a spring conference each year devoted to a topic specific to judicial engagement and leadership. The spring JELI conference will also be the forum for setting JELI's goals and work plan for the coming year. The Executive Committee creates subject matter committees, both standing and ad hoc, to address juvenile justice system problems and juvenile court improvement goals and initiatives. The Executive Committee provides each committee with a charge identifying the work requested and a deadline for its completion. Recommendations and formal plans for OJD adoption on education, system improvement, and administration, if any, will be provided to the Chief Justice for consideration and approval.

Although JELI remains a new organization, it has already created workgroups dealing with Forms, Code Revision, Reasonable Efforts, Conditions for Return, and Adoption/Concurrent Planning. The work of these groups has already produced positive results, including the creation an adoption tool kit calling for judges to hold a review hearing or require an explanation from DHS if a child has been freed but not placed in an adoptive

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placement within 90 days. The Forms Workgroup is also working to create a standard form for DHS to use in submitting its reports to courts across the state.

JCIP PARTICIPATION IN DHS POLICY COMMITTEES OR TECHNICAL ASSISTANCE ON ISSUES INTERSECTING WITH COURT PROCESS: JCIP has continued its participation in the SEFCR initiative, serving as the liaison between the SEFCR Core Team and SEFCR Family Finding Programs. As DHS moved towards implementing their Differential Response program, JCIP staff and a judge participated in a two-day Differential Response Peer Technical Assistance match with Ohio. This was followed by JCIP participation Differential Response Implementation Meeting. JCIP also served as a member of the Family Connections Oregon Task Force, and was again actively involved in planning the October ICWA Conference and the November Shoulder to Shoulder Conference.

JCIP AND JUDICIAL OFFICER PARTICIPATION IN STATEWIDE COMMITTEES, TASK FORCES, AND WORKGROUPS: See full list on pages 1-3 of FFY 2013 Self Assessment.

Submission Date: 12/27/13

Annual Update Year 3 (October 1, 2013 – September 30, 2014)

DEVELOP AND RECOMMEND LONG TERM STRUCTURE FOR CASA ADMINISTRATION IN OREGON: JCIP has worked with other departments and stakeholders on creating a report with recommendations to the Oregon Legislature on future administration for the CASA program. Monthly meetings occurred in FFY 2014 to implement the work plan and gather input from state agency heads and local CASA programs on the feasibility administering state fund distribution and reporting for local CASA programs. The committee concluded their work and submitted their report to the Oregon Legislature in August 2014.

JUVENILE DEPENDENCY INTERBRANCH WORKGROUP: JCIP staff and several Oregon judges met with legislators in spring 2014 to discuss key issues and areas of concern that may require legislative policy or support as well as the reconvening of the Juvenile Dependency Interbranch Workgroup. Legislators appreciated the opportunity to learn about the judicial role in child welfare cases, the impacts of current issues on juvenile court cases and processes, and agreed that the workgroup promotes awareness of child welfare issues. The legislative members will invite bipartisan participation and reconvene the workgroup.

DEVELOP A FRAMEWORK AND IMPLEMENT OREGON JUDICIAL ENGAGEMENT AND LEADERSHIP INSTITUTE (JELI)/ SUPPORT JELI ACTIVITIES:

JELI work continues through several judicial lead workgroups: Anatomy of a Case, Forms, Code Revision, Reasonable Efforts, Conditions for Return, and Adoption/Concurrent Planning. This year, the work of these groups produced: a model DHS court report, updated model court forms, a full day experiential training for judges who attended the annual conference. JCIP staff support the workgroups, but the groups are formed and lead by judicial officers

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JCIP PARTICIPATION IN DHS POLICY COMMITTEES OR TECHNICAL ASSISTANCE ON ISSUES INTERSECTING WITH COURT PROCESS:

JCIP staff are active members of the DHS Child Welfare Advisory Committee, Children's Justice Act Task Force, and the DHS caseload forecast steering committee. JCIP has continued its participation in the SEFCR initiative, serving as the liaison between the SEFCR Core Team and SEFCR Family Finding Programs. As DHS moved towards implementing their Differential Response program, JCIP staff was actively involved in Differential Response Implementation Meetings. JCIP also served as a member of the Family Connections Oregon Task Force, and was again actively involved in planning the October ICWA Conference and the November Shoulder to Shoulder Conference.

