

OMB Control No: 0970-0307

Expiration Date: 11/30/2022

Strategic Plan

State Name: OREGON

Date Strategic Plan Submitted: 6/30/22

Timeframe Covered by Strategic Plan: FFY22-26

Overall Goal/Mission of CIP: *Aim, purpose, direction, or priority to be achieved by the CIP over the span of the grant.*

Priority Area #1: Quality Court Hearings

JCIP and its Quality Hearings and Review (QHR) Subcommittee is using the CBCC's CQI framework to develop several new projects.

Outcome #1: Improve the quality of dependency hearing and reviews

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Quality dependency hearings and reviews has long been identified as an area of need in Oregon. In 2015, the National Center for State Courts, as part of a workload study of Oregon's courts, conducted hearing observations aimed at measuring the quality of Oregon's dependency hearings. The observations revealed that many topics regarding the child's well-being and the parents' progress are frequently not discussed during court hearings, suggesting that there is considerable room for improvement in the depth and breadth of discussion at Oregon's dependency hearings.

Theory of Change:

JCIP will provide quality judicial training and education, updates on changes in the law, and support to judicial leadership groups so that judges will have the specialized knowledge and skills to effectively handle dependency cases so that the quality of dependency hearings and reviews will improve.

JCIP will work with local model court teams to implement a shelter hearing improvement project so that local stakeholders will be educated on best practices in shelter hearings and those practices will be implemented over time into practice.

Reminder: please note if priority area will be supported by Division X supplement with a 'COVID' tag.

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Project 1: JCIP QHR Subcommittee project(s) to improve the quality of dependency hearings and reviews.						
Convene an Improving Hearing Quality workgroup to design a hearing quality improvement project focused on shelter hearings	JCIP, JCIP Advisory Committee, DOJ/ODHS/OPDS stakeholders and other community partners	A three-tiered project to improve the quality of shelter hearings	Support JCIP’s Advisory Committee and Model Court Teams in making distinct, measurable improvements to the initial dependency hearings with the long-term goal of improving outcomes for children and families in the dependency system.	Ongoing with implementation complete by end of 2022	Staff time	Feedback from Model Court teams, judges, legal partners, community stakeholders and families
Continue meeting monthly with the Improving Hearing Quality workgroup to monitor and support the work of the project and report to the JCIP Advisory Committee	JCIP, JCIP Advisory Committee, DOJ/ODHS/OPDS stakeholders and other community partners	Provide Model Court teams with a project concept and resources focused on improving local court hearings and assist the Advisory Committee to focused on statewide improvements and data evaluation	Using data evaluation, continuous quality improvement and regular contact with the local teams, evaluate the various projects for system improvements and share the data statewide	Ongoing	Staff time	JCIP data
Provide trauma-informed training to judges on how to talk to, listen to, and engage parents at the beginning of a case	JCIP staff and judges	Judges are trauma-informed and well-trained on how to effectively communicate from the bench in dependency hearings	Improve the communication and leadership from the bench to ‘set the tone’ from the first hearing	Ongoing	Staff time	Feedback from judges and other legal partners on the usefulness of the training

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Create guidance and common understanding about how reasonable/active efforts determinations should be made by the court	JCIP Staff, Improving Hearing Quality Workgroup members, JCIP Advisory Committee	JCIP will create and distribute guidance on how the court should be making a reasonable/active efforts determination	Ensure equal access to justice across the court system by improving the court's understanding and application of making a reasonable/active efforts analysis and finding	Ongoing	Staff time	Change will be monitored by tracking how reasonable/active efforts findings are made by the court
Support the Model Court teams in developing a local project to improve their shelter hearing quality	JCIP, JCIP Advisory Committee, DOJ/ODHS/OPDS stakeholders and other community partners, Model Court teams	Each judicial district will be provided a project to implement at least two specific, measurable improvements to their shelter hearing process and/or procedure and use data to track system improvements	The Model Court teams in each judicial district will choose specific improvements to their shelter hearings from a list of research-based best practices. JCIP's Advisory Committee and QHR Subcommittee will provide data evaluation and sharing.	Ongoing	Staff time	Change will be monitored through feedback from model court teams and data related to reasonable efforts findings, length of time in care, family contacts, and other outcomes
Project 2: Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgment.						
Convene the JELI Model Forms Workgroup on a quarterly basis to discuss and approve updates to JCIP's model forms to reflect changes in state and federal law	JCIP, JELI Model Forms Workgroup	Updated, legally sufficient forms for use in dependency cases	Increase the number of judges who use the JCIP model forms or forms that have been reviewed by JCIP for legal sufficiency.	Ongoing	Staff time	Feedback from judges on the usefulness and adequacy of the model forms

