

Juvenile Court Improvement Program Strategic Plan

State Name: Oregon

Date Strategic Plan Submitted: 6/30/2017

Timeframe Covered by Strategic Plan: FFY 2017-FFY2021

Note on June 30, 2017 updates to the Strategic Plan:

Projects from our previous strategic plan are in **black**.

New or expanded projects funded by **basic grant**, or by **multiple grant streams** are in **red**.

New or expanded projects funded by the **training grant** are in **orange**.

New or expanded projects funded by the **data grant** are in **blue**.

Overall Goal/Mission of CIP: *Raising the profile and priority of child abuse and neglect cases in Oregon courts.*

Priority Area #1: Quality Court Hearings

Outcome #1: Improved quality of dependency hearings

Need Driving Activities & Data Source: *How do you know this is a need in your state?* 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. Other JCIP court observation projects have shown that children are rarely present in court, which means that increasing the frequency with which youth attend might also improve the quality of hearings. JCIP has also received feedback from judges and stakeholders that, in some jurisdictions, agency caseworkers often appear in court without legal representation, and that this can reduce the quality of a hearing and also cause delays if the hearing needs to be continued so that counsel can be present.

Theory of Change: Increases in the frequency with which children, parents, children's attorneys, parents' attorneys, State/Agency attorneys, tribes, and tribes' attorneys attend dependency hearings will improve the quality of those hearings.

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Project 1 – Monitor and increase the percentage of hearings at which all parties are present and represented by legal counsel. This project was selected as a way to continue and build on current work to improve the quality of dependency hearings and the availability of legal representation for parties in such hearings.							
Develop 'push-button' data reports showing the percentage of various types of dependency hearings in each court at which each type of party and attorney is present	JCIP	Statistical reports showing the percentage of dependency hearings at which each type of party and attorney is present	<ol style="list-style-type: none"> 1. Increase the percentage of pre-TPR dependency hearings with one or both parents present 2. Increase the percentage of dependency hearings where the child is present 3. Increase the percentage of ICWA hearings where the Tribe is present 	9/2017	Staff time and report-building expertise	Data on the percentage of dependency hearings at which each type of party and attorney is present	Ongoing
Work with courts to ensure data quality	JCIP Circuit Courts	Accurate data on party and attorney presence at dependency hearings	<ol style="list-style-type: none"> 4. Increase the percentage of hearings (particularly shelter hearings) where attorneys for the parents are present 	12/2017 and ongoing	Staff time		
Run and disseminate reports on a quarterly and annual basis	JCIP	Dissemination of accurate data on attorney presence at dependency hearings to courts and stakeholders	<ol style="list-style-type: none"> 5. Increase the percentage of hearings where an attorney for the State or Agency is present 	Ongoing	Staff time		

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Project 2 – Implement a program to provide judges with training and coaching from experienced master judges on how to better engage parents in dependency hearings.							
Work with JELI to develop 1) a curriculum for judges to improve engagement of parents in hearings and 2) a plan for master judge observations/coaching	JCIP, JELI, Judges	<ul style="list-style-type: none"> Curriculum to educate judges about engaging parents in dependency cases Plan for master judge observations and coaching 	<ul style="list-style-type: none"> Improve in judicial engagement of parents in dependency hearings Increase in the percentage of parents who have positive perceptions of their dependency hearings Increase parental attendance at dependency hearings Increase the percentage of children who are reunified with their parents 	3/2020	Staff and judge time	Comparison of pre- and post-implementation data on: <ul style="list-style-type: none"> Parent perception of dependency hearings Parent attendance at dependency hearings % of children reunified Time to reunification 	Not begun
Develop tool to assess parental perspective of court hearings	JCIP, NCSC	Tool to assess parental perspective of court hearings (did the parent feel heard, did the parent feel the judge had enough information to make decisions about their child, etc.)		3/2020	Staff time; NCSC time; Survey design expertise		
Survey parents after participating judges' hearings to establish baseline for parent perspective of hearings	JCIP	Baseline data on parental perspective on dependency court hearings		6/2020	Staff time; Volunteers		
Implement training and judge observations/coaching	JCIP, JELI, Judges	Judge-to-judge coaching on parent engagement in dependency hearings		9/2020	Volunteer judges		
Conduct follow-up parent surveys	JCIP	Post-training data		12/2020	Staff time; Volunteers		