Submission Date: 8/29/14

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Outcome #5: *Increased Technological Capabilities and Data Sharing Across Systems*

Need Driving Activities & Data Source: In August 2011 DHS implemented ORKids, the new child welfare case management system. Since that time, there have been issues with the daily electronic data transfers from DHS to OJD. OJD’s first trial court went live with Oregon eCourt’s Odyssey CMS in June, with subsequent trial courts implementing over the next two years. Implementing new case management systems requires changes in existing reports to maintain performance measures in the new system. It is critical to have resources dedicated to the managing, assessing, and troubleshooting data issues.

Measurable Objective: Maintain existing data reports and develop new reports to measure improvement efforts.

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Configure dependency components of Odyssey Oregon eCourt case management system	• Data	<ul style="list-style-type: none"> • OJD • DHS • Oregon eCourt Design Team • JCIP <i>Advisory Committee</i> 	9/2016	<ul style="list-style-type: none"> • New Oregon eCourt case management system captures all needed juvenile dependency case information to continue existing reporting and develop new reports. 	<ul style="list-style-type: none"> • Increased in ability to track juvenile data points (ex. ICWA eligibility, presence of child, foster parents, and relatives at hearings, ...) 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	JCIP staff will share data with JCIP AC; feedback will be incorporated into CQI process; results will inform work of local courts.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Ensure accurate data entry in OJIN and Odyssey	<ul style="list-style-type: none"> • Data • Training 	<ul style="list-style-type: none"> • Court Staff 	<p>Ongoing</p> <p>Completed 12/2013</p>	<ul style="list-style-type: none"> • Quarterly data reports are reviewed, checked for accuracy, and identified issues are resolved with trial courts. • Juvenile dependency case data are entered into OJIN and Odyssey accurately. • Regional training on Juvenile Dependency Data Entry Protocols • Facilitate best practices meeting for data entry staff from Odyssey counties to establish data entry protocols and prepare for the next generation of quarterly reports in Odyssey. 	<ul style="list-style-type: none"> • Local courts report that local data continues to be accurate or is more accurate 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	<p>JCIP staff will share data with JCIP AC and local courts; feedback will be incorporated into CQI process; results will inform work of local courts.</p>
Modify and enhance dependency timeliness reports for the required CIP performance measures	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • ETSD • JCIP Data & Analysis Committee 	<p>Completed 7/2012</p> <p>Completed 7/2012</p> <p>12/2014</p>	<ul style="list-style-type: none"> • Development and distribution of new timeliness reports by county that calculate mean and median time. • Development of time to permanency measure by permanency type at the statewide and local level. • Create new required CIP performance measure reports to run from Odyssey CMS 	<ul style="list-style-type: none"> • Courts will examine and work with timeliness data in a new way (compared to % of cases within time lines) • Courts will maintain or improve performance on required CIP performance measures 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	<p>JCIP staff will share data with Region X and National CIP staff with annual reports; feedback will be incorporated into CQI process; results will inform work of JCIP data analyst.</p>