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Work with OJD’s Communication, Education, and Court Management Division (CECM) to make updated versions of forms available in the Odyssey case management system	JCIP, CECM	Updated, legally sufficient forms for use in the Odyssey case management system	Increase the number of judges who use the JCIP model forms or forms that have been reviewed by JCIP for legal sufficiency.	Ongoing	Staff time	Feedback from judges on the usefulness and adequacy of the model forms
Project 3: Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases.						
Meet with JCIP Advisory Committee to develop agenda	JCIP, JCIP Advisory Committee	Draft Agenda	Improve judicial handling of juvenile dependency cases		Staff time, funding	Participant evaluations
Work with judges and stakeholders to plan the sessions outlined in the agenda	JCIP, Judges	Two days of training for juvenile judges designed to improve outcomes in dependency cases	Improve judicial handling of juvenile dependency cases		Staff time, funding	Participant evaluations
Deliver the training	JCIP, Judges, Presenters from state agencies and outside organizations	Two days of training for juvenile judges designed to improve outcomes in dependency cases	Improve judicial handling of juvenile dependency cases		Staff time, funding	Participant evaluations
Project 4: Provide updates to juvenile judges on appellate decisions and changes to state and federal dependency law.						

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Provide technical assistance to courts when there are changes in state and federal law	JCIP, Judges	Written summaries of changes in case law and statute; technical assistance as needed	Improve judicial compliance with juvenile state and federal law	Ongoing	Staff time	Feedback from judges on the usefulness of the assistance and information provided
Project 5: Plan and deliver biennial JELI Spring Convening for juvenile judges.						
Assist JELI with planning and delivering a one-day Spring Convening training for juvenile judges	JCIP, Circuit courts	One-day training for juvenile judges	Increase understanding for juvenile judges of a focused topic within juvenile law	Every two years	Staff time; funding	Participant evaluations
Project 6: Support judicial participation in national trainings and conferences						
Support judicial officer and JCIP staff attendance at state and national conferences.	JCIP staff, judges	Participation of judicial officers and staff in state or national conferences to improve their practices in dependency cases.	Improve judicial oversight of juvenile dependency cases.	Ongoing	funding	Feedback from attendees on the usefulness of the conferences
Project 7: Disseminate Supplemental COVID-19 Funds through mini grants to courts for projects supporting effective virtual and/or hybrid hearings.						
Funding local courts through mini grants to update equipment needed to accommodate remote	JCIP, Circuit courts	Improved technology for remote and hybrid proceedings in judicial	Improved access to hearings for participants.	Complete by end of 2022	Staff time	Feedback from judicial districts receiving funding regarding use and

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and hybrid proceedings and to improve court access to parties in dependency cases		districts that identify the need.				impact on access to hearings.

Outcome #1 Updates:

Project #1: Develop a new project to improve the quality of juvenile dependency hearings

Year 1 (July 2021 – June 2022): JCIP staff convened an Improving Hearing Quality workgroup to develop a system of change for the project. Meeting monthly, the workgroup members created a three-tier project to improve hearing quality, focusing on one project to be completed by JCIP Staff (trauma-informed training on communicating from the bench), one project to be completed by the JCIP Advisory Committee (provide guidance/standardization to the reasonable/active efforts finding), and one project to be completed by the local Model Court teams with JCIP support (local project to make at least two specific, measurable improvements to their shelter hearing process and procedures). At the 2022 Model Court Summit in August 2022, the Model Court teams will develop their local court improvement projects.

