

**OREGON JUDICIAL DEPARTMENT (OJD)'s  
JUVENILE COURT IMPROVEMENT PROJECT (JCIP)**

**Basic Grant Strategic Plan Narrative  
For Federal Fiscal Years 2008 and 2009**

Members of Task Force & Task Force Functioning

The JCIP (Juvenile Court Improvement Project) Advisory Committee has functioned for more than ten years as an inclusive, multidisciplinary collaboration, meeting quarterly, to discuss JCIP operations and planning, to advise and provide insight from outside of the Oregon Judicial Department (OJD). This same institution provides such input to JCIP on all three CIP grants. The roster of its membership is attached.

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***Description of the activities planned under the Basic Grant***

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This narrative describes activities planned and elaborates on what was listed in the Final Strategic Plan, submitted with the last reauthorization application. Adjustments made are based on accomplishments during FFY 2007. To prevent duplication of effort, these accomplishments will not be described in this narrative, but included in the Program Assessment to be submitted at the end of this calendar year.

The Initiatives of the Basic Grant that form the bases for these activities are still framed by the promotion of safety, permanency and well being of children through harnessing the energies of the entire child welfare community under the collaborative leadership of the Juvenile Court Improvement Project (JCIP) and the Children, Adults, and Families Division (CAF) of the Department of Human Services (DHS).

These six initiatives are:

1. Children are, first and foremost, protected from abuse and neglect. (S1)
2. Children have safety and stability in their living situation. (P1)
3. The continuity of family relationships and connections is preserved for children. (P2)
4. Families have enhanced capacity to provide for their children's needs. (WB1)
5. Increase the number of local model court teams supporting permanency outcomes for children in substitute care. (MC)
6. Evaluate Basic Grant Program processes and outcomes.

**Initiative One: That children are, first and foremost, protected from abuse and neglect (Safety One)**

**Strategy 1.1:** Develop the court and parties' ability to use child and family assessment information in Form 333 (DHS/CAF case plan) to reduce re-abuse. (Complete December 2008)

This initiative will help protect children who are in substitute care or placed at home under the jurisdiction of the court while in the custody of the DHS/CAF. The goal is to raise the ability to understand the assessments done by DHS/CAF to ensure that services and supports are provided. The ultimate indicator of success (a reduction in the number of children who suffer abuse after their initial referral) coincides with the Program Improvement Plan (PIP) effort currently under development following the September 2007 Child and Family Services Review (CFSR).

The ability of the court and court community to use the safety assessments that are documented in the Form 333 will continue to be developed through inclusion of training in the 2008 Road Show and then posting of those training materials to the JCIP website, along with a technical support bulletin on the subject.

**Strategy 1.2:** Use data regarding percentage of children who are repeat victims of abuse to raise awareness and reduce frequency of such re-abuse. (Completed December 2008 and ongoing)

The specific effort, aside from Strategy 1.1, to reduce re-abuse, is tied to the Program Improvement Plans. However, the capability exists to provide data about re-abuse to the local Model Court Teams. In August 2008, at the Through the Eyes of a Child, XI, Conference and Model Court Day, the first such reports should be available for distribution. After that, they will be made available on a regular basis to support improved performance. JCIP and DHS/CAF staff will analyze these statistics and meet or otherwise communicate with Model Court teams throughout the fall of 2008 to support and encourage local improvement efforts. This is part of the support provided for the PIP efforts, in general.

**Strategy 1.3:** Expand the use of the Oregon Tribal Child and Safety & Risk Assessment tool for ICWA Cases into circuit court proceedings. (Complete January 2009)

The Strategic Plan calls for consideration of expanding the use of the Indian and Tribal Safety Assessment Instrument. Depending upon the success of its pilot, implementation in Multnomah County and the DHS/CAF's ability to provide supportive resources, the plan is to discuss expanded use of this assessment in an as yet to be determined number of courts by January 2009. A follow up evaluation would be scheduled for June 2009 to analyze the expansion and to determine future expansion of its use. Initially JCIP, DHS/CAF and the Oregon Tribes will participate in this strategy. If the decision is made to expand the use of the assessment the local Model Court teams will be brought into the discussion about where the expansion should take place and how it will be done.

**Initiative Two: Children have permanency and stability in their living situation (Permanency One)**

**Strategy 2.1:** The courts will make inquiries as to appropriateness of permanency plans at all stages of the proceeding. (Complete September 2010)

This strategy will support and develop the court's review of permanency plans, with an emphasis on monitoring both concurrent planning and continuing efforts to develop permanency plans for children placed in Planned Permanent Living Arrangements (PPLA). JCIP and DHS/CAF have put the creation of a concurrent planning checklist, as well as an elaboration of the concurrent planning section of the DHS/CAF Practice Manual, into the PIP, and these, along with other resources, will be

used. This will support efforts to develop timely permanent plans at both the front and back ends of the case.

Strategy 2.2: Provide Data Warehouse reports to all courts showing specific outcomes for each county. Provide TA to those counties who are under performing. (Completed and ongoing)

**Initiative Three: The continuity of family relationships and connections is preserved for children (Permanency Two)**

Strategy 3.1: Court to assess its role, responsibility and effectiveness in interstate placement of children. (Completed and Assessment attached)

Strategy 3.2: Court to implement recommendations from Assessment of court's effectiveness in interstate placement of children. (Complete June 2009)

The Assessment required by Strategy 3.1 gave rise to recommendations for reform. Some of these will call upon courts and parties to alter practice, others will require DHS/CAF and JCIP to work with one another and courts and agencies in other states.

Those recommendations and the assessment itself will be part of the training provided at the Eyes of the Child Conference XI, in August 2008 for judicial officers and Model Court Teams. This discussion will form the basis for development of a plan to implement the recommendations. It will also be a part of the curriculum of the 2008 Road Show, presented around the state from September through November of 2008.

The implementation will include the development of technical support bulletins, checklists and other materials that will be disseminated and trained on at both events in 2009. Like all Road Show materials, (see Training Grant Narrative, Strategy 1.3) these will be posted to the JCIP website.

There will also be a conversation among the judges about expanding the judicial role in the interstate placement process, which would require legislative change.

Model Court Teams will be encouraged to develop local plans to improve court performance in regard to interstate placement, in addition to implementation of the recommendations.

A new data report has been developed by DHS/CAF and will be used to identify areas within the state where problems exist and states with which Oregon is having particular problems. In both cases this information will be used to explore ways to improve the situation.

Strategy 3.3: Implement Senate Bill 414 (Part One) (Complete August 2010)

The 2007 session of the Oregon Legislature increased the expectation of both the court and DHS/DHS in regard to substitute care with relatives, placement of siblings in need of care together, and visitation among family members. This initiative will institutionalize efforts to meet those expectations, which are consistent with this CFSR measure.

DHS/CAF and JCIP will be developing means to track this Senate Bill 414. Although it is uncertain that electronic data reports can be developed, some means of gathering data will be developed and implemented. If data reports can be developed the Data Grant Subcommittee will be used to plan for developing a management dashboard.

As data is gathered, it will be provided to the local Model Court Teams to encourage efforts to improve performance. In June 2009, JCIP and DHS/CAF will organize model courts to develop local plans and disseminate information about efforts during the 2009 Road Show. DHS/CAF and JCIP will evaluate data regarding the findings and survey the Model Court Teams about implementation.

**Initiative Four: Families have enhanced capacity to provide for their children's needs (Well Being One)**

**Strategy 4.1:** Protocols will be established to ensure timely notification of all parties to proceedings, maximum attendance at hearings, minimum postponements, and mutual exchange of discovery among all parties. The JCIP and DHS/CAF staff will lead a multi-disciplinary process, beginning in November of 2009, to develop these protocols. (Complete August 2010)

By June of 2010, a set of protocols will be developed and distributed to the Model Court Teams. Presentations will be made at the Through the Eyes of a Child Conference, XII, and Model Court Day in August of that year, and issues regarding the protocols will be a part of the 2010 Road Show in the fall. Materials regarding these protocols will be posted to the JCIP website.

**Strategy 4.2:** Enhance the court's ability to conduct permanency hearings for older teens. (Complete August 2010)

Senate Bill 414 also addressed education progress of teens and required the court to make findings at both review hearings and permanency hearings. Along with emphasis on review of the required transition plans for older foster children, Model Court Teams will be asked to address such review beginning in January 2010. JCIP and DHS/DHS/CAF will provide technical and other support to this effort.