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Project 2 – Implement a program to provide judges with training and coaching from experienced master judges on how to better engage parents in dependency hearings.							
Collaborate with the Oregon Department of Human Services (DHS) to evaluate whether the coaching led to improvements in reunification or party hearing attendance data	JCIP, DHS	Evaluation of impact program had on reunification and hearing attendance		9/2021	Staff time; DHS staff time		
Project 3 – Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgments. This project was selected to continue ongoing work to ensure that forms used by courts in dependency cases meet all the requirements of state and federal law.							
Convene the Model Forms Workgroup of Oregon’s Judicial Education and Leadership Institute (JELI) 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	Ongoing
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 dependency forms available for use in the Odyssey case management system					

Outcome #1 Updates for Year 1 (December 2016 through June 2017):

Project 1 – Monitor and increase the percentage of hearings at which all parties are present and represented by legal counsel:

Work on this project has not begun due to JCIP focusing its data analyst's work in the first half of 2017 on participating in DHS's ongoing CFSR reviews and Program Improvement Planning, the development of the joint agency – CIP permanency project, and the Reimagining Dependency Courts project. Work on monitoring and increasing party and attorney presence at hearings will begin later in 2017.

Project 2 – Implement a program to provide judges with training and coaching from experienced master judges on how to better engage parents in dependency hearings.

This project is planned for the later years of this CIP funding cycle, and work will begin in 2019.

Project 3 – Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgments

JCIP finished collecting data from its 2016 survey of courts regarding their model court form usage, and presented the information to the JELI Model Forms Group and discussed further improvements that can be made to the model court forms and to form usage. JCIP and JELI Model Forms Group also discussed changes to improve orders regarding visitation during the shelter hearing and changes to orders that may be needed to implement the Every Student Succeeds Act.

Priority Area #2: Timeliness/Permanency

Outcome #2: Improved System Response to the Safety, Permanency, and Well-Being of Children in Foster Care

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Lack of timely permanency has been identified as an area needing improvement in the Department of Human Services’ (DHS) Child and Family Services Review (CFSR) self-assessment, as well as the Round 3 CFSR file reviews. It has also been identified as an area needing improvement by the JCIP Advisory Committee. Finally, data analysis conducted by the National Center for State Courts (NCSC) shows that Oregon has a higher percentage of children in care longer than two years than the national average. With the help of the NCSC’s Reimagining Dependency Courts project, Oregon is currently conducting file reviews to isolate practices that need to be improved to decrease the time to permanency.

Theory of Change: Through joint review of data and targeted measures to address barriers to permanency, compliance with the hearing timeliness measures, and early contact with a parent, the percentage of foster children achieving permanency within two years will increase.

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Project 1 – Work with DHS on a joint data project to address a permanency-related issue identified in its 2016 Child and Family Services Review. This project was jointly agreed to at the 2016 CIP meeting as part of the new application requirement, and the goal for the project is to increase the percentage of children who have their adoption finalized within 12 months of becoming legally free.							
Jointly review CFSR findings, other agency data, and JCIP data on permanency	DHS, JCIP, Courts, Citizen Review Board (CRB), court appointed special advocates (CASAs), Office of Public Defense Services (OPDS), Oregon Department of Justice (DOJ)	Identification of problem areas	Improve coordination of JCIP and DHS efforts to achieve more timely permanency	Completed 4/2017	Staff time at JCIP, DHS, and stakeholder agencies; final CFSR report	DHS data on the percent of children who become legally free who have adoptions finalized within 12 months	Ongoing
Jointly agree on a plan that stakeholders can implement to improve permanency outcomes		Plan to improve performance in problem areas		Completed 6/2017			