Project 2: Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgment.

Year 1 (July 2021 – June 2022): JCIP staff continued to work with JELI’s Forms Committee to update the JCIP model forms.

Project 3: Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases

Year 1 (July 2021 – June 2022): JCIP planned and delivered a one day virtual Through the Eyes of a Child conference in August 2021.

Project 4: Provide updates to juvenile judges on appellate decisions and changes to state and federal dependency law.

Year 1 (July 2021 – June 2022): JCIP staff continue to provide regular updates to juvenile judges, including an annual CLE session at the juvenile judges’ conference, on appellate cases and other changes in dependency law.

Project 5: Plan and deliver biennial JELI Spring Convening for juvenile judges.

Year 1 (July 2021 – June 2022): Each year, JCIP works with JELI to plan and deliver either the Mini-CANI or the Spring Convening. Due to ongoing concerns about COVID-19 and the impact it had on judicial workload, JELI decided not to do the Mini-CANI in 2021. Instead, JCIP and JELI organized monthly “Food for Thought” lunchtime trainings on core juvenile law topics. These were live virtual trainings that were also recorded and remain available to judges on OJD’s sharepoint site. For this coming year, JCIP has started planning for the Spring Convening.

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Project 6: Support judicial participation in national trainings and conferences

Year 1 (July 2021 – June 2022): JCIP funded judges to attend several national conferences, including the NACC conference in August 2021 and the NCJFCJ New Judge Institute in March 2022.

Project 7: Disseminate Supplemental COVID-19 Funds to courts for projects supporting effective virtual and/or hybrid hearings.

Year 1 (July 2021 – June 2022): During the past year, JCIP prepared a memo detailing the process for courts to apply for local funding to increase their support for remote and hybrid proceedings in dependency cases. JCIP received seven applications from seven judicial districts requesting funding for technology improvements and four applications from judicial districts requesting funds to improve technology in courtrooms needed to enable parties to see and hear each other, especially during hybrid proceedings, where some parties are present in person and others appear remotely. JCIP assessed the applications and was able to fund all applications. JCIP continues to work with the recipients to spend the funding and expects most equipment will be purchased by the end of June 2022.

Priority Area #2: Timeliness/Permanency

JCIP and its Joint JCIP-ODHS Subcommittee is using the CBCC’s CQI process to develop several new projects.

Outcome #1: To decrease the time it takes for children in Oregon’s foster care system to achieve permanency.

Need Driving Activities & Data Source: *How do you know this is a need in your state?* CFSR and other national data show that Oregon has significant room for improvement in the time it takes to achieve permanency. This is also reflected in OJD data on the length of time children spend in foster care, which shows a median time in care for a child who achieves reunification remains in care is 20+ months.

Theory of Change: JCIP will implement the practices described below so that children in Oregon’s foster care system will achieve permanency timelier.

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Project 1: Joint JCIP-ODHS Subcommittee project(s) to improve time to permanency.						
JCIP and its Joint JCIP-DHS Subcommittee will use the CBCC’s CQI process to develop a new project. This	JCIP, in collaboration with	Reduction in time to permanency	Median time to permanency for reunification reduced to 12 months. Achieved through	Ongoing	Staff and stakeholder time. Support from the	Unknown as the project is currently in transition from