Successful Model Court Teams will showcase their efforts at the Through the Eyes of a Child Conference, XII, Conference and Model Court Day in August 2010, and the best practices that have been developed locally will be incorporated into the 2010 Road Show to be held in the fall. Materials will also be posted on the JCIP web site.

**Strategy 4.3:** The court will consult in an age appropriate manner with children when reviewing their permanency plans. (Complete August 2009)

Due to the sensitive nature of this mandate a consensus is necessary to ensure that protocols are established and that they are adhered to. By August of this year, a short survey asking for input on sources of expert advice on how to accomplish the mandate and what the concerns are that should be addressed. The data from this survey will be compiled and distributed throughout the court community for discussion. The JCIP Advisory Committee will, in September 2008, plan a one day event for experts to discuss how to accomplish this mandate, along with what things need to be considered so that children are both heard and protected in the process. Following this event, which it is intended that people can attend in person or access through video, an inclusive multi disciplinary group will be formed to create the protocols. These will be distributed widely for comment an August 2009, at the Eyes of the Child Conference; they will be introduced to the judges with training for the entire court community to follow during the Fall cycle of the Road Show.

**Initiative Five: Increase the number of local Model Court Teams supporting permanency outcomes for children in foster care (Model Court)**

**Strategy 5.1:** Develop JCIP and judicial leadership for model court teams. (Complete September 2011)

The Model Court Teams are a key institution for court and system improvement in Oregon, where JCIP and DHS/DHS/CAF have rejected "top down" reform since the inception of the court improvement grants. The Model Court Teams, however, needs strong leadership from the local judge as a means of sustaining interest and creating accountability.

Prior to the submission of this reauthorization package, an event on over representation of people of color in the dependency system was put on by the National Council of Juvenile and Family Court Judges Model Court in Portland, Oregon. JCIP contributed to the support of that event. The energy and leadership that emerged from that event will be utilized at the Through the Eyes of a Child Conference and Model Court Day. This is the first step in an effort to connect the national and the state based model courts to benefit from one another's work. The lead judge of the National Council's Model Court in Portland is active in JCIP activities or events and is a key member of the Training Grant Work Group.

State model court judges will continue to be asked to present on their teams' activities at the Conference as they provide the leadership for the teams' work to implement reforms envisioned by this strategic plan and those originating on the local level. At the 2008 Through the Eyes of a Child Conference and Model Court Day such judges will be identified to serve as consultants to other judges who are just starting their teams or who would like the benefit of their expertise.

In September of 2008, Model Court judges will be recruited to develop a technical support bulletin for judicial leadership through the model court, which will be complete in January 2009.

JCIP and DHS/CAF will continue to support the judges' work at the local level throughout the grant cycle. Because the local DHS/CAF participants, along with the Citizen Review Board staff, are key members of the Model Courts, they can provide a unified and multidisciplinary leadership at the local level similar to that of JCIP and DHS/CAF at the state level.

The recurring opportunities to showcase the success of their courts at the annual Through the Eyes of a Child Conference and Model Court Day, and the recognition they receive as "Chief Justice's Juvenile Court Champions" also heartens and encourages these hard working judges in their efforts.

Strategy 5.2: Create Annual JCIP Model Court Meetings to report towards initiatives and local accomplishments. (Completed and ongoing)

Strategy 5.3: Develop JCIP Model Court Teams as a means of providing information on Data Analysis, Education and Training grants. (Completed and ongoing)

Strategy 5.4: Facilitate legal and judicial participation in the CFSR and collaboration with DHS/DHS/DHS/CAF at all stages of reviews. (Completed and ongoing)

#### **Initiative Six: On-going program evaluation**

JCIP and DHS/DHS/CAF will continue the partnership the collaboration they have developed with Portland State University in developing and perfecting the evaluation instruments used at the end of the last grant year to improve the information gleaned to improve the processes and outcomes of the efforts under the Basic Grant.

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Basic Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

<b>Initiatives to be Addressed</b>	<b>Outcomes</b>	<b>Indicators</b>
Children are, first and foremost, protected from abuse and neglect (S1)	Children are protected from abuse while in substitute care	Number of children abused after the initial referral is decreased
Children have permanency and stability in their living situation (P1)	Children obtain timely permanency	The number of children obtaining timely permanency is increased. Children have stable placement
The continuity of family relationships and connections is preserved for children (P2)	Children's relationships with individuals who constitute a support network are maintained or established	The number of children placed with relatives is increased. The number of children placed with their sibling(s) is increased
Families have enhanced capacity to provide for their children's needs (W1)	Case plans are created to support child's and family's needs for permanency	The number of children and foster parents who are involved in court proceedings and case planning is increased
Increase the number of local courts that have Model Court teams supporting permanency outcomes for children in foster care	Plans are localized to meet specific needs of children in their community	Increase in the number of counties that have an active local JCIP Model Court
Evaluate Basic Grant program operation	Ability to measure effectiveness of materials and efforts	Ongoing evaluation of program effectiveness

Note: The ability to completely implement of some strategies included in this strategic plan may be effected by currently unresolved issues relating to data collection or policy .

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Basic Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

Initiative: Children are, first and foremost, protected from abuse and neglect (S1)  
 Outcome: Children are protected from abuse while in substitute care  
 Indicator: Number of children abused after the initial referral

Strategies	Responsibility	Targeted Completion Date	Benchmarks
1.1 Develop court and shareholder ability to use assessment information in Form 333 to reduce re-abuse	JCIP, DHS	Dec-08	JCIP and DHS will develop training materials and use them in Fall 2008 Road Show. Materials to be posted on JCIP Website by Nov 08. Develop Technical Support Bulletins
1.2 Use data regarding percentage of children who are repeat victims of abuse to raise awareness and reduce frequency of such re-abuse	JCIP, DHS, CRB	Dec-08 and ongoing	Develop a process will be in place to provide statistics regarding re-abuse to local Model Court Teams for use in local efforts to improve performance. JCIP and DHS to analyze statistics and support and encourage these local efforts
1.3 Expand use of Oregon Tribal Child Safety and Risk Assessment tool for ICWA cases in Circuit Courts	JCIP, DHS, CRB, Tribes, Courts	Jan-09	Review Results of Multnomah County Pilot. Work with DHS to identify next steps for utilization of the Safety and Risk Assessment tool

**Oregon Judicial Department**  
**Juvenile Court Improvement Project:**  
**Basic Grant Strategic Plan**  
**October 1, 2007 - September 30, 2011**

Initiative: Children have permanency and stability in their living situation (P1)  
 Outcome: Children obtain timely permanency  
 Indicator: The number of children obtaining timely permanency is increased and children have stable placement

Strategies	Responsibility	Targeted Completion Date	Benchmarks
2.1 Court will make inquiry as to appropriateness of permanency planning at all stages of the case	JCIP, DHS, CRB, Tribes, Circuit Courts	Sep-10	Develop concurrent planning check list for Court, CRB and DHS. Provide training for judges on PPL inquiries
2.2 Provide Data Warehouse report to all courts showing specific outcomes for each county. Provide TA to those counties who are under performing	JCIP Staff	Dec-07 and quarterly <b>Completed</b>	70 percent of cases will reach jurisdiction within 60 days 95 percent of cases will have its first permanency hearing within 14 months of petition date

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Basic Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** The continuity of family relationships and connections is preserved for children (P2)

**Outcome:** Children's relationships with individuals who constitute a support network are maintained or established

**Indicator:** The number of children placed with relatives and siblings is increased

Strategies	Responsibility	Targeted Completion Date	Benchmarks
3.1 State court to assess their role, responsibilities and effectiveness in interstate placement of children	JCIP, DHS	Completed	Development of state court's plan to assess its role, responsibilities and effectiveness in the interstate placement of children
3.2 State court to implement any recommendations from their assessment of interstate placement of children	JCIP, DHS, Circuit Courts	Completed	Complete the Assessment. Have a Plan to Improve
		Aug-08	Educate and Train Judges on the Oregon ICPC assessment results. Encourage Model Court Teams to address efforts
		Jan-09	Develop a plan for implementation of recommendations from the findings of the state court's assessment
		Jun-09	Implement the Plan
		Jan-11	Assess the Implementation Plan. The report may be integrated into the overall evaluation of the program (See Goal #5)