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Provide court data to DHS as requested (i.e. CFSR, IV-E...)	<ul style="list-style-type: none"> Data 	<ul style="list-style-type: none"> DHS 	Ongoing	<ul style="list-style-type: none"> Development and distribution of data reports as requested by DHS. 	<ul style="list-style-type: none"> DHS will supplement their data with court data 	<ul style="list-style-type: none"> OJD Oregon eCourt JOIN OJIN 	JCIP staff will share data with JCIP AC and DHS; feedback will be incorporated into CQI process; results will inform work of local courts.
Configure Odyssey CMS to accept data transfer from DHS	<ul style="list-style-type: none"> Data 	<ul style="list-style-type: none"> DHS CRB ETSD Tyler Tech. Oregon eCourt Sponsors Oregon Legislature 	9/2016	<ul style="list-style-type: none"> Accurate daily downloads of child welfare data provided for use by courts and CRB Linking of dependency cases with Child Welfare and CRB data 	<ul style="list-style-type: none"> Establishment of data exchange for Odyssey courts Incorporation of Child Welfare data in JCIP Odyssey reports Increased ability to provide courts and stakeholders with data on time in care and permanency planning Decrease in the percentage of transferred cases on exception reports (as compared with JOIN data transfers) 	<ul style="list-style-type: none"> OJD Oregon eCourt DHS Data Transfer 	JCIP will share data with the courts, DHS, stakeholders, and Model Court teams; data will be incorporated into JCIP reports to inform CQI and will be used as needed to guide JCIP, court, and Model Court initiatives.
Troubleshoot ORKids data transfer issues	<ul style="list-style-type: none"> Data 	<ul style="list-style-type: none"> DHS ETSD 	Ongoing	<ul style="list-style-type: none"> Timely and accurate Child Welfare data is provided for use by courts and CRB. 	<ul style="list-style-type: none"> Accurate data exchange Decrease number of cases that show up on daily exception reports (indicating data transfer errors) 	<ul style="list-style-type: none"> JOIN 	JCIP staff will share data with JCIP AC and DHS; feedback will be incorporated into CQI process; results will inform work of local CRB and JCIP.

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Provide monthly and quarterly juvenile dependency data reports and special reports upon request	• Data	<ul style="list-style-type: none"> Judges CRB DHS Stakeholders Legislature National orgs. 	Ongoing	<ul style="list-style-type: none"> Development and distribution of data reports as requested by child welfare stakeholder groups. 	<ul style="list-style-type: none"> Stakeholders will supplement their data with court data 	<ul style="list-style-type: none"> OJD Oregon eCourt JOIN OJIN 	JCIP staff will share data with JCIP AC and stakeholders; feedback will be incorporated into CQI process; results will inform work of local courts.
Develop and implement evaluation tools for JCIP educational and grant sponsored activities	• Data	<ul style="list-style-type: none"> Judges CRB Court staff DHS Stakeholders 	Ongoing 12/2014 and ongoing	<ul style="list-style-type: none"> Evaluation summaries for JCIP educational programs, JELI activities, Model Court Activities are developed and reviewed with JCIP Advisory Committee. File reviews conducted by JCIP and CRB staff to monitor improvements in court practice 	<ul style="list-style-type: none"> Activities are consistently tracked and monitored to ensure opportunities to track outcomes 	<ul style="list-style-type: none"> Surveys File reviews Court observation Interviews 	JCIP staff will share data with JCIP AC and stakeholders; feedback will be incorporated into CQI process; results will inform work of JCIP.

Narrative (Description of status of project as related to the outcome upon onset of funding): Oregon JCIP began to focus on data in fall 1999 by bringing together a statewide committee of court staff, supervisors, and administrators to develop data entry protocols. JCIP worked with the JCIP Advisory Committee to identify and define performance measures, and in July 2000 JCIP started distributing data reports to local courts - number and length of hearings and number of cases meeting time to jurisdiction standards. We believe that PMs that provide local courts with continuous data at regular intervals are one of the best tools for program improvement! JCIP took responsibility for training local court teams - including judges, administrators, and data entry staff as well as all system partners - to understand performance measures, how to read and interpret data reports, and how to identify possible ways each participant in the process can tweak practices that might improve the measure. JCIP also encourages the court staff meet regularly to report successes and challenges in changes in practices, monitor data, and try new approaches. Through data and our model court teams, we helped local teams implement continuous improvement strategies. Because of statewide measures, the work at the local level is prioritized. Despite the budget cuts that included layoffs and furloughs, our Time to Jurisdiction statewide measure remains above our statewide target (70%)!