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project is currently in transition from Phase II to Phase III.	the rest of the Joint Project Committee.		focus on safety decision making, increase in family time, and other interventions.		CBC and other federal partners.	Phase II to Phase III.
Project 2: Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings.						
Develop an interactive dashboard that automatically updates quarterly and annual dependency timeliness reports	JCIP	Quarterly and annual data reports for CQI use at the state and local level	Increase the percentage of cases meeting statutory timelines for jurisdiction, permanency hearings, and TPR	Ongoing	Staff time and data analysis expertise	JCIP data on time to jurisdiction, permanency hearings, and TPR proceedings
Develop and maintain an interactive dashboard that allows court staff and judges to view automatically updated JCIP statistical reports, and to access lists of their court's cases included on the JCIP reports	JCIP, OJD Enterprise Technology Services Division (ETSD)	JCIP statistical reports configured in Odyssey to be run by judges or court staff	Increase judge and court staff access to and interaction with JCIP data; increase data quality on JCIP statistical reports; increase the percentage of cases meeting statutory timelines for jurisdiction, PH, and TPR	Ongoing	Staff time and data analysis expertise	JCIP data on timeliness of jurisdiction, permanency hearings, and termination of parental rights proceedings
Create and make available an interactive dashboard which displays reports measuring the time to achieving reunification, adoption, and guardianship in each court	JCIP, Circuit Courts	Quarterly and annual reports on Time to Achieving Permanency for CQI use at the state and local level	Increase the percentage of children achieving legal permanency and decrease the time needed to achieve each permanency outcome	Ongoing	Staff time and data analysis and report-building expertise	Data from created report

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Create data dashboard report that shows the percentage of dependency hearings completed, continued, and rescheduled, and the mean number of days needed to complete continued and rescheduled hearings	JCIP, Circuit Courts	Push-button report showing the percentage of dependency hearings completed, continued, and rescheduled, and the mean number of days needed to complete continued and rescheduled hearings	Increase court capacity to monitor delays due to continued and rescheduled hearings; decrease delays due to continued and rescheduled hearings	Early 2023	Staff time and data analysis and report-building expertise	Data from JCIP timeliness reports
Monitor data quality on JCIP statistical reports and notify courts of data entry issues	JCIP, Circuit Courts	Assistance to courts in identifying data entry issues	Improve data quality on JCIP statistical reports	Ongoing	Staff time	Ongoing review of reports for data quality
Collaborate with CECM and ETSD to make needed Odyssey configuration changes for juvenile cases, and to document and disseminate statewide data entry business processes	JCIP, CECM, ETSD, Circuit Courts	Configuration changes to Odyssey when needed; documentation and dissemination of statewide business processes	Ensure that data entry practices conform with changing statutes; improve JCIP's ability to collect data on relevant performance measures	Ongoing	JCIP, CECM, and ETSD staff time	Ongoing
Provide technical assistance and training to courts on proper data entry procedures	JCIP, Circuit Courts, CECM	Technical assistance and training on proper data entry procedures	Improve data quality on JCIP statistical reports	Ongoing	Staff time	Ongoing review of reports for data quality
Provide technical assistance to CRB in creating statistical	JCIP, CRB	Statistical reports on CRB reviews, including timeliness	Availability of data for evaluating the timeliness of	Ongoing	JCIP and CRB staff time	Data from created reports

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reports on CRB reviews of children in foster care		or reviews and attendance of parties	and party engagement in CRB reviews			
Project 3: Assist DHS in ongoing Child and Family Services Reviews						
Assist DHS in ongoing Child and Family Services Reviews	JCIP, ODHS	Assistance with 4-10 foster care cases each year	Identify improvement needs; collect data for monitoring the progress and success of PIP implementation	Ongoing	JCIP staff time	CFSR data
Project 4: Support participation by judges and OJD staff in multidisciplinary task forces and work groups convened to make system improvements in Oregon's child welfare system.						
JCIP and judicial officer participation in statewide committees, task forces and work groups.	All child welfare and juvenile dependency stakeholders	Effective recommendations for child welfare systems change	<ol style="list-style-type: none"> 1. Improve communication and collaboration between JCIP, courts, child welfare and other stakeholders 2. Increase coordination of system improvement efforts 3. Improve JCIP's ability to provide technical assistance and training to courts 	Ongoing	Staff and judge time; funding	The effectiveness of task forces, work groups, and their recommendations will be evaluated on a case-by-case basis in collaboration with system partners.
Project 5: Plan and deliver annual Oregon Model Court Summit on Child Abuse and Neglect						
Collaborate with JCIP Advisory Committee		Agenda and planning for Summit	Improve stakeholder understanding of key issues		Staff time; JCIP AC participation	