**Oregon Judicial Department**  
**Juvenile Court Improvement Project:**  
**Basic Grant Strategic Plan**  
**October 1, 2007 - September 30, 2011**

Strategies	Responsibility	Targeted Completion Date	Benchmarks
3.3 Implement SB414	JCIP, DHS, Circuit Courts	Aug-10	Work with Data Grant Subcommittee to ensure data elements are included in the juvenile dependency Management Dashboards

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Basic Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Families have enhanced capacity to provide for their children's needs (WB1)

**Outcome:** Case plans are created to support child's and family's needs for permanency

**Indicator:** The number of children and foster parents who are involved in court proceedings and case planning is increased

<b>Strategies</b>	<b>Responsibility</b>	<b>Targeted Completion Date</b>	<b>Benchmarks</b>
4.1 Protocols established to ensure timely notification of proceedings to all parties, maximum attendance at hearings, minimum postponements, and mutual exchange of discovery among all parties	JCIP, DHS, CRB, Circuit Courts	Aug-10	Bring together a multi-disciplinary team to establish protocols. Development and distribution of statewide protocols regarding notification
4.2 Enhance Court's ability to conduct Permanency Hearings for older teens	JCIP, DHS, CRB, Circuit Courts, Tribes	Aug-10	Develop hearings checklist for older teens. Develop Technical Support Bulletins. Provide training to judges on new tools
4.3 Develop statewide recommendations for Court to consider age-appropriate input from children when reviewing their permanency plans	JCIP, DHS, CRB, Circuit Tribes	Aug-09	Development of multi-disciplinary guidelines for statewide distribution

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Basic Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Increase the number of local Model Court Teams supporting permanency outcomes for children in foster care (MC)

**Outcome:** Plans are localized to meet specific needs of children in their community

**Indicator:** Increase in the number of counties that have an active local JCIP Model Court

Strategies	Responsibility	Targeted Completion Date	Benchmarks
5.1 Develop OJD and Judicial Leadership for Model Courts	JCIP, DHS, CRB, Circuit Courts	Sep-11	Judges with successful JCIP Model Court Teams will be available to consult with judges who want to create and sustain a Model Court and presented with opportunities to show case their courts' achievements at annual conference
5.2 Create Annual JCIP Model Court Meetings to report towards goals and local accomplishments	JCIP, DHS, CRB	ongoing	State meeting held to pull together all JCIP Model Court Teams. "Model Court of the Year" award
5.3 Develop JCIP Model Courts as a means of providing information on Data Analysis and Training Grants	JCIP, DHS, CRB	<b>Completed</b>	Data reports and education and training opportunities will be distributed for JCIP Model Court Teams during their meetings
		Aug-09	Develop and implement communication framework for Model Court Teams

**Oregon Judicial Department**  
**Juvenile Court Improvement Project:**  
**Basic Grant Strategic Plan**  
**October 1, 2007 - September 30, 2011**

Strategies	Responsibility	Targeted Completion Date	Benchmarks
5.4 Facilitate legal and judicial participation in the CFSR and collaboration with DHS at all stages of reviews	JCIP, DHS, CRB	Completed and ongoing	Local training will be provided to the identified counties for the CFSR. Training to all JCIP Model Court Teams on the PIP

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Basic Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

Initiative: Evaluate Base Grant program operation  
 Outcome: Ability to measure effectiveness of materials and efforts  
 Indicator: Ongoing evaluation of program effectiveness

Strategies	Responsibility	Targeted Completion Date	Benchmarks
6.1 Research and develop process evaluation for JCIP/DHS activities	JCIP, DHS, Tribes	Oct-08	Complete Process Evaluation
	JCIP, DHS, Tribes	Oct-11	Complete Statewide Re-assessment

**OREGON JUDICIAL DEPARTMENT (OJD)'s  
JUVENILE COURT IMPROVEMENT PROJECT (JCIP)**

**Training Grant Strategic Plan Narrative  
For Federal Fiscal Years 2008 and 2009**

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***Description of the activities planned under the Training Grant***

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The Initiatives undertaken by the Training Grant remain unchanged for the FFYs 2008 and 2009: the Juvenile Court Improvement Project (JCIP) and the Department of Human Services, Children and Families (DHS/CAF) will collaborate to lead an effort by stakeholders in the child welfare system to:

1. To create an accessible array of education delivery systems
2. To draw from JCIP, DHS/CAF and community resources to develop education plans
3. To produce high quality education products responsive to the needs of learners
4. To include and integrate all sectors of the child welfare community in planning of and participation in developing education products and opportunities
5. To develop and use tools to evaluate the operations under the grant, the products developed and the learning that results

These initiatives will be developed and finalized utilizing the Training Grant Work Group to advise JCIP and DHS/CAF staff, and to respond to proposals and provide feedback. The Training Grant Work Group will continue to meet eight times a year and also report on its work to the JCIP Advisory Committee. In addition to this work group, proposals will be circulated as they are developed for feedback to the Judges, the Citizen Review Board and the local Model Court Teams.

This narrative explains the activities to be undertaken in the FFYs 2008 and 2009. As these are continuations of the five year cycle of this grant this narrative provides elaboration on the strategies of which it is comprised and adjustments in light of activities to date. Complete information on strategies that are noted as "completed," below, will be provided in the annual Program Evaluation document that will be submitted in December of 2008.

**Initiative One: To create an accessible array of education delivery systems.**

**Strategy 1.1:** Provide access to onsite education for both DHS/JCIP sponsored events and those consistent with the initiatives of this grant provided by other entities. (Complete and ongoing)

Strategy 1.2: Provide access to audio, video and paper education. (Complete March 2011)

JCIP and DHS/CAF will partner to lead to a collaboration of stakeholders to create a database of training materials and resources being used throughout the child welfare system in Oregon and to make that information available to all. This year long project, Training Integration Effort (TIE), will begin in March 2010.

Strategy 1.3: Provide access to e-learning resources. (Complete December 2009)

The JCIP Training Grant Work Group has advised that JCIP and DHS CAF follow a two-track approach to this strategy.

The first track is aimed at providing simple e-learning modules on the JCIP website. These will be converted power point presentations developed for various training events (e.g., parts of the annual Road Shows) and then posted along with the accompanying written materials. Converting these files to a format allowing them to be used by those who access them through the JCIP website will allow a variety of on-line resources that reinforce the training objectives of the various presentations that some people may have missed or that were presented before the learner came to the child welfare community. The first of these modules will be from the fall 2008 Road Shows and will go up in December 2008. JCIP and DHS/CAF staff will explore whether capability can be developed for those accessing the materials to evaluate their quality (see strategy 5.1 below) as they are used.

The second track will create more sophisticated modules, created by contractors with JCIP and DHS/CAF staff developing the substantive materials, with input from the Training Grant Work Group. This work group has recommended exploring the possibility of augmenting existing e-learning resources already developed for DHS/ CAF to include materials that would widen their usefulness to CASAs, lawyers, judges, foster parents, tribes and other members of the child welfare community. The first of these more sophisticated modules is scheduled to be complete in December 2009.

**Initiative Two: Draw from DHS, JCIP and community sources to develop education and training plans.**

Strategy 2.1: Utilize DHS/CAF resources and activities to identify training needs. (Complete January 2011)

The Training Grant Work Group has advised JCIP and DHS/CAF that the results of the CFSR and the PIPs should be the major focus of training efforts during the PIP period, although the upcoming IVE audit (July 08) may also provide insight into unmet needs. JCIP has been involved in the PIP process from the beginning, including providing strategic plans and lists of other initiatives to CAF for inclusion.

Strategy 2.2: Utilize court resources to identify training needs. (Complete September 2011)

Local model court teams continue to develop their own training agendas and JCIP and HHS/CAF will continue to support such efforts. JCIP anticipates a third assessment may be required of court improvement efforts and, as has been the case with the previous assessments, this one would be used by JCIP and DHS/CAF staff, and the Training Grant Work Group, to develop training plans and priorities.

Strategy 2.3: Utilize community resources to identify training needs. (Completed and ongoing)

JCIP and CAF will continue to use the Training Grant Work Group and the local Model Court Teams as vehicles to get information from the child welfare community about training needs.

**Initiative Three: Produce high quality training products responsive to needs of learners.**

Strategy 3.1: Establish processes to develop educational processes (Completed and ongoing)

**See Strategy 1.3, above.**

Strategy 3.2: Create process to maintain educational products. (Completed and ongoing)

A part of the evaluation of the grant activities (see Strategy 5.1, below) will be a survey on use of the education products posted to the JCIP website and otherwise used in training efforts. The results, as well as review for legal updating, will inform revision or replacement of materials posted.