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Annual Update Year #1:

Yamhill Circuit Court went live with Odyssey (the new case management system) on May 30, 2012. There have been numerous issues related to how the juvenile dependency case information was converted from the old system (OJIN). JCIP staff is working with Tyler Technologies to ensure that there are changes in how juvenile dependency cases are converted in subsequent courts. JCIP also dedicated staff time to helping Yamhill accurately convert their dependency cases. Once a few courts have moved to the Odyssey system, JCIP will develop new data entry protocols, and re-write the existing performance measure (PM) reports in Odyssey. The five new PMs required by CIP have been written and are in the process of being finalized (Attachment 1). Every judge attending Through the Eyes of a Child, XV received statewide and court level reports for each of the new PMs. JCIP staff also led a workshop which presented the reports to the judges and explained what each report measures. Judges were asked to review their court level reports with their staff and report any needed changes to JCIP staff. Once the new CIP reports are finalized, courts will receive 13 juvenile performance measure reports quarterly!

New Performance Measures for April through June 2012

Report – Statewide Data	<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back	796	443	366
Time between Subsequent Permanency Hearings ¹	1689	258	286
Time to Filing of TPR Petition	187	454	411
Time to Resolution of TPR	242	681	633
Children Achieving Permanency ²	Reunification	152	800
	Adoption	66	1357
	Guardianship	36	882

¹Includes guardianships.

²This report is set six months back (October to December) to account for a lag in agency data entry.

Oregon Timeliness Measures Report – July through September 2012	<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back	753	381	365
Time between Subsequent Permanency Hearings	1,644	263	308
Time to Filing of TPR Petition	204	452	417
Time to Resolution of TPR	167	668	662
Children Achieving Permanency ²	Reunification	286	901
	Adoption	123	1,463
	Guardianship	51	1,040

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²This measure is set six months back (January to March) to account for a lag in agency data entry.

Judges and court staff continue to receive the eight current PMs quarterly, and upon request. The most recent data report memo also included four commonly seen data entry errors and a link to the OJIN Juvenile Data Entry Protocols and Flowchart. JCIP staff will be holding regional trainings on the OJIN Data Entry Protocols in Spring/Summer of 2013. Eleven judges/TCA's have already contacted JCIP staff to request training and suggest local trainers to participate on the panel.

Submission Date: December 28, 2012

Annual Update Year #2:

CONFIGURE DEPENDENCY COMPONENTS OF ODYSSEY OREGON ECOURT CASE MANAGEMENT SYSTEM & ENSURE

ACCURATE DATA ENTRY IN OJIN AND ODYSSEY : In FFY 2013, JCIP laid the groundwork for a November 2013 meeting that will assemble key juvenile court staff from Odyssey counties across the state to develop and refine best practices for juvenile data entry in Odyssey. JCIP staff also worked with other OJD staff to produce data entry guides for inclusion on the Odyssey 'Help' screen, and continued to provide answers to inquiries on data entry issues from court staff across the state.

MODIFY AND ENHANCE DEPENDENCY TIMELINESS REPORTS FOR THE REQUIRED CIP PERFORMANCE MEASURES: After finalizing the reports on the required CIP performance measures in FFY 2012, JCIP disseminated the reports, with state-wide and county-level data, on a quarterly basis in FFY 2013. These reports are used by courts to evaluate progress in processing juvenile cases. Statewide data for each quarter in FFY 2013 are presented below. Further information on data progress and trends follows in this year's annual data report.

Report – Statewide Data ¹ 2012 Q 4 (October – December 2012)		<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back		816	408	365
Time between Subsequent Permanency Hearings ²		1,684	256	281
Time to Filing of TPR Petition		227	514	431
Time to Resolution of TPR		207	678	615
Children Achieving Permanency ³	Reunification	211	752	695
	Adoption	98	1,321	1,139
	Guardianship	72	1,086	919

¹Crook, Jefferson, and Linn counties implemented Odyssey on 12.08.12 and Yamhill County implemented Odyssey prior to this reporting period; this table does not include case activity entered within the Odyssey system.

