

Juvenile Court Improvement Program Strategic Plan

Note: Additions to this strategic plan from the June 2018 submission are in **red**. Deletions are in **red-strikethrough**.

State Name: Oregon

Date Strategic Plan Submitted: 06/30/2019

Timeframe Covered by Strategic Plan: FFY 2016-FFY2021

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.

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – Monitor and increase the percentage of hearings at which all parties are present and represented by legal counsel.							
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 Indian Child Welfare Act (ICWA) hearings where the Tribe is present 	1/2019 12/2019	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 	Ongoing beginning 1/2019	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 beginning 7/2019 1/2020	Staff time		

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 <ul style="list-style-type: none"> <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> <ul style="list-style-type: none"> 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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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 the Judicial Education and Leadership Institute (JELI) and DHS Parent Advisory Committee to develop 1) a curriculum for judges on trauma-informed engagement of parents in hearings and 2) a plan for master judge observations/coaching	JCIP, JELI, Judges, DHS Parent Advisory Committee	<ul style="list-style-type: none"> Curriculum to educate judges about trauma-informed engagement of 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		

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 <ul style="list-style-type: none"> <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> <ul style="list-style-type: none"> 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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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.							
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	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:

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

Year 1 (December 2016 through June 2017):

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 Child and Family Services Reviews (CFSR) 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.

Year 2 (July 2017 through June 2018):

Work on this project has still not begun because in Year 2 because the JCIP data analyst's CIP-funded work focused primarily on the following projects:

- the Reimagining Dependency Courts Project (see Outcome 2, Project 5)
- the data transfer from OJD's Odyssey case management system to the DHS OR-Kids case management system (see Outcome 2, Project 6)
- the joint – agency CIP permanency project (see Outcome 2, Project 1)
- ongoing work to disseminate JCIP's quarterly statistical reports, train courts on proper data entry procedures, and improve data quality (see Outcome 2, Project 2).

JCIP is in the process of hiring an additional full-time data analyst, and once that person has begun work, they will begin work on Project 1.

Year 3 (July 2018 through June 2019):

This project has been delayed due to the hiring and training of a new JCIP data analyst. However, JCIP is in the beginning stages of developing a report that examines attendance and representation at hearings. More specifically, this report will identify the percentage of hearings with various parties and attorneys present. The development phase of this report is scheduled for completion 12/2019. The implementation phase of this report is scheduled to begin 01/2020.

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

Year 1 (December 2016 through June 2017):

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

Year 2 (July 2017 through June 2018):

This project is planned for the later years of this CIP funding cycle, and work will begin in 2020.

Year 3 (July 2018 through June 2019)

This project is scheduled to begin 03/2020.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

JCIP made several improvements to its juvenile dependency forms over this period. As part of a project with the DHS, the Department of Justice (DOJ), and the Office of Public Defense Services (OPDS) to provide children with early and frequent visitation, OJD updated its shelter order to prompt the court to consider whether a visit should be ordered within 48 hours or within a week of the child's removal from the home. The dependency judgments were also revised to allow courts to make findings regarding the appropriateness of a child's attendance in his or her "school of origin" under the Every Student Succeeds Act of 2015.

JCIP also worked on improvements to its permanency judgment. JCIP has received consistent feedback that the permanency judgment is too complicated. During the fall of 2017, JCIP simplified some of the findings required for adoption. Currently, it is working with the OJD Forms Manager, Holly Rudolph, to explore new technologies for filling out the permanency judgment. Holly will be meeting with the JELI Model Forms Group in June 2018 to demonstrate how the permanency judgment could be completed with OJD Guide and File. The goal is to come up with a more user-friendly solution by the end of 2018.

JCIP is also working with DHS and stakeholders on revisions to the uniform court report to improve readability and ease of completion by caseworkers. The goal is to create a document that is easier for parents to understand and that complies with both case planning and court reporting requirements, so separate documents aren't needed. This work began in March 2018 and is expected to continue for several months.

Year 3 (July 2018 through June 2019)

JCIP staff continued to work with DHS on a new version of the Uniform Court Report that incorporates the legal requirements of a case plan. The purpose of the project was to: (1) improve the formatting of the court report and (2) streamline paperwork for caseworkers by allowing a caseworker to use one document for the case plan and the court report. JCIP staff participated in workgroup discussions through 2018. The final version of the report was launched in February 2019 in three pilot counties. JCIP continues to work with DHS on modifications based on feedback we receive until a revised version can be rolled out statewide.

JCIP staff also worked internally with judges and staff to create a new more user-friendly format for the permanency judgment. The permanency judgment is the most complex and difficult form to use. Using new technology through "Guide and File" the user will be able to answer a series of questions. The program will then produce a version of the form that only includes relevant sections to the case. This will be easier for all users to navigate and for parents to understand. We anticipate demonstrating the new program at the Through the Eyes of a Child Conference in August 2019 and then rolling it out statewide.

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) 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.