The JCIP Juvenile Law Benchbook will be updated by January 2010.

Strategy 3.3: Enhance/Revise JCIP Website (Complete June 2009)

JCIP Website will be capable of providing access to model court forms, links to child welfare sites and other relevant resources on the web, e-learning modules, an education calendar and registration for JCIP events.

**Initiative Four: Include and integrate all sectors of the child welfare community in planning of and participating in developing and using training products and opportunities.**

Strategy 4.1: Create and maintain institutional infrastructure for Training Grant Activities. (Completed and ongoing)

**Initiative Five: Develop and use tools to evaluate the operation of JCIP and DHS under the grant, the training products developed and the learning of those who participate in the education and training programs.**

Strategy 5.1: Research and develop evaluation instruments and processes for JCIP/DHS activities: 1) Educational Products 2) Learner Capacity and Progress 3) JCIP Program (Complete November 2011)

After consultation with the Child Welfare Partnership at Portland State University, the Training Grant Work Group recommended that JCIP and CAF design and implement a progressive evaluation model based on Donald Kirkpatrick's model for evaluating training programs.

<http://www.businessballs.com/kirkpatricklearningevaluationmodel.htm>

The evaluation will progress each year from measuring learning reaction to the training experience (qualitative data), to a combination of reaction and learning achieved, and to measuring the impact on learner behavior as the result of training.

While the first two levels can be measure in a relatively straightforward manner and with validity, moving to the third level—determining whether the training had impact on the behavior of the learner—will be challenging. Not only will there be difficulty in determining how to observe learner behavior so as to determine whether it has changed, but also in eliminating other factors to account for any change (or lack of change) observed.

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### ***Description of collaboration that has taken place in preparing the Training Grant Application***

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Children, Adults and Families (CAF) of the Department of Human Services (DHS) has been a part of the Juvenile Court Improvement Project (JCIP) Advisory Committee for eleven years. From the beginning of organized court improvement in Oregon, JCIP and DHS have partnered in leading the discussions with the JCIP Advisory Committee that inform the decision making about JCIP operations.

This continued as JCIP, DHS and representatives from Oregon Indian tribes framed the discussions of the JCIP Advisory Committee about the Training Grant, developed the initial application, implemented the Interim Strategic Plan and then developed this reauthorization application, including its Final Strategic Plan. They did most of this planning for the next four years in the context of the Child and Family Services Review (CFSR) just completed in Oregon. Because so much of the substance of training and education effort is and will continue to be centered on the needs for improved practice that are revealed by the CFSR, JCIP has attended almost all of the conference calls and the other meetings involving that process, and organized interest and participation of other partners, including CASAs, attorneys and judges. JCIP was also called upon to provide training on such collaboration for the courts of other states at the CIP conference in Portland.

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### ***Description of how the stakeholders will meaningfully collaborate on the Training Grant activities***

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A "multi-disciplinary task force" required by the Training Grant is the JCIP Advisory Committee, the roster of which is attached. The JCIP Advisory Committee meets quarterly. Its work was augmented by that of the Training Work Group, the roster of which is also attached. This new group was created under the Interim Strategic Plan to provide input and perspective on grant activities from partners in the child welfare community specifically. (A similar group was created to fulfill the same role for the Data and Analysis Grant.) The Training Grant Work Group has met eight times this past year and is key to decision making.

JCIP and DHS implemented a process in which they gathered and organized information and sent it out to members of the Training Grant Work Group in preparation for a meeting one month prior to the meeting of the JCIP Advisory Committee to discuss it. JCIP and DHS then met to develop a plan based on that discussion and sent it back out to the Training Grant Work Group (and to other stakeholders) for review. After that review they sent the plan out to the JCIP Advisory Committee members and discussed it at its next quarterly meeting. Following JCIP Advisory Committee discussion, JCIP staff finalized the plan and implemented it. The Final Strategic Plan institutionalizes this process of review and implementation.

This year's experiment with adding an additional meeting of the Training Grant Work Group, on the morning of the day the JCIP Advisory Committee meets, quarterly, has been a success and will be continued. This enhanced process of decision making expands the multi-disciplinary perspective for JCIP and DHS's advantage as they work on Training Grant activities, and it increases the involvement of partners and stake-holders in developing the training activities that are intended to benefit members of the stake-holder groups they represent.

Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011

Initiatives to be Addressed	Outcomes	Indicators
Create an accessible array of education delivery systems	Education opportunities are readily available to all sectors of the child welfare community	Multi-faceted system to deliver education to partners is in place
Draw from DHS, JCIP and community sources to develop education plans	Comprehensive source to inform curriculum development	Different kinds of training/education for partners are identified
Produce high quality education products responsive to needs of learners	All juvenile partners have access to quality education materials	Education modules/content are created and supported
Include and integrate all sectors of the child welfare community in planning and participating in developing and using education products and opportunities	Participation by all players	Partners are participating in education program
Develop and use tools to evaluate the operations, the products developed and the learning that result	Ability to measure the effectiveness of education/training materials and efforts	Ongoing evaluation of program effectiveness

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Create an accessible array of training delivery systems

**Outcome:** Education opportunities are readily available to all sectors of the child welfare community

**Indicator:** Multi-faceted system to deliver education to partners is put in place

Strategies	Responsibility	Targeted Completion Date	Benchmark
1.1 Provide access to onsite education (national, state and local)	JCIP, DHS, CRB, Work Group	9/1/2007 <b>Completed</b>	Have protocols to support programs of other agencies and entities (DHS, CASA, Defense Bar, ICWA, NCJFCJ, etc.) with grants
	JCIP, DHS, CRB, Work Group	9/1/2007 <b>Completed</b>	Have protocols for granting scholarship funds for learners to attend conferences and set a budget to do so on an annual basis
	JCIP	Oct-07 and thru each FY <b>Completed for FY2007</b>	Dispense grant funds consistent with protocol
1.2 Provide access to audio, video and paper education resources	JCIP, DHS, CRB	7/1/2007 <b>Completed</b>	Complete the design of collaborative, multi-disciplinary training (Road Show) to be held annually in the Fall
	JCIP, DHS, Work Group	Mar-11	Facilitate the process of agencies sharing materials and links with one another

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
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**Initiative:** Create an accessible array of training delivery systems

**Outcome:** Education opportunities are readily available to all sectors of the child welfare community

**Indicator:** Multi-faceted system to deliver education to partners is put in place

Strategies	Responsibility	Targeted Completion Date	Benchmarks
1.3 Provide access to e-learning resources	JCIP, CAF, CRB, Work Group	Dec-08 and ongoing	Post power points and accompanying materials developed for Road Show to JCIP website as e-learning module; post other such materials as they are developed for training events
	JCIP and CAF	Dec-09	Post contracted e-learning module to web

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Draw from DHS, JCIP and community sources to develop education and training plans

**Outcome:** Comprehensive source to inform curriculum development

**Indicator:** Different kinds of training/education for partners are identified

Strategies	Responsibility	Targeted Completion Date	Milestones
2.1 Utilize DHS resources to Identify Education needs	JCIP, DHS, CRB	Sep-08	Complete the development of PIP
	JCIP, DHS, CRB	Jul-08	Participate in IV-E Audit
	JCIP, DHS, CRB	Jan-11?	Participate in development of PIP from Third Phase of CFRs
2.2 Utilize Court resources to Identify Education needs	JCIP, DHS, CRB, Work Group	Sep-11	Conduct 2nd CIP Reassessment. Follow up on surveys of Judicial Conference Family/Juvenile Law Subcommittee
2.3 Utilize Community resources to Identify Education needs	JCIP, DHS, CRB, Work Group	1/1/2008 <b>Completed and ongoing</b>	Conduct inquiry on community's need for education and resources

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Produce high quality training products responsive to needs of learners