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stakeholders to create the Summit's agenda	JCIP, JCIP AC, ODHS, Attorneys, other stakeholders		in Oregon's child welfare system; provide opportunity for Model Court Teams to discuss key issues and make plans for system improvement	Ongoing		
Collaborate with stakeholders to find presenters for Summit		Finalized speakers for summit			Staff time; stakeholder participation	Attendee evaluations; improvements in data relating to areas of emphasis at each summit
Deliver annual Oregon Model Court Summit on Child Abuse and Neglect		Multi-disciplinary summit for 250 attendees; court-specific plans to improve performance of the local child welfare system		Ongoing	Staff time; funding; attendee participation	
Project 6: Provide training, technical assistance, and data analysis to courts and multi-disciplinary Model Court Teams						
Provide technical assistance, as needed, for local Model Court Teams	JCIP, Model Court Teams, ODHS	Training and facilitation for local Model Court Teams	Increase capacity of Model Court Teams to identify system needs and to collaborate on systems change	Ongoing	Staff time; funding	Attendee evaluations; court performance on JCIP statistical reports

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Provide data analysis, as requested, to assist Model Court Teams in 1) identifying potential areas for system improve and 2) measuring progress toward goals	JCIP, Model Court Teams, ODHS	Analysis of court performance over time on JCIP and ODHS statistical reports	Increase ability for Model Court Teams to use JCIP and ODHS data for CQI at the local level; improve system performance	Ongoing	Staff time and data analysis expertise; statistical report data	Court performance on JCIP statistical reports

Outcome #1 Updates:

Project 1: Joint JCIP-ODHS Subcommittee project(s) to improve time to permanency.

Year 1 (July 2021 – June 2022): JCIP has spent a considerable amount of time in Year 1 putting together a subcommittee that consists of a wide range of stakeholders and engaging in key foundational work that will guide the committee going forward. This included conducting a Purpose to Practice with the subcommittee and working to foster a productive and collaborative committee. Additionally, the JCIP-ODHS joint subcommittee conducted a root cause analysis and concluded that Time to Permanency, especially Time to Reunification was a significant issue in Oregon and early focus for the group. The committee has begun to transition from Phase II to Phase III of the CQI process.

Project 2: Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings.

Year 1 (July 2021 – June 2022): JCIP has continued to work with courts to improve data quality and reporting. Beginning in February of 2022, JCIP launched a new monthly court staff Lunch and Learn series that focuses on data entry protocols and business processes. This series is designed to incorporate court staff across the state into the CQI process, including learning how the data is entered and importance and relevance of data entry. This also provides an area for court staff to provide feedback as to how a business process could be improved, access and interaction with court data, and increased standardization across the state. Additionally, JCIP has continued to work with individual courts on how to interpret data dashboards, improve timeliness measures, and provide court specific trainings on data. JCIP has continued to increase the number of data points that courts have access to on the data dashboard and have provided error reports to better improve case processing times. JCIP has also focused its data work on the Citizen Review Board and has elected to participate in a Reasonable Efforts study. The early stages of developing a method to track no reasonable efforts findings have been proposed.

Project 3: Assist DHS with ongoing Child and Family Services Reviews

Year 1 (July 2021 – June 2022): OJD continues to assist with CFSR reviews around the state of Oregon. Four OJD staff participated in seven reviews over the past year. Due to COVID, these reviews have been conducted remotely.

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Project 4: Support participation by judges and OJD staff in multidisciplinary task forces and work groups convened to make system improvements in Oregon’s child welfare system

Year 1 (July 2021 – June 2022): JCIP continues to participate in many task forces, work groups, and committees to improve Oregon’s child welfare system. These include, among others, the Child Welfare Advisory Committee, ODHS’s ICWA Advisory Committee, and ODHS’s Family Preservation Implementation Team.

Project 5: Plan and deliver annual Oregon Model Court Summit on Child Abuse and Neglect

Year 1 (July 2021 – June 2022): JCIP planned and delivered the annual Model Court Summit in August 2021.