²This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³This measure is set six months back (April - June) to account for a lag in agency data entry.

SPECIAL REPORTS

Report – Statewide Data 2013 Q 1 (January – March 2013) ¹		<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back		647	414	369
Time between Subsequent Permanency Hearings ²		1,569	244	240
Time to Filing of TPR Petition		193	529	454
Time to Resolution of TPR		199	666	577
Children Achieving Permanency ³	Reunification	159	743	479
	Adoption	101	1,293	1,142
	Guardianship	49	905	660

¹Jackson County implemented Odyssey on 3.09.13 and Yamhill, Crook, Jefferson, and Linn counties implemented Odyssey prior to this reporting period; this table does not include case activity entered within the Odyssey system.

²This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³This measure is set six months back (July - September) to account for a lag in agency data entry.

SPECIAL REPORTS

Report – Statewide Data 2013 Q 2 (April – June 2013) ¹		<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back		669	375	362
Time between Subsequent Permanency Hearings ²		1,664	252	262
Time to Filing of TPR Petition		285	476	434
Time to Resolution of TPR		195	679	588
Children Achieving Permanency ³	Reunification	171	729	507
	Adoption	174	1,346	1,263
	Guardianship	49	1,194	1,054

¹ Jackson, Yamhill, Crook, Jefferson, and Linn counties implemented Odyssey prior to this reporting period; this table does not include case activity entered within the Odyssey system.

² This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³ This measure is set six months back (October - December) to account for a lag in agency data entry.

Report – Statewide Data 2013 Q 3 (July – September 2013) ¹		<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back		645	408	363
Time between Subsequent Permanency Hearings ²		1,465	248	264
Time to Filing of TPR Petition		192	436	407
Time to Resolution of TPR		201	649	609
Children Achieving Permanency ³	Reunification	135	815	582
	Adoption	94	1,251	1,170
	Guardianship	39	997	915

¹ Clatsop, Columbia, and Tillamook counties implemented Odyssey on 8.10.13. Jackson, Yamhill, Crook, Jefferson, and Linn counties implemented Odyssey prior to this reporting period; this table does not include case activity entered within the Odyssey system.

² This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³ This measure is set six months back (January - March) to account for a lag in agency data entry.

During FFY 2013, JCIP staff also continued to work to create reports on the CIP performance measures for counties that have transitioned onto the Odyssey Oregon eCourt system. To further this process, in September 2013, JCIP sponsored a three-day training in the use of the Odyssey database and its associated querying and report-writing software.

SPECIAL REPORTS

PROVIDE MONTHLY AND QUARTERLY JUVENILE DEPENDENCY DATA REPORTS AND SPECIAL REPORTS UPON

REQUEST: In FFY 2013, JCIP continued providing judges and court staff with quarterly reports on statewide and county-level juvenile court proceedings. These reports include the five required federal timeliness measures, along with eight other reports on timeliness and counts of petitions filed and hearings held. JCIP also continues to produce detailed county-level reports for judges or court staff, and to produce special reports for court staff, judges, and stakeholders upon request. This information assists courts in better understanding and evaluating their juvenile court operations. Data from the survey of community partners administered during the JCIP Re-assessment has also been helpful in identifying community perceptions of court practice and community issues.

DEVELOP AND IMPLEMENT EVALUATION TOOLS FOR JCIP EDUCATIONAL AND GRANT SPONSORED ACTIVITIES: JCIP

used surveys, the results of which are detailed above, to evaluate the effectiveness of its Through the Eyes of a Child Conference and Model Court Day Summit. JCIP also conducted evaluation surveys of its Model Court session in Umatilla County, its Tribal Court Visit to Warm Springs Reservation, and several of its trainings and presentations across the state. In each case, the material presented was largely well received, and the input was used to inform planning and content for subsequent conferences and training sessions.