**Outcome:** All juvenile partners have access to quality education materials

**Indicator:** Education modules/content are created and supported

Strategies	Responsibility	Targeted Completion Date	Benchmarks
3.1 Establish a process to develop Educational products	JCIP, DHS, CRB, Work Group	12/1/2007 <b>Completed</b>	Create a process to prioritize educational needs
	JCIP, DHS, CRB, Work Group	Mar-08 and Annually <b>Completed for Mar-08</b>	Prioritization of educational training topics for each fiscal year
	JCIP, DHS, CRB	Dec-09 and Annually	Contract for expertise to create e learning modules
3.2 Establish a process to maintain Educational products	JCIP, DHS, CRB, Work Group	Apr-2008 <b>Completed</b> Jan-10	Create systematic process to regularly review materials and update them (include results of yearly evaluations) Update Benchbook
3.3 Enhance/Revise JCIP website	JCIP, DHS, CRB, Work Group	Jun-09	JCIP website is capable of hosting links to relevant web resources, Juvenile bench book, model court forms, e-learning, Education Calendar

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Include and integrate all sectors of the child welfare community in planning of and participating in developing and using training products and opportunities

**Outcome:** Participation by all players

**Indicator:** Partners are participating in education program

Strategies	Responsibility	Targeted Completion Date	Benchmarks
4.1 Create and maintain the institutional infrastructure	JCIP, CRB, DHS	Oct-06 and Ongoing <b>Completed for Oct-06</b>	Solicit participation from organizations on to the Training grant activities and decision making process (i.e., Tribes, OYA, Defense Bar)
	JCIP	Oct-06 and Ongoing <b>Completed for Oct-06</b>	Establish and maintain connection with tribes via onsite visits and correspondence / Support opportunities for cross-training
	JCIP, CRB, Work Group, DHS	Feb-08 and Ongoing <b>Completed for Feb-08</b>	Use participation on committees of other agencies and institutions (CWAC, OYA Advisory, ICWA Quarterly) to talk about the work of the collaboration and to solicit additional/active participation
	JCIP, CRB, Work Group, DHS	1/1/2008 <b>Completed</b>	Missing partners are identified
	JCIP, CRB, Work Group, DHS	3/1/2008 <b>Completed</b>	Create an Involvement Plan for JCIP participation in stakeholder groups and individual stakeholder participation on Training Work Group and JCIP Advisory Committee

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Develop and use tools to evaluate the operation of JCIP and DHS under the grant, the training products developed and the learning of those who participate in the education and training programs

**Outcome:** Ability to measure the effectiveness of Education materials and efforts

**Indicator:** Ongoing evaluation of program effectiveness

Strategies	Responsibility	Targeted Completion Date	Benchmarks
5.1 Research and develop process evaluation for JCIP/DHS activities:			
1) Educational Products	JCIP, Work Group, DHS, Tribes	11/1/2007 <b>Completed</b>	Internal Evaluation of FY 2006 activities
2) Learner Capacity and Progress	JCIP, Work Group, DHS, Tribes	1/1/2008 <b>Completed</b>	Consult with PSU Partnership and NRCs regarding evaluation tools. Identify data necessary for evaluation
3) JCIP Program	JCIP, Work Group, DHS, Tribes	Nov-08	Continue phase one evaluation: learner satisfaction and process
	JCIP, Work Group, DHS, Tribes	Nov-09	Continue phase one evaluation; pilot phase two evaluation; learning accomplished
	JCIP, Work Group, DHS, Tribes	Nov-10	Continue phase one evaluation and phase two evaluation.

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Training Grant 5-Year Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Develop and use tools to evaluate the operation of JCIP and DHS under the grant, the training products developed and the learning of those who participate in the education and training programs

**Outcome:** Ability to measure the effectiveness of Education materials and efforts

**Indicator:** Ongoing evaluation of program effectiveness

Strategies	Responsibility	Targeted Completion Date	Benchmarks
	JCIP, Work Group, DHS, Tribes	Nov-11	Continue phases one and two evaluation; pilot phase three evaluation; change in learner behavior

**OREGON JUDICIAL DEPARTMENT (OJD)'s  
JUVENILE COURT IMPROVEMENT PROJECT (JCIP)**

**Data Collection & Analysis Grant Strategic Plan Narrative  
for Federal Fiscal Years 2008 and 2009**

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***Description of activities planned under the Data Collection & Analysis  
Grant***

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The Initiatives undertaken by the Data Grant remain unchanged for the FFYs 2008 and 2009: the Juvenile Court Improvement Project (JCIP) and the Department of Human Services, Children and Families (CAF) will collaborate to lead an effort by stakeholders in the child welfare system to:

1. Work with child welfare stakeholders to increase the ability to gather and manage information for the monitoring and evaluation of JCIP program activities
2. Increase the use of multi-agency data collection, reporting, and analysis
3. Promote data quality assurance with the development of feedback mechanisms and oversight from all child welfare stakeholders

These initiatives will be developed and finalized utilizing the Data Collection and Analysis Subcommittee to advise JCIP and CAF staff and to provide oversight and feedback for the initiatives addressed in the strategic plan. The JCIP Data Collection and Analysis Subcommittee will continue to meet quarterly and also report on its work to the JCIP Advisory Committee. In addition to this work group, proposals will be circulated for feedback to the Judges, the Citizen Review Board and the local Model Court Teams as they are developed.

This narrative explains the activities to be undertaken in the FFYs 2008 and 2009. As these are continuations of the five year cycle of this grant this narrative provides elaboration on the strategies of which it is comprised and adjustments in light of activities to date. Complete information on strategies that are noted as "completed," below, will be provided in the annual Program Evaluation document that will be submitted in December of 2008.

**Initiative One: Increase the ability to gather and manage information for the monitoring and evaluation of JCIP program activities**

Strategy 1.1: Maintain 1 FTE JCIP Data Analyst to coordinate and manage data activities and work closely with courts, child welfare, and tribal partners. (Completed and ongoing)

The OJD hired Jessica Basinger into this position. Jessica was on loan from our Enterprise Technology Services Division (ETSD) since February 1, 2007 and will be returning to ETSD on June 16, 2008 to serve as the Data Warehouse Administrator. JCIP will be filling her position immediately and that individual will work closely with Jessica to develop the Juvenile Management Dashboard.

Although the JCIP program has made great strides in our efforts to gather and collect meaningful data in child dependency cases, standardized, ongoing training and technical assistance is still needed for the courts due to staff turnover, layoffs, and court backlogs. This position will enable us to commit resources to ensure that technical assistance and coordination for data issues is readily available.

Strategy 1.2: Conduct annual process and outcome evaluations and second reassessment of child abuse and neglect case processing in Oregon courts in year five. (Completed and ongoing)

JCIP staff will conduct an annual process and outcome evaluation of activities supported by the grant. JCIP staff will also design outcome focused case processing evaluation plans for the second reassessment in year five.

### **Initiative Two: Increase the use of multi-agency data collection, reporting, and analysis**

Strategy 2.1: Develop a presentation to judges on the plan to develop statewide, multi-disciplinary performance measures for juvenile dependency cases. (Completed)

Strategy 2.2: Develop and deliver model court sessions covering: a) the CFSR measures and process, b) the ABA/NCJFCJ Toolkit Measures, and c) plans to develop, collect, and share relevant data and local model court performance measures. (Completed)

Strategy 2.3: Facilitate legal and judicial participation in the CFSR and Title IV-E Reviews, ensuring collaboration with the child welfare agency at all stages of the reviews. (Completed and ongoing)

Strategy 2.4: Development of a statewide, systemic performance measure for child welfare cases in Oregon. (Completed and ongoing)

The 2005 Oregon Legislative Assembly commended the OJD for our statewide performance measure # 7: Permanency Action Plans: Percent of circuit courts with intergovernmental plans supporting permanency outcomes for children in foster care. Although this is not an outcome measure, they recognized the importance of collaboration between the trial courts, DHS/CAF, and other child welfare stakeholders that is needed to actually improve outcomes for children in foster care.

As Oregon courts evolve in our work with statewide performance measures, there is a realization among several courts that true outcome measures not only measure the performance of the court, but also are closely linked with the performance of other key stakeholders in the system. JCIP intends to use the data grant funds to assist local model court teams to:

- a) understand child welfare performance measure concepts including the CFSR, Toolkit, and OJD measures,
- b) adopt an outcome measure and have each entity in the model court team identify their specific role in improving the outcome, and
- c) develop performance measure reports and monitor improvement efforts.