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – Work with DHS on a joint data project 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 to identify an issue on which to focus	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	Complete 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	Complete
Jointly agree on a plan that stakeholders can implement to improve permanency outcomes		Plan to improve performance in problem areas		Complete 6/2017			
Project 1 – Work with DHS on a joint data project to increase the percentage of children who have their adoption finalized within 12 months of becoming legally free							

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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	Ongoing	DHS data	DHS data on the percent of children who become legally free who have adoptions finalized within 12 months	Ongoing
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 2017 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	Complete 8/2017	JCIP and DHS staff time		Complete

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – Work with DHS on a joint data project to increase the percentage of children who have their adoption finalized within 12 months of becoming legally free							
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 evaluating local plans	Increase court capacity to conduct CQI around adoption finalization	Ongoing	JCIP staff time		Ongoing
Work with DHS to create a new Adoption Finalization Report to pull information on the status of the adoption paperwork from OR-Kids for submission to courts and CRBs	JCIP, DHS	New Adoption Finalization Report for submission to courts and CRBs	Improve judge, CRB, and stakeholder understanding of where each case is in the adoption process; improve court and CRB oversight over the adoption process	12/2018	DHS Staff time and expertise JCIP Advisory JCIP Staff	Survey of judges and CRBs on usefulness of the Adoption Finalization Report and needs for further training	Ongoing Complete
Create and hold a webinar to train judges and CRBs on the adoption process, the information in the Adoption Finalization Report, and ways courts and CRBs can provide constructive oversight on the adoption process	JCIP, DHS	Webinar on the adoption process, the information in the Adoption Finalization Report, and ways courts and CRBs can provide constructive oversight on the adoption process	Training of 25 judges and CRB volunteers on the adoption process, the information in the Adoption Finalization Report, and ways courts and CRBs can provide constructive oversight on the adoption process	12/2018 6/2019	OJD and DHS staff time and expertise		Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – Work with DHS on a joint data project to increase the percentage of children who have their adoption finalized within 12 months of becoming legally free							
Survey judges and CRBs to evaluate the usefulness of developed DHS Adoption Finalization Report 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	4/2019 8/2019	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 6/2019	JCIP and DHS staff time	DHS data on the percent of children who become legally free who have adoptions finalized within 12 months	Not begun

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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 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 Develop an interactive dashboard that allows court staff and judges to run 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, permanency hearings, and termination of parental rights	3/2019	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 Begun 02/2019
Create and disseminate push-button report(s) and make available an interactive dashboard which displays reports that 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	3/2019 Reports disseminated on an ongoing basis	Staff time and data analysis and report-building expertise	Data from created report	Not begun Begun 02/2019

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 2 – Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings.							
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	6/2019	Staff time and data analysis and report-building expertise	Data from JCIP timeliness reports	Not begun
Create push-button 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	6/2019	Staff time and data analysis and report-building expertise	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	Staff time	Ongoing review of reports for data quality	Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 2 – Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings.							
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	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	Ongoing	JCIP and CRB staff time	Data from created reports	Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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.							
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. DHS Rules Advisory Committee 5. DHS ICWA Advisory Committee 6. Trafficking Intervention Advisory Committee 7. Youth with Specialized Needs Work Group 8. Attorney Standards Work Group 9. Customary Adoptions —Work Group 10. ICWA Compliance Workgroup 11. ICWA State Statute workgroup 12. DHS Caregiver Training Redesign Workgroup 13. Foster Care Ombudsman Committee 14. Legislative Workgroup for FFSPA	All child welfare and juvenile dependency stakeholders	Effective recommendations for child welfare systems change	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

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 measureable.</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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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.							
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		Complete 8/2017; 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					

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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 more effectively ; determination of whether DCM practices should be implemented more widely	Implemented 5/2017; project ongoing through 6/2019 6/2020	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, Other Circuit Courts	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	Complete 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	Complete
Consider changes to the DCM project and case assignment factors based on preliminary evaluation findings and other research regarding predictors of long stays in foster care	JCIP, NCSC, DCM pilot courts, DHS	Decisions on changes to the DCM project and case assignment factors	Improve the effectiveness of the DCM project and the ability of the case assignment factors to identify children at risk of a long stay in foster care	3/2019 and ongoing	JCIP staff time, pilot court judge and staff time, and NCSC-DHS staff time	Analysis of impact on time to permanency of any changes to DCM project	Not begun Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 5 – Collaborate with the National Center for State Courts (NCSC) to implement and evaluate the Reimagining Dependency Courts Project							
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 starting 10/2021, if outcome evaluation is positive	Staff time; Court time and willingness to implement	Analysis of whether implementation of DCM tracks in additional courts improve reduces timeliness of to permanency in those courts.	Not begun
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	Complete 3/2018	DHS and ETSD staff time and technical expertise; JCIP staff time	n/a	Complete
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		10/2018 06/2019		n/a	Ongoing
Begin automated data transfer		Automated transfer of data to DHS		1/2019 07/2019		n/a	Not begun
Work with DHS and ETSD to troubleshoot issues with data transfer		Mitigation of problems with data transfer		3/2019 07/2019 and ongoing		Number of data transfer issues arising	Not begun Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 7 – Plan and deliver annual 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 key issues in Oregon’s child welfare system; provide opportunity for Model Court Teams to discuss key issues and make plans for system improvement	Complete 6/2017 and 2018	Staff time; JCIP AC participation	Attendee evaluations; improvements in data relating to areas of emphasis at each summit	Complete for 2017 2018; Ongoing for 2019 and 2020.
Collaborate with stakeholders to identify and finalize presenters for Summit		Finalized speakers for summit		6/2018; Ongoing 6/2019; 6/2020	Staff time; stakeholder participation		
Deliver annual Oregon Model Court Summit on Child Abuse and Neglect (2019)		Multi-disciplinary summit for 250 attendees; court-specific plans for improving the performance of the local child welfare system		Complete 8/2017 and 8/2018; 8/2019; 8/2020	Staff time; funding; attendee participation		