Submission Date: 12/27/13

Annual Update Year 3 (October 1, 2013 – September 30, 2014)

CONFIGURE DEPENDENCY COMPONENTS OF ODYSSEY OREGON ECOURT CASE MANAGEMENT SYSTEM & ENSURE ACCURATE DATA ENTRY IN OJIN AND ODYSSEY

In November 2013, JCIP convened a two-day meeting to establish best practices for juvenile data entry in Odyssey. Eighteen juvenile court staff from 11 counties (including all eight counties that were on Odyssey at the time), in addition to representatives from CRB and OJD's Office of Education, Training, and Outreach, attended. The meeting discussed a range of topics, including data points for statistical reporting, and, following the meeting, JCIP circulated draft data entry protocols to the juvenile courts. Feedback from the courts is currently being incorporated into the protocols, and a follow-up meeting will be held in June 2014 to finalize the protocols and identify areas where data entry practices are not in line with the assumptions in the draft reports.

In the months following the November meeting, JCIP also worked with OETO and ETSD to formulate and implement the Odyssey configuration changes that came out of the discussions held with court staff. JCIP also provided input on statewide and court-specific Odyssey juvenile business processes, and provided on-site support to Oregon's largest juvenile court (Multnomah County, which includes the City of Portland) during the week that they went live on Odyssey.

SPECIAL REPORTS

MODIFY AND ENHANCE DEPENDENCY TIMELINESS REPORTS FOR THE REQUIRED CIP PERFORMANCE MEASURES

JCIP'S work on required CIP performances measures has focused on the development of performance measure reports in Odyssey. JCIP has begun creating draft version of its Dependency Events, Time to Jurisdiction, and Time to Permanency Hearing reports, and intends to have the Odyssey CIP performance measure reports rolled out by the end of FY 2014. Draft reports were distributed and presented at our Through the Eyes of a Child Conference in August. Quarterly dissemination of the performance measures for the OJIN counties has continued uninterrupted.

The following tables show data for the OJIN counties for the first two quarters of FY2014. Two small counties (Benton and Polk) that transitioned onto Odyssey in January 2014 are included in the 2013 Q4 reports but not in the data for 2014 Q1.

SPECIAL REPORTS

Report – Statewide Data 2013 Q 4 (October–December 2013) ¹		<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back		553	393	369
Time between Subsequent Permanency Hearings ²		1596	242	245
Time to Filing of TPR Petition		158	449	410
Time to Resolution of TPR		215	695	622
Children Achieving Permanency ³	Reunification	524	795	542
	Adoption	151	1286	1115
	Guardianship	48	977	769

¹ Jackson, Yamhill, Crook, Jefferson, Linn, Clatsop, Columbia, and Tillamook counties implemented Odyssey prior to this reporting period; this table does not include case activity entered within the Odyssey system.

² This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³ This measure is set six months back (April-June) to account for a lag in agency data entry.

Report – Statewide Data 2014 Q1 (January–March 2014) ¹		<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back		557	369	357
Time between Subsequent Permanency Hearings ²		1565	231	247
Time to Filing of TPR Petition		144	458	389
Time to Resolution of TPR		208	745	620
Children Achieving Permanency ³	Reunification	464	796	623
	Adoption	114	1334	1210
	Guardianship	36	854	864

¹ Jackson, Yamhill, Crook, Jefferson, Linn, Clatsop, Columbia, Tillamook, Benton, and Polk counties implemented Odyssey prior to or during this reporting period; this table does not include case activity for those counties.

² This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³ This measure is set six months back (July- September) to account for a lag in agency data entry.

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Report – Statewide Data 2014 Q2 (April–June 2014) ¹	<i>n</i>	Mean Number of Days between Events	Median Number of Days between Events
Time to First Permanency Hearing Looking Back	381	342	350
Time between Subsequent Permanency Hearings ²	1087	227	190
Time to Filing of TPR Petition	96	480	415
Time to Resolution of TPR	121	651	617
Children Achieving Permanency ³	Reunification	336	707
	Adoption	95	1209
	Guardianship	20	777

¹ Jackson, Yamhill, Crook, Jefferson, Linn, Clatsop, Columbia, Tillamook, Benton, Polk, and Multnomah counties implemented Odyssey prior to or during this reporting period; this table does not include case activity for those counties.