JCIP staff has reviewed local Model Court Team performance measure reports with the JCIP Task Force's Data Collection & Analysis Subcommittee. JCIP staff worked with the subcommittee to recommend five possible statewide, multi-disciplinary measures to present to judges at the August 2007 judges' conference as potential OJD statewide measures. Since the selected measures have been tested and worked on in local Model Court Teams, there is judicial support for advancing the

measures to the statewide level. In a collaborative effort, JCIP and DHS/CAF developed a website providing judicial access to foster care population/placement data as well as systemic performance measure reports with data at the local and statewide level.

The JCIP Advisory Committee made the final recommendation to adopt the "Timeliness and Stability of Permanency Outcomes" measure as a legislatively adopted performance measure. The systemic performance measure uses CFSR Permanency Composite 1 and 2 data indicators to evaluate the performance of Oregon's child welfare system. Model Court Teams at the local level will use the data indicators in this performance measure to develop strategies that each stakeholder can implement to improve outcomes for children and families. These strategies will be directly linked to action areas identified in the performance measure for each county. In collaboration with the National Center for State Courts, JCIP staff and DHS/CAF completed work to develop operational descriptions to assist child welfare stakeholders and trial court staff in understanding and interpreting the new performance measure data. The operational definitions will also assist JCIP staff to model the juvenile dependency data into multidimensional data structures in preparation for the juvenile management dashboard.

The OJD, DHS/CAF, and the Oregon Commission on Children and Families (OCCF) have committed to including the "Timeliness and Stability of Permanency Outcomes" performance measure in their submission of 2009-2011 Legislative Key Performance Measures (KPMs). In the next few months, the Legislative Fiscal Office (LFO) and the Budget and Management Division (BAM) will work to provide a new framework to implement and report on shared performance measures. JCIP is hopeful that the "Timeliness and Stability of Permanency Outcomes" systemic performance measure will provide a strategic framework for collaboration between the courts and other system stakeholders to contribute to the overall success of permanency outcomes for children.

Strategy 2.5: Monitor implementation of improvement efforts, review performance measure reports with the JCIP Data Collection & Analysis Subcommittee, and have the Subcommittee recommend 4-6 possible statewide, multi disciplinary measures to present to judges. (Completed)

Strategy 2.6: Present recommended measures and data reports to judges at the August 2007 conference, and have them prioritize and select measures for statewide tracking. (Completed)

Strategy 2.7: Provide data to DHS/CAF on court hearings and outcomes. (Complete October 2008)

Strategy 2.8: Develop Juvenile Management Dashboard/Website. (Complete June 2009)

In the coming year, JCIP staff will create a business management tool to allow courts and other stakeholders to visually ascertain the "health" of the child welfare system as it relates to permanency outcomes for children in foster care. The statewide systemic performance measures will be used as key business indicators and metrics to develop visual, at-a-glance displays of data to provide warnings, action areas, next steps, and summaries of outcomes. Graphically, courts and stakeholders may see the high-level performance indicators in the form of charts, graphs, and scorecards to then drill down into low level data in a portal-like environment that is role-driven and customizable. This level of detail would otherwise be buried deep within the juvenile data and otherwise unavailable to the courts without extensive effort put into developing queries and reports. Additionally, it will allow the courts to answer substantial questions about their services in response to the community, legislatures and other stakeholders in the system.

Strategy 2.9: Integration of requirements analysis for new child welfare IT systems being developed currently or in the next 5 years. Specifically, coordination of child welfare stakeholder data needs for new OJD Case Management, DHS/CAF, and CASA systems. (Completed and ongoing)

Many of the data and analysis activities that JCIP staff will work on over the next three to five years could be incorporated into the requirements analysis for a new OJD statewide case management system. Work will need to be closely linked to the OJD's e-Court strategic plan for implementing a new case management system for Oregon's courts and DHS/CAF to ensure that the requirements are included in the analysis for the new child welfare case management system.

JCIP staff will attend national conferences to share information with other states about successful projects and ways to improve data practices. Attending conferences and meetings at the national level will provide JCIP staff with strategies to develop outcome based improvement efforts based on the recommendations of organizations like the National Center for State Courts, the National Council of Juvenile and Family Court Judges, the American Bar Association, and the Children's Bureau.

### **Initiative Three: Data Quality Assurance**

**Strategy 3.1:** Provide training and technical assistance to court staff on data entry related to new performance measures, reading and interpreting data reports, and determining data issues versus process issues. (Completed and ongoing)

JCIP staff will convene a new data entry protocol team to update statewide protocols and develop regional training programs for court staff on performance measures and protocols. The data entry protocol team will consist of court data entry staff and supervisors from 5-7 courts as well as OSCA staff. The data entry protocol team will develop data entry protocols for new performance measures as well as for tracking terminations/appeals, and identifying ICWA children. JCIP conducts regional trainings serving court data entry and analytical staff.

**Strategy 3.2:** CRB Data Improvements (Completed and ongoing)

JCIP staff meets quarterly with DHS/CAF research, information technology, and federal compliance staff to discuss data integration issues for the Juvenile OJIN Integrated Network (JOIN) system. Two grant initiatives generated from this group are making improvements to the Citizen Review Board (CRB) case file update form and developing electronic model court forms.

The CRB case file update forms are used in dependency reviews to collect valuable information about the status of the dependency case and the child's progress towards permanency. Key improvements have been identified that will greatly impact the validity of data collected including defining standards for collection of information and consistency of data collection across both CRB and court reviews.

**Strategy 3.3:** Electronic Model Court Forms (Complete December 2010)

Electronic model court forms will facilitate the tracking of critical information by providing a vehicle to collect consistent and valid data that is appropriate for its intended use in the tracking and planning of permanency outcomes for children in foster care. This effort will include working with judicial officers and other child welfare stakeholders to update the layout and content of model court forms in preparation for the OJD's new Electronic Content Management (ECM) System. JCIP staff will work closely with the ECM initiative team to integrate electronic model court forms into the requirements analysis for the new ECM system.

**Strategy 3.4:** Improve the ability of Juvenile OJIN and DHS data systems to identify Native American children covered by the Indian Child Welfare Act. (Complete December 2009)

DHS is currently defining the functional requirements for their new child welfare information system which will facilitate the identification of Native American Children covered by the Indian Child Welfare Act. The implementation phase of this system is scheduled for December of 2009. Work will need to be closely linked to the OJD's Technology Committee's work plan for implementing a new case management system for Oregon's courts to ensure that the necessary exchange of information takes place in a timely manner.

Strategy 3.5: Tracking dependency and termination appeals. (Complete June 2010)

The increased capability of the new appellate case management system and the proposed appellate performance measures will facilitate the tracking of dependency and termination appeals. The appellate performance measures are currently being developed. JCIP staff will have the ability to link juvenile dependency cases to information in the appellate case management system for reporting and data analysis.

Strategy 3.6: Tracking TPR proof of service and petition outcomes accurately. (Completed and ongoing)

Strategy 3.7: Tracking child welfare stakeholder policy changes and their impact on the courts and permanency outcomes (Completed and ongoing)

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### ***Description of collaboration that has taken place in preparing the Data Collection & Analysis Grant Application***

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The OJD has a history of collaborating with DHS/CAF, the tribes, and other stakeholders in the child welfare system. DHS/CAF has been a part of the JCIP Advisory Committee for ten years. The JCIP Data Analyst and DHS/CAF Data Staff have worked closely to recommend and prioritize activities under this grant that will leverage resources and data information for both the courts and child welfare.

#### **JCIP Advisory Committee:**

The JCIP Advisory Committee oversees the implementation of the data grant activities and recommended members for the subcommittee.

#### **JCIP Advisory Committee's Data Collection & Analysis Subcommittee:**

JCIP staff has developed a subcommittee responsible for reviewing implementation of the data grant, providing information and linkages with key stakeholder groups, overseeing the assessment of the effectiveness of the activities supported by the grant, and developing the final data collection and analysis strategic plan. This subcommittee is also responsible for reviewing, analyzing, and interpreting local model court performance measure data. Our subcommittee members include county level line staff and supervisors, judges, CRB representative, OSCA and DHS/CAF central office IT and research staff, CASA volunteer, PDSC representative, and JCIP staff. We have recruited two current JCIP Advisory Committee members to serve on this subcommittee and serve as a link back to the full committee. Otherwise, this subcommittee includes people not currently on the JCIP Advisory Committee, greatly increasing the number of people involved in JCIP activities.