Project 6: Provide training, technical assistance, and data analysis to courts and multi-disciplinary Model Court Teams

Year 1 (July 2021 – June 2022): JCIP staff spent considerable time during this year rebuilding the structure and content of JCIP support for model court teams. JCIP created an internal team to interview stakeholders participating in the teams and get feedback. JCIP started the creation of templates to assist teams with project and change management techniques in developing local projects. JCIP has additionally started initial conversations around contracting for greater technical assistance support so that we can provide teams with deeper and more regular support in their improvement efforts.

Priority Area #3: Quality Legal Representation

JCIP and its QLR Subcommittee is using the CBCC’s CQI process to develop several new projects.

Outcome #1: Improved Quality of Legal Representation for Parents, Children and Youth in Dependency Cases

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Areas of need in quality legal representation have been long identified in Oregon through state-wide assessments, OJD and stakeholder feedback, and other surveys.

Theory of Change: JCIP will implement projects identified through its QLR Subcommittee so that attorneys will be better able to implement best practices in dependency cases so that the quality of representation will increase.

Reminder: please note if priority area will be supported by Division X supplement with a ‘COVID’ tag.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing”.</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
Project 1: JCIP QLR Subcommittee project(s) to improve the quality of legal representation for children, youth and parents.						

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JCIP and its Quality Legal Representation (QLR) Subcommittee will use the CBCC's CQI process to develop a new project	JCIP and the QLR Subcommittee members	At this time, the subcommittee is focused on providing a comprehensive foundational training for attorneys onboarding into juvenile practice as well as a FAQ/implementation guide for OR's attorney standards.	Projects to address the 4 needs identified by the QLR subcommittee--(1) attorney training and education; (2) retention and recruitment; (3) adherence to attorney standards; and (4) supports for attorneys.	Ongoing	Staff time. Support from the CBCC and other federal partners	Feedback from attorney participants.
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Outcome 1 Updates:

Project 1: JCIP QLR Subcommittee project(s) to improve the quality of legal representation for children, youth and parents.

Year 1 (July 2021 – June 2022): JCIP's QLR Subcommittee has met monthly over this last year and implemented the CBCC's CQI framework to identify system needs in the quality of legal representation. The groups identified 4 needs it would like to focus projects on: (1) attorney training and education; (2) retention and recruitment; (3) adherence to attorney standards; and (4) supports for attorneys. The group conducted a root cause analysis on each need to better understand underlying causes and look for overlaps. For the first need related on training and education for attorneys onboarding into juvenile law, JCIP staff solicited proposals from several national entities to develop and provide a comprehensive foundational training for attorneys. The group is assessing each, considering factors like accessibility, ownership and control over content, and the ease of adapting to include Oregon law. JCIP staff is also in discussion about which projects to focus its CIP grant funding towards.

Priority Area #4: ICWA/Tribal Collaboration

JCIP and its ICWA/Tribal Collaboration Subcommittee is using the CBCC's CQI process to develop several new projects.

Outcome #1: Improved handling of state court dependency cases involving Native families through increased collaboration and input from Oregon's tribes.

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Court system and ODHS data, as well as long-standing feedback from stakeholders, including tribal partners, has shown significant disparity as well as the overall need to improve the outcomes of American Indian and Alaskan Native families in Oregon's child welfare system. Passage of ORICWA and participation in its implementation efforts was a collaborative project with Oregon tribes, ODHS, and nonprofit agencies and JCIP is committed to continuing this collaboration to meet improve additional outcomes.

Theory of Change: Improved tribal collaboration will lead to better outcomes for American Indian and Alaskan Native families in Oregon impacted by the child welfare system.

Reminder: please note if priority area will be supported by Division X supplement with a 'COVID' tag.