² This measure may include cases of children who had a disrupted guardianship that resulted in a subsequent permanency hearing.

³ This measure is set six months back (October - December) to account for a lag in agency data entry.

PROVIDE COURT DATA TO DHS AS REQUESTED: JCIP continues to provide DHS with court data for use in DHS’s annual reports and federal grant reporting requirements.

PROVIDE MONTHLY AND QUARTERLY JUVENILE DEPENDENCY DATA REPORTS AND SPECIAL REPORTS UPON REQUEST: JCIP continues to provide quarterly and annual data reports to the courts, and to provide detailed-case specific reports on request. The reports, which include four event count reports, four OJD timeliness measures, and the five CIP timeliness measures, currently cover only OJIN courts. JCIP also provides county-specific data to Model Court Teams, including illustrations of trends in counts and timeliness measures, as requested.

CONFIGURE ODYSSEY CMS TO ACCEPT DATA TRANSFER FROM DHS: JCIP has had an active role in discussion with CRB, ETSD, DHS, and Tyler Technologies to determine the feasibility of using Odyssey to house child welfare data that are transferred from DHS. JCIP staff participated in a three-day meeting with the stakeholders above in December 2013, and then worked with CRB staff to identify potential problems and solutions ahead of a follow-up meeting in February 2014.

The report presented by Tyler at that meeting, as well as the ensuing discussion, was favorable to using Odyssey to complete the data transfer, link the child welfare data with dependency case information, and serve as the case management system for the Citizen Review Board (CRB). The advantage of doing this is that CRB would link data from DHS with court cases, enabling full reporting to the courts on several measures that can’t currently be incorporated into Odyssey because they data utilize that is received by CRB. JCIP and CRB staff are working to develop specific deliverables to be included in OJD’s contract with Tyler Technologies. We anticipate that in FY2015 we will hold detailed process requirements

SPECIAL REPORTS

session so configuration and implementation can rollout in FY 2016. A meeting of the Oregon eCourt Sponsors in April 2014 approved ETSD's project plan and chose to go forward with a request for the necessary funding.

DEVELOP AND IMPLEMENT EVALUATION TOOLS FOR JCIP EDUCATIONAL AND GRANT SPONSORED ACTIVITIES: JCIP also continues to evaluate training activities as they occur, and to offer technical assistance to mini-grantees in evaluating their activities.

SPECIAL REPORTS

FFY 2013 Data Report:

Court Function Indicator <i>[Specific, observable, and measurable indicators to track change toward the desirable outcome]</i>	Target Improvement (if applicable) <i>[Projected levels of improvement in performance measure by end of granting period]</i>	CIP Projects Targeting Measure (if applicable)	Measure	Initial Baseline Rate or Level (October 1, 2010-September 30, 2011)	Annual Rate or Level Year 1 (October 1, 2011-September 30, 2012)	Timeframe (October 1, 2012-September 30, 2013)	Difference From Previous Annual Rate	Difference From Baseline
	Preliminary – for further discussion with JCIP AC	<i>[If this measure was targeted by an intervention, please list the project or activity impacting the measure.]</i>		<i>[Baseline level of the measure at beginning of granting period]</i>	<i>[Level of performance measure after one year of program implementation]</i>	<i>[Period of time covered by data]</i>	<i>[Difference in annual level at end of fiscal year from rate at start of fiscal year. If appropriate, note significant change.]</i>	<i>[Difference in the annual level from the baseline. If appropriate, note significant changes.]</i>
Timeliness Indicators								
Time to First Permanency Hearing	Maintain timeliness of permanency hearing performance despite current budget reductions, court closures, and possible delays caused by implementation of Odyssey.	Timeliness measures are addressed with model court meetings and the technical assistance and support that JCIP staff provide to local model court teams. Additionally, local forms trainings also stress timeliness measures and the importance of scheduling the next court proceeding at the	Median	363	365	364	-1	+1
			Mean	420	399	400	+1	-20
Time to Subsequent Permanency Hearings			Median	298	308	313	+5	+15
			Mean	259	270	272	+2	+13
Time to Permanent Placement	NA – see notes below		Median	759	868	848	-20	+89
			Mean	952	1026	986	-40	+34
Time to Termination of	450		Median	458	452	427	-25	-31