#### **Oregon Tribes:**

Currently, collaborative efforts with the Oregon Tribes focus on education and training. There are nine federally recognized Tribes in Oregon. JCIP staff will identify what data analysis needs and opportunities exist to better track and support safety, permanency, and well-being for Indian Children. We plan to continue our collaborative activities with Oregon Tribes in the next four years to get

additional input to improve data collection and analysis. We have representatives from the Oregon Tribes on the JCIP Advisory Committee and the JCIP Advisory Committee's Data Collection and Analysis Subcommittee.

**Local Model Court Team Members:**

Twenty-four Oregon counties have local Model Court Teams. These teams include county level judges, child welfare staff, court staff, CRB representatives, attorneys, CASAs, and tribes. JCIP staff will encourage and assist these teams with the development of a local level dependency system performance measure. JCIP has provided information and training on the CFSR, Toolkit, and OJD performance measures. JCIP staff will continue to provide technical assistance and support to assist teams with data collection and analysis.

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***Description of how the stakeholders will meaningfully collaborate on the Data Collection & Analysis Grant activities***

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The multi-disciplinary task force required by the Data Grant is the JCIP Advisory Committee. The JCIP Data Collection and Analysis Subcommittee augment the work of the JCIP Advisory Committee (see rosters for each of these attached). Stakeholders involved in these committees provide valuable input and guidance on data collection activities. They will review detailed reports, operational definitions, and data views anticipated under this grant.

Oregon's local Model Court Team members, multi-disciplinary stakeholders at the county level, will also be involved in previewing, editing, and recommending data reports, views and activities. DHS/CAF and IT data staff are working closely with JCIP staff on identifying and implementing data grant activities. The activities under the data grant will enhance information available to both the courts and child welfare stakeholders.

Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011

Initiatives to be Addressed	Outcomes	Indicators
Increase the ability to gather and manage information for the monitoring and evaluation of JCIP program activities	Outcome focused evaluations and assessments of the effectiveness of activities supported with the grant	A process in place for periodically evaluating our Juvenile Court Improvement Project and trial court performance in handling child abuse and neglect cases
Increase the use of multi-agency data collection, reporting, and analysis	The ability to integrate and link data from disparate child welfare information systems to obtain accurate and meaningful data	Development, dissemination, and use of statewide, multi-agency performance measures that address safety, well-being, or permanency for children in foster care
Data Quality Assurance	Data facilitates the tracking of critical pieces of information related to timely permanency outcomes for children	The state of completeness, validity, consistency, timeliness and accuracy that makes juvenile data appropriate for its intended use in operations, decision making and planning of permanency outcomes for children in foster care

Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011

- Initiative:** Increase the ability to gather and manage information for the monitoring and evaluation of JCIP program activities
- Outcome:** Outcome focused evaluations and assessments of the effectiveness of activities supported with the grant
- Indicator:** A process in place for periodically evaluating our Juvenile Court Improvement Project and trial court performance in handling child abuse and neglect cases

Strategies	Responsibility	Targeted Completion Date	Benchmarks
1.1 Hire JCIP Data Analyst to coordinate data activities and work closely with courts, child welfare, and tribal partners	JCIP	Completed	JCIP Data Analyst Hired
1.2 Conduct a process and outcome evaluation of year one activities	JCIP Data & Analysis Subcommittee	Ongoing annually	Fund JCIP Data Analyst through year 5  Review activities identified in the Initial Strategic Plan. Did we do what we said we would do?
1.3 Conduct 2nd CIP reassessment of trial court performance in handling child abuse and neglect cases with benchmarks defined by national standards in year five	JCIP	Ongoing annually	Evaluation to be given to JCIP Advisory Committee and Data & Analysis Subcommittee to assess JCIP's progress and activities
	JCIP Data & Analysis Subcommittee	Oct-11	CIP reassessment completed by April 2011

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:** Increase the use of multi-agency data collection, reporting, and analysis

**Outcome:** The ability to integrate and link data from disparate child welfare information systems to obtain accurate and meaningful data

**Indicator:** Development, dissemination, and use of statewide, multi-agency performance measures that address safety, well-being, or permanency for children in foster care

Strategies	Responsibility	Targeted Completion Date	Benchmarks
2.1 Develop a presentation to judges on the plan to develop statewide, multi-disciplinary performance measures for juvenile dependency cases	DHS, CASA, PDSC, AG, and Oregon Tribes	Completed	Delivered presentation to juvenile court judges at the August conference
2.2 Develop and deliver model court sessions covering: a) the CFSR measures and process, b) the ABA/NCJFCJ Toolkit Measures, and c) plans to develop, collect, and share relevant data and local model court performance measures	Local judges, CRB, DHS, CASA, PDSC, AG, and Oregon Tribes	Completed	Model court sessions held with multi-disciplinary juvenile model court teams to review the CFSR measures and process, review the ABA/NCJFCJ Toolkit measures, and select a draft systemic performance measure as potential statewide, multi-disciplinary performance measures

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

Strategies	Responsibility	Targeted Completion Date	Benchmarks
2.3 Facilitate legal and judicial participation in the CFJR and Title IV-E Reviews, ensuring collaboration with the child welfare agency at all stages of the reviews	JCIP, Judges, court staff, CRB volunteers and staff, juvenile court attorneys	Completed and ongoing	JCIP staff coordinates resources and contacts to facilitate these reviews
2.4 Development of a statewide, systemic performance measure for child welfare cases in Oregon	JCIP	Completed	Systemic performance measure reports using court, DHS, and other agency data developed and distributed to local model court teams
2.5 Monitor implementation of improvement efforts, review performance measure reports with the JCIP Data Collection & Analysis Subcommittee, and have the Subcommittee recommend 4-6 possible statewide, multi disciplinary measures to present to judges	JCIP Data Collection & Analysis Subcommittee	Completed	Recommendation on 4-6 possible statewide, multi-disciplinary measures to present to judges at August 2007 conference
2.6 Present recommended measures and data reports to judges at the August 2007 conference, and have them prioritize and select measures for statewide tracking	JCIP, DHS	Completed	Systemic performance measures selected and prioritized

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

Strategies	Responsibility	Targeted Completion Date	Benchmarks
2.7 Provide data to DHS on court hearings and outcomes	JCIP/DHS	Oct-08	Define data requirements and delivery method
2.8 Develop Juvenile Management Dashboard/Website	JCIP, DHS	Completed	Create website for Judicial access to DHS foster care data
	JCIP, DHS	Completed	Work with National Center for State Courts to develop operational definitions of Systemic Performance Measure reports. Publish Systemic Performance Measure reports selected by judges at August 2007 conference. Reports will provide data at local and statewide level and can be run ad hoc or on a schedule
	JCIP, DHS	Sep-08	Work with DHS to coordinate the exchange of AFCARS and court docket information to incorporate into 1) the new child welfare case management system, and 2) the juvenile management dashboard for drill down analytics/views of the systemic performance measures
	JCIP	Aug-08	Develop prototype of Juvenile Management Dashboard and present at the JCIP Judge's Conference
	JCIP, DHS	Jan-09	Develop multidimensional data structures for systemic performance measures
	JCIP, DHS, CASA, other external stakeholders	Jun-09	Work with National Center for State Courts and child welfare stakeholders to design juvenile management dashboard reporting interface for drill-down analytics/views of the systemic performance measures

**Oregon Judicial Department**  
**Juvenile Court Improvement Project:**  
**Data Collection and Analysis Grant Strategic Plan**  
**October 1, 2007 - September 30, 2011**

Strategies	Responsibility	Targeted Completion Date	Benchmarks
2.9 Integration of requirements analysis for new child welfare IT systems being developed currently or in the next 5 years. Specifically, coordination of child welfare stakeholder data needs for new OJD Case Management, DHS SACWIS, and CASA systems	JCIP, DHS, CASA, other external stakeholders	Ongoing	Data sharing between child welfare stakeholders and the performance of the child welfare system as a whole is facilitated by the development of new child welfare IT systems

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

**Initiative:**

Data Quality Assurance

**Outcome:**

Data facilitates the tracking of critical pieces of information related to timely permanency outcomes for children

**Indicator:**

The state of completeness, validity, consistency, timeliness and accuracy that makes juvenile data appropriate for its intended use in operations, decision making and planning of permanency outcomes for children in foster care