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Disseminate to courts on a quarterly basis data from DHS on the percentage of children in each jurisdiction who have adoptions finalized within 12 months of being legally free	JCIP, DHS	Data disseminated to courts on the percentage of children who have adoptions finalized within 12 months of being legally free	Increase court knowledge of how their system performs at finalizing adoptions; increase court capacity to conduct CQI around adoption finalization	8/2017 and ongoing	DHS data	DHS data on the percent of children who become legally free who have adoptions finalized within 12 months	Not begun
Incorporate 1) information on the adoption process and the DHS Adoption Tracking page, and 2) time to create local plans to improve the timeliness of adoption finalization, into the Oregon Summit on Child Abuse and Neglect	JCIP, DHS	Training on the adoption process and the DHS Adoption Tracking Page; local plans to increase the percentage of children who are adopted within a year of becoming legally free	Improve judge, CRB, and stakeholder understanding of the adoption process and information in the Adoption Tracking Page; improve court and CRB oversight over the adoption process; encourage planning and collaboration at the local level to address barriers to finalizing adoptions	8/2017	JCIP and DHS staff time		Ongoing
Provide support, as needed, to multi-disciplinary Model Court Teams in implementing and evaluating the success of local plans to increase the percentage of children who are adopted within a year of becoming legally free	JCIP, Model Court Teams	Support for Model Court Teams in implementing and evaluation local plans	Increase court capacity to conduct CQI around adoption finalization	Ongoing through 6/2018	JCIP staff time		Not begun

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Survey judges to evaluate the usefulness of the Adoption Tracking Page and identify systemic barriers to adoption finalization and needs for further training	JCIP, Judges	Data on judge opinions on the usefulness of the Adoption Tracking Page, barriers to adoption finalization, and needs for further training	Identify areas for additional training and systemic improvements	4/2018	JCIP staff time	DHS data on the percent of children who become legally free who have adoptions finalized within 12 months	Not begun
Collaborate with DHS to address any systemic barriers to finalization of adoption that are commonly identified by judges and Model Court Teams across the state	JCIP, DHS	Coordinated work to address systemic barriers to finalization of adoption	Improve timeliness of adoption finalization	Ongoing beginning 9/2018	JCIP and DHS Staff time		

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Project 2 – Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings. This project was selected to make data available for JCIP, DHS, the circuit courts, and stakeholders to use for CQI at both the state and local level.							
Run and disseminate 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 termination of parental rights	Ongoing	Staff time and data analysis expertise; existing 'push-button' statistical reports	JCIP data on timeliness of jurisdiction, permanency hearings, and termination of parental rights proceedings	Ongoing
Configure Odyssey to allow court staff and judges to run existing 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, permanency hearings, and termination of parental rights	6/2018	Staff time and data analysis expertise; existing 'push-button' statistical reports	JCIP data on timeliness of jurisdiction, permanency hearings, and termination of parental rights proceedings	Not begun
Create and disseminate push-button report(s) 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	6/2018; Reports disseminated on an ongoing basis	Staff time and data analysis and report-building expertise	Data from created report	Not begun

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Create push-button report that lists all children in a given court that are in foster care and/or have open dependency cases, and configure report to be run in Odyssey by court staff or judges	JCIP, ETSD, Circuit Courts	Push-button report available to court staff and judges listing all children in their court's jurisdiction	Increase court capacity to monitor caseload and identify cases in need of hearings; decrease the percentage of cases that do not have permanency hearings in a timely manner; decrease in the time needed to achieve each permanency outcome	6/2018	Staff time and data	Data from JCIP timeliness reports	Not begun
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 through 6/2018	Staff time	Ongoing review of reports for data quality	Ongoing
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 through 6/2018	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 through 6/2018	Staff time	Ongoing review of reports for data quality	Ongoing
Provide technical assistance to CRB in creating statistical reports on CRB reviews of children in foster care	JCIP, CRB	Statistical reports on CRB reviews, including timeliness or reviews and attendance of parties	Availability of data for evaluating the timeliness of and party engagement in CRB reviews	3/2018	JCIP and CRB staff time	Data from created reports	Ongoing

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Project 3 – Support participation by judges and staff in multi-disciplinary task forces and work groups convened to make system improvements in Oregon’s child welfare system. This project was selected to allow JCIP to continue to effectively collaborate with partners on systems change.							
JCIP and judicial officer participation in statewide committees, task forces and work groups: 1. Governors Foster Care Advisory Committee 2. Unified Child and Youth Safety Implementation Plan Steering Team 3. Child Welfare Advisory Committee 4. Three Branch Core Team & Expanded Team 5. DHS Rules Advisory Committee 6. DHS ICWA Advisory Committee	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 targeting identified problem areas 	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.	Ongoing