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Parental Rights Petition	480	conclusion of each court proceeding.	Mean	503	485	488	+3	-15
Time to Termination of Parental Rights	605		Median	678	681	608	-73	-70
	665		Mean	709	731	677	-54	-32

JCIP began tracking the five measures above in 2012, and, beginning with the April-June 2012 period, has issued quarterly reports on the measures to county judges and staff. The table above retroactively tracks these measures for FFY 2011, which represents the base period before the beginning of this grant, as well as for FFY 2012 and for FFY 2013. It is important to note that FFY 2013 was the first full year for which the measures were tracked and reported to Oregon’s courts.

It is also important to note that because OJD is in transition between data management systems, the data above do not cover the entire state in FFY 2012 and FFY 2013. The staged roll-out of the new Oregon eCourt Case Information (OECI) System began on June 2, 2012, and a total of eight counties have since transitioned to the new system. Data for these counties are included in the above tables only up until the date they implemented the OECI System. While only four months of data from Yamhill County are missing from the FFY 2012 figures, the statistics for FFY 2013 completely exclude Yamhill County and include only partial data for seven other counties.² JCIP is currently working to report the timeliness measures in the new system, and will have full statewide numbers for the FY2014 annual report.

Data on the timeliness measures show that, since the beginning of this grant period, Oregon has succeeded in maintaining its performance regarding timely permanency hearings, and improved its time to both filing and resolving terminations of parental rights. Between FFY 2011, which serves as the baseline for this report, and FFY 2013, the median for the Time to the First Permanency Hearing remained virtually unchanged, and the mean time decreased by 20 days. Both the median and mean times remain well below the 14-month requirement in Oregon statute. While median and mean Time to Subsequent Permanency Hearings have both increased slightly during the grant period, these measures also remain well below the one-year timeline that guides Oregon’s courts. The maintenance of this strong performance during a time of budget reductions and closures meets one of JCIP’s targets, and represents a significant accomplishment for Oregon’s juvenile court system.

During the same period, measures regarding terminations of parental rights showed great improvement. Between FFY 2011 and FFY 2013, the median Time to Termination of Parental Rights Petition declined by 31 days, and the median Time to Termination of Parental Rights (measured here as the time from the filing of the dependency petition to the resolution of an associated termination of the parental rights (TPR) petition) declined by 70 days. The courts’ improved timeliness with TPR petitions is further indicated by the smaller, but still substantial, decreases in median times for each measure.

² These counties, with the end date for their data in parentheses, are: Crook, Jefferson, and Linn (December 8, 2012); Jackson (March 9, FFY 2013); and Clatsop, Columbia, and Tillamook (August 10, FFY 2013).

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One area that has not shown improvement since the baseline period is Time to Permanent Placement, which saw its median increase by 89 days over the past two years. This measure has improved, however, since FFY 2012, when JCIP first began tracking and reporting the measure. One possible reason for this up-and-down performance within the grant period is that Time to Permanent Placement is a measure of the performance of the entire child welfare system, and therefore influenced by changes, both positive and negative, at agencies outside the juvenile courts. For example, a 2012 initiative by DHS to move APPLA children into permanent living situations may have increased overall Time to Permanent Placement measures by including more long-term foster care cases. Although JCIP's activities, including dissemination of information about Time to Permanent Placement to courts throughout the state, may lead to progress in coming years, this measure will also continue to be affected by changes elsewhere in the foster care system. For example, DHS's roll out of a Differential Response program will likely reduce the number of children taken into care. If this change means that only serious cases of abuse and neglect reach the courts, it may raise average times to permanency even if it improves overall services to children and families.

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