Activity or Project Description	Collaborative Partners	Anticipated Outputs of Activity	Goals of Activity (short and/or Long-term)	Timeframe	Resources Needed	Plans for Evaluating Activity
<i>Specific actions or project that will be completed to</i>	<i>Responsible parties and partners</i>	<i>What the CIP intends to produce, provide or</i>	<i>Where relevant and practical, provide specific,</i>	<i>Proposed completion date or, if</i>	<i>Where relevant identify the resources needed</i>	<i>Where relevant, how will you</i>

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<i>produce specific outputs and demonstrate progress toward the outcome.</i>	<i>involved in implementation of the activity.</i>	<i>accomplish through the activity.</i>	<i>projected change in data the CIP intends to achieve. Goals should be measurable.</i> <i>Progress toward Outcome</i>	<i>appropriate, “ongoing”.</i>	<i>to complete the activity.</i>	<i>measure or monitor change?</i>
Project 1: Development of a new project to address a specific safety, permanency and/or well-being outcome for children and families.						
JCIP and its JCIP-Tribal Collaboration Subcommittee will use the CBCC’s CQI process to develop a new project.	JCIP and the JCIP-Tribal Collaboration Subcommittee	Implementation of ICWA courts and/or use of best practices through development of an implementation guide.	Improved handling of dependency cases involving Native families; reduction in disparate impact of system on Native children.	Ongoing	Staff time. Support from the CBCC and other federal partners.	Data on number of ICWA cases in judicial districts,
Project 2: Plan and provide site visits to Oregon Tribal Courts						
Plan and facilitate two State Court/Tribal Court Visits	JCIP, State and Tribal Court Judges	State court visits to two Oregon Tribes	Increase circuit judge understanding of Oregon Tribes and tribal courts and promote peer to peer collaboration	2022	Staff time; funding; state and tribal court participation	Participant evaluations
Project 3: Partner with ODHS, DOJ, and Washington counterparts to design and deliver QEW training to tribal representatives.						
Develop and deliver a training to potential and current QEWs to prepare them to testify in ICWA cases.	ODHS, JCIP, DOJ, Washington state	Training for QEWs	Increase the capacity of tribes to provide QEW testimony.	Ongoing	Staff time	Participant evaluations

Outcome 1 Updates:

Project 1: Development of a new project to address a specific safety, permanency and/or well-being outcome for children and families.

Year 1 (July 2021 – June 2022): The subcommittee has met monthly this past year. With use of the CBCC’s CQI framework, the committee has identified two potential projects:

1. An ICWA Court in one or more judicial districts with the highest volumes of ICWA cases
2. An implementation guide for Oregon courts and model court teams to use to implement (a) an ICWA Court and/or (b) best practices in dependency cases involving Native families.

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The committee is still in the early stages of adapting/developing these project ideas.

Project 2: Plan and provide site visits to Oregon Tribal Courts

Year 1 (July 2021 – June 2022): This project continues to be on hold due to the impact of the COVID-19 and concerns about health. JCIP staff was able to visit with two of Oregon’s tribes to discuss juvenile practices and areas for improvement. JCIP hopes to continue these staff visits and to plan visits for state court judges to tribal courts as well.

Project 3: Partner with ODHS, DOJ, and Washington counterparts to design and deliver QEW training to tribal representatives.

Year 1 (July 2021 – June 2022): JCIP partnered with ODHS, DOJ, and our counterparts in the state of WA in the development and delivery of two QEW trainings during the reporting period.

Child and Family Services Review / Program Improvement Plan (CFSR/PIP) - Overall Infrastructure & Supports

For states that will be participating in round 4 of the CFSR and PIP in your state this reporting year, please briefly describe overall infrastructure or similar supports for the CFSR/PIP process that may have been needed based on your Self-Assessment. As described in the PI, this may include engaging a broad representation of legal and judicial stakeholders, working with other leadership, collaborating with other partners, use of data in the process, staging, and feedback loops. For CFSR/PIP related efforts that are farther along and have focused data or outcomes identified, those can be completed on the usual project template above. Copy and paste the portion below the blue line if there are additional CFSR/PIP overall infrastructure and support items.

Oregon is not participating in round 4 of the CFSR and PIP in the coming year. However, JCIP is committed to engaging with ODHS to collaboratively plan for Oregon's participation. JCIP is also committed to ongoing collaboration with ODHS to continue to improve CFSR outcomes in our system in the interim.