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Project 4 – Work with partners to increase the number of children who receive a first visit with at least one parent within the first week of placement. This project was selected with the cooperation of JCIP’s partners at the Region 10 Parent Representation Leadership Forum.							
Prepare caseworkers to arrange for a first visit at or before the shelter hearing	DHS, OPDS, JCIP, DOJ	Caseworkers prepared to schedule first visit at shelter hearing	<ul style="list-style-type: none"> • Increase the percentage of children entering care who receive a first visit with a parent within 48 hours of placement • Increase the percentage of children entering care who receive a first visit with a parent within one week of placement 	Initial training complete; ongoing	Staff time	<ol style="list-style-type: none"> 1. DHS data on the percentage of cases in which a visit occurs within 48 hours of placement in foster care (the goal is at least 60%) 2. DHS data on the percentage of cases in which the first visit occurs within one week of placement in foster care (the goal is at least 90%) 	Ongoing
Prepare attorneys to advocate for an early visit at the shelter hearing		Attorneys prepared to advocate for first visit at shelter hearing		By 8/2017 and ongoing			
Prepare judges to entertain requests for an order regarding visitation at the shelter hearing		Judges prepared to consider ordering first visit at shelter hearing					

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Project 5 – Collaborate with the National Center for State Courts (NCSC) to implement and evaluate the Reimagining Dependency Courts project							
Plan, implement, and evaluate Differentiated Case Management (DCM) project for dependency cases in four pilot courts	JCIP, NCSC, Pilot Courts	New DCM system for handling dependency cases	Improve timeliness of permanency in pilot courts; more effective use of court and stakeholder resources in pilot courts; determination of whether DCM practices should be implemented more widely	Implemented 5/2017; project ongoing through 6/2019	Staff time; funding and technical support from NCSC	Statistical analysis of outcomes for children assigned to each DCM track	Ongoing
Work with NCSC on predictive analytics project to identify risk factors for children staying in foster care longer than two years	JCIP, NCSC, Deschutes County Circuit Court, Deschutes County DHS	Predictive model for determining risk factors for children staying in foster care longer than two years	Improve capacity to identify of high-risk dependency cases; better allocate of court resources toward high-risk cases	3/2018	Staff time and querying expertise; NCSC predictive analytics expertise	Statistical analysis to determine whether identified factors are predictive of long stays in foster care	Ongoing
If evaluation shows that DCM project is successful, provide technical assistance to other circuit courts in implementing project	JCIP, Circuit courts	Expanded use of DCM model in dependency cases	Better allocate court resources toward high risk cases; increase in the percentage of children reaching permanency in a timely manner	Ongoing from 6/2019	Staff time; Court time and willingness to implement	Analysis of whether implementation of DCM tracks improve timeliness of permanency	Not begun
If predictive analytics project identifies risk factors for long-stays in foster care, provide technical assistance for courts in implementing findings and assessing risk for incoming cases	JCIP, Circuit courts	Use of predictive model in assessing long-stay risk in dependency cases	Improve capacity to identify high-risk dependency cases; better allocate court resources toward high-risk cases; decrease the percentage of children who are in foster for longer than two years	6/2018	Staff time and querying expertise	Analysis of whether implemented interventions lower risk of long-stay in foster care	Not begun

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Project 6 – Work with DHS to establish an automated transfer of data from Odyssey to OR-Kids							
Work with ETSD and DHS to determine whether resources are available for project	JCIP, DHS, ETSD	Determination of whether project is feasible	Improve data-sharing and collaboration between courts and DHS; improve accessibility of court information to caseworkers	6/2017	DHS and ETSD staff time and technical expertise; JCIP staff time	n/a	Ongoing
If project is feasible and resources are available, work with DHS and ETSD to determine details of data transfer, including the data points to be included		Determination of scope and technical details of project		12/2017		n/a	Not begun
Begin automated data transfer		Automated transfer of data to DHS		3/2018		n/a	Not begun
Work with DHS and ETSD to troubleshoot issues with data transfer		Mitigation of problems with data transfer		6/2018		Number of data transfer issues arising	Not begun