	Strategies	Responsibility	Completion Date	Benchmarks
3.1	Provide training and technical assistance to trial court staff on data entry related to the new performance measures, reading and interpreting data reports, and determining data entry issues versus process issues	JCIP, local court staff	Ongoing annually	Clerk College Juvenile Dependency 101 Training Program. Training targeted to new court clerks on the juvenile dependency process, ASFA timelines, data entry protocols, and performance measures
		JOIN Committee, Data Entry Protocol Team, JCIP	Ongoing	Convene data entry protocol team to update statewide protocols and develop regional training program for court staff on new performance measures, tracking appeals, and data entry protocols
		JCIP	Nov-09	Training and technical assistance provided to courts and stakeholders to understand performance measures and how to access them. Training to occur at Fall 2008 Road Show
3.2	CRB Data Improvements	JOIN Committee, Data Entry Protocol Team, JCIP, CRB	Aug-09	Update CRB Case File Update forms used in reviews including defining standards for collection of information. Consistent data collection for review hearings whether by court or CRB

**Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011**

Strategies	Responsibility	Targeted Completion Date	Benchmarks
3.3 E-Model Court Forms	JCIP	Dec-10	Get buy-in from local courts to update layout and content of frequently used Model Court Forms (Shelter Hearing, Permanency Hearing, Jurisdictional Order) as well as benefits of e-forms
	JCIP	Jun-09	Work with child welfare stakeholders, the CRB, and the Electronic Content Management initiative team to develop requirements and integrate into the new ECM system
	JCIP	Jan-10	Develop implementation schedule
3.4 Improve the ability of Juvenile OJIN and DHS data systems to identify Native American children covered by the Indian Child Welfare Act	JCIP, DHS	Dec-09	New child welfare case management system to be completed in 2009
3.5 Tracking dependency and termination appeals. The Permanency Guidelines propose that decisions in termination of parental rights cases should be entered a maximum of 150 days after the notice of appeal is filed. Oregon courts exceed this standard (Reassessment p. 106-107)	JCIP, PMAC, COA	Jun-10	The increased capability of the new appellate case management system and the proposed appellate performance measures will facilitate tracking of dependency and termination appeals

Oregon Judicial Department  
 Juvenile Court Improvement Project:  
 Data Collection and Analysis Grant Strategic Plan  
 October 1, 2007 - September 30, 2011

Strategies	Responsibility	Targeted Completion Date	Benchmarks
3.6 Tracking TPR proof of service and petition outcomes accurately (Reassessment p. 30)	JOIN Committee, Data Entry Protocol Team, JCIP	Ongoing	Update statewide data entry protocols and develop regional training program for court staff. New "Time to TPR" performance measure will encourage the courts to be more diligent in tracking proof of service and petition outcomes accurately
3.7 Tracking child welfare stakeholder policy changes and their impact on the courts and permanency outcomes	JCIP	Ongoing	Collect and report on data related to the impact of child welfare policy changes on the courts and permanency outcomes



CPSD59-08

OREGON JUDICIAL DEPARTMENT  
Office of the State Court Administrator

July 2, 2008  
**(SENT BY EMAIL)**

MEMORANDUM

TO: Presiding Judges  
Trial Court Administrators  
Citizen Review Board Field Managers

FROM: Timothy Travis, Staff Counsel for Juvenile Law and Treatment Courts  
Court Programs and Services Division

RE: JCIP/DHS Legislative Road Show 2008 – Registration Now Available  
September through November 2008

The Juvenile Court Improvement Project (JCIP) 2008 Road Show registration is now available for all Oregon Judicial Department (OJD) staff to access. This website will be open to other child welfare community partners approximately four weeks later. Space may be limited in some areas so please take advantage of this early registration.

**Schedule**

The 2008 Road Show registration form, calendar (listing both the originating presentation and video conference sites), and locations list (listing the time and street location of each presentation) is on the JCIP website: [www.ojd.state.or.us/jcip](http://www.ojd.state.or.us/jcip). The calendars list the on-site (“live”) session first and then the video sites. Due to lack of equipment in three locations, there is no video listed on three dates. Some dates and locations have changed from the initial notice. All Road Show dates have been posted to the OJD Master Calendar.

Link to the 2008 Road Show registration form:

<http://www.ojd.state.or.us/web/EdWebDB.nsf/JCIPDHSRoadShow?OpenForm>.

**Topics**

The Road Show agenda is being designed in part to support the Program Improvement Plans. This will include concurrent planning, engaging parents in case planning (especially fathers), the new federal mandate regarding “age-appropriate consultation” with children in permanency hearings, as well as the improvement effort in interstate placement of children.

MEMORANDUM

Page 2

July 2, 2008

**Travel**

Lunch and coffee service will be provided by JCIP for all training sites that have three or more participants. If less than three participants are registered at the training site, JCIP will notify you via email and reimburse you for your lunch expenses at the OJD per diem rate for that county. Due to the centralized locations, JCIP will not reimburse for mileage.

For circuit courts, any requests for pro tem coverage must be coordinated through your presiding judges and with Kim Blanding of the Office of the State Court Administrator per normal protocols. JCIP funds will be used for any coverage approved and provided.

**Contacts**

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TT:ma/08cTT009ma

Attachment

ec: OSCA Division Directors  
Mollie Croisan  
Kim Blanding  
Benjamin Hazelton

# September 2008

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 Labor Day	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24 Ontario, LIVE	25	26 Madras, LIVE	27
			John Day, 9am-2pm Hood River, 9am-2pm		Bend Burns Redmond	
28	29	30	Unless noted, Road Show sessions are scheduled from 10am-3pm			

7/16/2008

# October 2008

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Unless noted, Road Show sessions are scheduled from 10am-3pm						
5	6 Klamath Falls, LIVE Ontario, 11am-4pm Bend Lakeview	7	8	9 Baker City, LIVE La Grande Bend Enterprise	10 11	11
12	13	14	15	16	17	18
19	20 Pendleton, LIVE Hemiston John Day	21	22 Coos Bay, LIVE Gold Beach Klamath Falls	23	24 Hillsboro—NO VCON	25
26	27	28 Eugene, LIVE Baker City Beaverton Coos Bay	29	30 Hood River, LIVE The Dalles	31 Clackamas—NO VCON 8:30am-1pm	

7/16/2008

# November 2008

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Unless noted, Road Show sessions are scheduled from 10am-3pm						1
2	3	4	5	6	7 Portland, LIVE  Beaverton Roseburg Coos Bay Eugene Grants Pass	8
9	10 Roseburg, LIVE  Medford Grants Pass	11  Veterans Day	12 McMinnville, LIVE  Salem Gold Beach Tillamook	13	14 Dallas—NO VCON	15
16	17	18 Albany, LIVE  Corvallis Newport Clackamas	19 Astoria, LIVE  St. Helen's Medford Clackamas	20	21 Portland, LIVE  Corvallis Newport Gold Beach Tillamook Astoria	22
23	24	25	26	27  Thanksgiving	28	29
30						

Strategy 4.3 -- The court will consult in an age appropriate manner with children when reviewing their permanency plans.

Plan project with Advisory Committee	JCIP and DHS	Jun 08
Develop survey for all stakeholders to develop expert resources and identify concerns about how to implement this federal mandate.	JCIP and DHS	June 08
Compile survey results and release to judges and model court teams at "Eyes of the Child" conference. Distribute at the same time to shareholders to the grass roots level	JCIP and DHS	Jul – Aug 08
JCIP Advisory Committee: Create a work group to develop protocols. Plan an even to hear expert opinions and discuss issues identified by survey results.	JCIP and DHS	Sep 08
One day event	JCIP and DHS	Oct – Nov 08
Work Group begins to develop protocols. Preliminary report circulated for comment.	Work group	Jan 09
Preliminary report submitted to Advisory Committee	Work group	Mar 09
Revise protocols and circulate for comment	Work group	May 09
Present to Advisory Committee	Work group	Jun 09
Revise and finalize protocols	JCIP and DHS	Jun 09
Create training materials (including power point and technical support bulletin, as well as Level One and Level Two learning evaluation instruments) as well as any necessary orders, findings or language for existing judgments and orders.	JCIP and DHS	Jun – Jul 09

Present to Judges and Model Court teams at "Eyes of the Child" conference. Distribute simultaneously to child welfare/legal stakeholders.	JCIP and DHS	Aug 09
Train on protocols through Fall 2009 Road show. Use Level One and Two evaluation instruments.	JCIP and DHS	Sept – Nov 08
Post training materials (including Levels One and Two evaluation instruments) to the JCIP Web Site.	JCIP	Dec 08