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Project 7 – Plan and deliver 2017 Oregon Model Court Summit on Child Abuse and Neglect							
Collaborate with stakeholders on JCIP Advisory Committee (AC) to formulate and finalize agenda for Summit	JCIP, JCIP AC, DHS, Attorneys, other stakeholders	Agenda and planning for Summit	Improve stakeholder understanding of issues around the DHS CFSR and Public Knowledge reports; improve county-level collaboration between courts and stakeholders; increase the percentage of children who are adopted within a year of becoming legally free	6/2017	Staff time; JCIP AC participation	Attendee evaluations; percent of children who are adopted within a year of becoming legally free	Ongoing
Collaborate with stakeholders to identify and finalize presenters for Summit		Finalized speakers for summit		6/2017	Staff time; stakeholder participation		
Deliver 2017 Oregon Model Court Summit on Child Abuse and Neglect		Multi-disciplinary summit for 250 attendees; court-specific plans for improving the percentage of children who are adopted within a year of becoming legally free		8/2017	Staff time; funding; attendee participation		
Project 8 – 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	Training and facilitation for local Model Court Teams	Increase capacity for Model Court Teams to identify areas for system improvement and to collaborate to bring about systems change; improve system performance	Ongoing through 6/2018	Staff time; funding	Attendee evaluations; court performance on JCIP statistical reports	Ongoing
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	Analysis of court performance over time on JCIP and DHS statistical reports	Increase ability for Model Court Teams to use JCIP and DHS data for CQI at the local level; improve system performance	Ongoing through 6/2018	Staff time and data analysis expertise; statistical report data	Court performance on JCIP statistical reports	Ongoing

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Project 9 – Collaborate with DHS and Oregon’s federally-recognized Indian Tribes on the QUICWA project							
Collaborate with other members of the QUICWA Steering Committee to provide direction to the project and evaluate progress toward performance goals	JCIP, QUICWA Steering Committee, DHS, Oregon Tribes, DHS ICWA Advisory Committee	Guidance for and evaluation of the QUICWA project	Improve court and agency compliance with the Indian Child Welfare Act; improved outcomes for Native American children in the foster care system; decrease in the over-representation of Native American children in Oregon’s foster care system	Ongoing	JCIP staff time	QUICWA data on identified performance measures	Ongoing
Provide assistance in training volunteer data collectors		Training for volunteer data collectors		Ongoing through 6/2018	JCIP staff time	Attendee evaluations	Ongoing
Provide data analysis showing statewide and court-specific progress on QUICWA performance indicators		Statewide and court-specific data analysis of QUICWA data		Ongoing through 6/2018	JCIP staff time and data analysis expertise	QUICWA data on identified performance measures	Ongoing
Project 10 – Collaborate with stakeholders to plan, deliver, and support trainings on issues in juvenile dependency cases for attorneys, DHS, CASAs, CRB volunteers, and other stakeholders							
Provide planning and financial support to the Juvenile Law Training Academy, Shoulder to Shoulder Conference, and the DHS ICWA Conference	JCIP, DHS, Office of Public Defense Services (OPDS), Shoulder to Shoulder Conference	Trainings for attorneys, foster parents, DHS staff, Tribal child welfare staff, and other stakeholders	Improve stakeholder understanding of legal issues relating to Oregon’s child welfare system	10/2017	JCIP staff time; funding	Attendee evaluations	Ongoing
Collaborate with stakeholders to identify training needs and plan and deliver multi-disciplinary trainings to address those needs	JCIP, JCIP Advisory Committee, DHS, other stakeholders	Multi-disciplinary trainings for child welfare stakeholders		Ongoing through 6/2018			

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Project 11 – Write and disseminate a report on the data and findings from JCIP’s 2016 File Review							
Write and disseminate a report explaining and discussing the data and findings from JCIP’s 2016 File Review	JCIP	Report explaining and discussing the findings from JCIP’s 2016 File Review	Increase judicial and court awareness of the areas where judgment are often legally insufficient; improve the legal sufficiency of circuit judgments	10/2017	JCIP staff time	Subsequent file reviews in next grant cycle (subject to resource availability)	Ongoing

Outcome #2 Updates for Year 1 (December 2016 through June 2017):

Project 1 – Work with DHS on a joint data project to address a permanency-related issue identified in its 2016 Child and Family Services Review

Prior to the start of FFY2017, JCIP and DHS met and decided that the joint project should focus on a permanency issue identified in the DHS’s CFSR Program Improvement Plan (PIP) process. Starting in early 2017 JCIP participated actively on the Permanency Committee that DHS convened to work on the permanency portion of its PIP, and the committee’s analysis of both DHS and JCIP data focused the joint project on increasing the percentage of children who become legally free who have adoptions finalized within twelve months.

After the committee completed its work, JCIP worked with DHS Central Office staff to create a joint plan for achieving the goal of having 59.5% of children who become legally free have a finalized adoption within 12 months. The strategic plan above has been updated to include the details of this plan, which include the submission of the Adoption Tracking Page from DHS’s OR-Kids system to courts and CRBs; training for courts, CRBs, and stakeholders on understanding the Adoption Tracking Page and general adoption finalization process; and support for multi-disciplinary Model Court Teams in counties that do not meet the current goal in creating county-specific plans to increase the percentage children who become legally free who have an adoption finalized within twelve months.

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

JCIP has continued in FFY2017 to run and disseminate its juvenile statistical reports to judges and stakeholders on a quarterly basis. JCIP has also provided training to statewide court staff at the OJD’s Clerk College, and has worked with CECM on documentation of business process and Odyssey updates. The other activities under Project 2 are new activities that will be funded by the FY2017 data grant, and have not yet begun.

Project 3 – Support participation by judges and staff in multi-disciplinary task forces and work groups convened to make system improvements in Oregon’s child welfare system

The following has been the work accomplished in December 2016 through June 2017 through JCIP's support of staff and judge involvement on statewide task forces, work groups, and committees:

Governor's Foster Care Advisory Committee: JCIP assisted the Chief Justice by identifying several potential OJD candidates for this commission. A CRB volunteer board member was selected by the Governor and approved by the legislature to serve on the commission. The Commission is planning a first meeting in July. JCIP staff will monitor the meetings and provide technical assistance and information as needed.

Unified Child and Youth Safety Implementation Plan Steering Team: JCIP has been participating in the Unified Child and Youth Safety Implementation Steering Team since March of 2017. Since that time, we have provided input regarding the mission statement, work priorities and measures needed to improve child safety.

Child Welfare Advisory Committee: JCIP staff and a juvenile court judge represent OJD on this advisory committee. They report regularly on system issues and projects of the courts that impact stakeholders. They provide advice and assistance to the DHS CWP as requested.

Three Branch Core Team & Expanded Team: JCIP staff and a juvenile court judge meet every other month with 2 legislators and 2 members of the DHS CWP leadership. This group 1) provides information to legislators about the impact of legislation on the child welfare system, 2) identifies strategies and commits resources for the three branches to collaborate on state level projects or activities that impact the entire child welfare/juvenile dependency system. This past year this group has provided information on the importance of legal representation for all members of the juvenile dependency system, advocated for the implementation of a centralized child abuse reporting system, and advocated for increased education and support for child welfare case workers.

DHS Rules Advisory Committee: JCIP staff worked with this group to develop Oregon Administrative Rules for the implementation of the new ICWA regulations and guidelines.

DHS ICWA Advisory Committee: JCIP staff serving on this Council meets quarterly to advise, consult with, and make recommendations to DHS leadership on policy, programs, practice, and data that impact Indian children as defined by the ICWA. The Council includes members of the nine federally recognized tribes of Oregon and considers impact on both children who are members of or eligible for membership in one or more of the nine federally recognized tribes in Oregon and those Indian children who are placed in Oregon but are members of or eligible for membership in tribes outside of Oregon and who are involved or at risk of involvement in the child welfare system in Oregon.

Project 4 – Work with partners to increase the number of children who receive a first visit with at least one parent within the first week of placement

In November 2016, JCIP participated in the Parent Representation Leadership Forum with Idaho, Washington and Alaska. At that forum, JCIP and our statewide partners developed an action plan to improve early visitation between children and parents when children are removed from the home. Pursuant to the plan, DHS has conducted outreach with caseworkers about working with parents and care providers to provide a first visit with 48 hours to a week, in accordance with DHS policy. JCIP has also been working with partners on a shelter hearing protocol to be presented to judges at the Through the Eyes of a Child conference in August, 2017. Part of the protocol includes an instruction to consider ordering a first visit at the shelter hearing. JCIP has been working with the JELI model forms group on revising the model Shelter Order to include a prompt to order a first visit.

Project 5 – Collaborate with the National Center for State Courts to implement and evaluate the Reimagining Dependency Courts project

Since December 2016, JCIP has continued work on two pieces of the Reimagining Dependency Courts project: a Differentiated Case Management project (DCM) focusing on four pilot courts, and a predictive analytics project utilizing data one of the four pilot courts. Work on the DCM project has included working closely with judges and staff from pilot courts to develop, document, and implement six case management tracks to which dependency cases may be assigned; creating an instrument to use for assigning new cases; and working to configure Odyssey to record the track assignments and alert staff to which track a case has been assigned.

JCIP has simultaneously been working with court and DHS data to assemble a dataset containing information on parent and child characteristics and case histories for dependency cases filed in Deschutes County Circuit Court in 2012, 2013, and 2014. Once the dataset is complete, it will be sent to NCSC for analysis of whether the factors in the dataset – which include child and parent age, size of the sibling group, and parent prior court involvement, are predictive of whether the child will remain in foster care for over two years, whether the child will achieve each permanency outcome, and of how timely the child’s permanency will be.

Project 9 – Collaborate with DHS and Oregon’s federally recognized Tribes to continue implementation of the QUICWA Project.

JCIP’s involvement with the QUICWA Project was curtailed after the loss of the data and training grants, but JCIP has continued to participate on the QUICWA Steering Committee, which has guided DHS’s work to provide a scope of work to the Oregon CASA Network in the hopes that they may be able to take on and coordinate data collection for the project.

Projects 6-8 and Project 10 are new projects that have been added due to the restoration of the data grant. Work on these projects will not begin until summer 2017.

Priority Area #3: Other

Outcome #3: Improved judicial practices and leadership in juvenile dependency cases

Need Driving Activities & Data Source: *How do you know this is a need in your state?* JCIP receives consistent feedback from judges that juvenile law is complicated and difficult to navigate and that JCIP-sponsored training provides them an otherwise-unavailable opportunity to improve their handling of juvenile cases. It also provides them an opportunity to find out how judges in other jurisdictions handle similar issues within their courts and to discuss best practices. Finally, it provides a forum where JCIP can deliver in-person training to judges about changes in state and federal law, including Title IVE requirements, such as the Preventing Sex Trafficking and Strengthening Families Act and the latest information about best practices.

Theory of Change: Training and technical assistance will provide Oregon judges with the knowledge and capacity they need to improve judicial practices and provide strong leadership in dependency cases.

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Project 1 – Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases. This project was selected to ensure that Oregon’s judges are trained in judicial best practices in dependency cases.							
Meet with JCIP Advisory Committee to develop agenda	JCIP, JCIP Advisory Committee	Draft Agenda	Improve judicial handling of juvenile dependency cases	December, annually	Staff time, funding	Participant evaluations	Ongoing
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		January through July, annually			
Deliver the training	JCIP, Judges, Presenters from state agencies and outside organizations			August, annually			

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Project 2 – Provide updates to juvenile judges on appellate decisions and changes to state and federal law dependency law. This project was selected to ensure that decisions made by Oregon’s juvenile judges reflect current federal law, state law, and appellate case law.							
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.	Ongoing
Project 3 – Increase the knowledge of Oregon’s appellate judges about the practical aspects of handling juvenile dependency cases at the trial level. This project was selected to ensure that Oregon’s appellate judges and staff have an understanding of practical issues in the dependency court process.							
Meet with Court of Appeals staff to determine scope of seminar	JCIP, Court of Appeals	Draft Agenda	Tailor the seminar according to the need	Complete for 2017 seminar; 8/2018	Staff time	Participant evaluations	2017 seminar completed; work for 2019 seminar not yet begun
Meet with presenters to plan seminar	JCIP, Presenters, Court of Appeals	Seminar materials		Ongoing			
Deliver seminar	JCIP, Presenters, Appellate judges and staff	Seminar for appellate judges and staff	Increase knowledge among appellate judges and staff of practical issues in dependency cases	Complete for 2017 seminar; 2/2019			
Encourage and support appellate judges to participate in annual Through the Eyes of a Child conference for judicial officers	JCIP, Court of Appeals	Appellate judge attendance at Through the Eyes of a Child Conference	Increase knowledge of appellate judges on issues pertinent to dependency cases	8/2017 and annually	Staff time	Participant Evaluations	
Coordinate and support juvenile court judge shadowing opportunities for appellate court judges	JCIP, Circuit Court Judges, Appellate judges	Appellate judge shadowing visits to circuit courts	Increase knowledge among appellate judges of practical issues in dependency cases	9/2017 and ongoing	Staff time, resources	Participant Evaluations	

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Project 4 – Improve judicial leadership and engagement of judges who preside over juvenile dependency cases. This project was selected in response to the JCIP Advisory Committee and judicial officer identified training needs.							
Work with judges to create and deliver a biennial program that will prepare judges to better lead model court teams and improve judicial handling of dependency cases	JCIP, JELI	Biennial one-day training highlighting judicial leadership and reviewing dependency cases	<ul style="list-style-type: none"> • Improve judicial leadership of model court teams • Increase judicial knowledge about child well-being issues 	Complete for 2017 convening, 4/2019, and 4/2021	Staff time	Participant evaluations	2017 convening complete; planning for 2019 convening not yet begun
Project 5 – Plan and deliver 2018 Mini-Child Abuse and Neglect Institute (mini-CANI) for new juvenile judges.							
Plan and delivery two-day mini-CANI training for new juvenile judges	JCIP, Circuit courts	Two-day training for new juvenile judges	Increase understanding for new juvenile judges of juvenile law, juvenile court processes, and juvenile performance measures	6/2018	Staff time; funding	Participant evaluations	Ongoing

Project 1 – Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases

JCIP began planning for the 2017 Through the Eyes of a Child conference by consulting with the JCIP Advisory Committee about training topics in December 2016. By February 2017, JCIP had an agenda outlined and speakers confirmed. JCIP is currently meeting with speakers for various panels regarding the content and method of delivery of the presentations. JCIP is also developing materials for appellate and legislative updates that will be delivered by JCIP staff at the conference.

Project 2 – Provide updates to juvenile judges on appellate decisions and changes to state and federal law dependency law

JCIP’s Juvenile Law and Policy Counsel provides regular appellate updates to juvenile judges statewide, and maintains and distributes a cumulative case law outline that catalogs the holdings by subject matter. JCIP also continues to monitor state and federal legislative changes that impact juvenile dependency practice. At the conclusion of the legislative session in June or July of 2017, a summary of those changes will be provided to dependency judges.

Project 3 – Increase the knowledge of Oregon’s appellate judges about the practical aspects of handling juvenile dependency cases at the trial level

JCIP organized and delivered a half day presentation to Oregon Court of Appeals judges, Supreme Court Justices and their staff in February about the practical aspects of handling juvenile dependency cases. With about 50 judges, justices and staff in attendance, the seminar provided additional context to appellate courts as to what happens in the juvenile court both before and after cases go up on appeal. We also provided information to appellate judges about observation opportunities at the trial court level. The results of the post seminar evaluation were very positive, with all of those responding to the survey agreeing or strongly agreeing that the seminar increased their understanding of practical issues in juvenile dependency cases.

Project 4 – Improve judicial leadership and engagement of judges who preside over juvenile dependency cases

JCIP planned and delivered a training in April 2017 in collaboration with the Judicial Engagement and Leadership Institute (JELI). The training topics were chosen based on a survey of juvenile court judges conducted in August 2016, and feedback received from the JCIP advisory and JELI executive committees. Approximately 30 judges attended, and feedback on attendee evaluations was positive, with respondents particularly reporting that the panel of appellate judges had increased their understanding of what the Court of Appeals considers when cases are heard on appeal.

Project 5 has been newly added to the JCIP Strategic Plan as part of JCIP’s plan for using the training grant. Planning for the Mini-CANI will begin in fall 2017, with the Mini-CANI taking place in the first half of 2018.