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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	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	Staff time and data analysis expertise; statistical report data	Court performance on JCIP statistical reports	Ongoing

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

This project has been deleted.

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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, 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	Ongoing	JCIP and stakeholder staff time; funding	Attendee evaluations	Ongoing (CRB Conference held 5/17/19-5/18/19)
Collaborate with stakeholders to create and deliver trainings on the FFPSA and how system partners can assist in reducing unnecessary entries into foster care and assuring that prevention services are available to families	JCIP, JCIP Advisory Committee, DHS, other stakeholders	Multi-disciplinary trainings for child welfare stakeholders	Improved stakeholder understanding of the FFPSA and how system partners can assist in reducing unnecessary entries into foster care and assuring that prevention services are available to families				
Collaborate with stakeholders to identify additional 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	Improve stakeholder understanding of legal issues relating to Oregon’s child welfare system				

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
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 court judgments	12/2018 12/2019	JCIP staff time	Subsequent file reviews in next grant cycle (subject to resource availability)	Ongoing
Project 12 – Develop and deliver a training for judges, attorneys and other legal personnel in child welfare cases on federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a family foster home							
Develop and deliver a training on child welfare policies and Title IV-E payment limitations for children in non-foster family homes	JCIP, DHS, DOJ, OPDS	Training for judges, lawyers and other legal personnel	Improve judge, lawyer and legal personnel knowledge of the new restrictions on federal funding for children who are placed in non-foster family homes	08/2019	JCIP staff time	Attendee evaluations	Ongoing (Model Court Summit and Through the Eyes of a Child Conference scheduled for Aug 11-13, 2019)
Project 13 – Work with local model court teams in driver counties identified in the DHS Program Improvement Plan (PIP) to reduce the time needed to achieve permanency							
Work with DHS to identify driver counties for improving the overall timeliness of permanency	JCIP, DHS, Circuit Courts	List of two or three driver counties on which to make intensive efforts to improve timeliness of permanency	Improve the timeliness of permanency	9/2018 09/2019	JCIP and DHS timeliness data	Data on time to permanency (specific measures will depend on the goals identified by	Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Work with local model court teams to identify areas for improvement, and formulate, implement, and evaluate strategies to improve the timeliness of permanency	JCIP, DHS, Circuit Courts and Model Court Teams	Implementation and evaluation of local plans in driver courts to improve the timeliness of permanency		Ongoing starting 10/2018 06/2019	JCIP, DHS, Judge, and Stakeholder time; JCIP and DHS timeliness data	the driver counties)	Not begun
Project 14 – Assist with DHS’s on-going Child and Family Services Reviews							
Assist DHS in its ongoing Child and Family Services Reviews	JCIP, DHS	Assistance with the review of 4-10 foster cases each year	Identify issues for system improvement; collect data for monitoring the progress and success of PIP implementation	Ongoing	JCIP staff time	n/a	Ongoing
Project 15 – Conduct Parent-Child Representation Project (PCRP) Summit to bring together system partners from the five PCRP counties to share information, best practices, and lessons learned from their implementation							
Conduct Parent-Child Representation Project (PCRP) Summit to bring together system partners from the five PCRP counties to share information, best practices, and lessons learned from their implementation	JCIP, DHS, DOJ, OPDS, and system partners in PCRP courts	Summit for system partners from the 5 PCRP counties;	Facilitate information sharing between system partners at PCRP courts; identify best practices in implementing PCRP	12/2019 06/2020	JCIP and system partner staff time; funding	Attendee evaluations	Not begun

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 16 – Identify and implement ways to streamline processing of juvenile dependency cases in Odyssey							
Convene group of judges, court staff, and other OJD staff to discuss changes to business process and Odyssey configuration that would promote more efficient processing of juvenile dependency cases	JCIP, juvenile judges, court staff, ETSD	Recommendations for specific changes to business processes and Odyssey configuration that would promote more efficient processing of juvenile dependency cases	More efficient processing of juvenile dependency cases	Group concluded work 05/2019	JCIP, ETSD, judge, court staff time; funding to convene workgroup JCIP, ETSD, and court staff time and expertise JCIP, court staff, and judge time JCIP, ETSD, and court staff time	Feedback from judges, attorneys, and other system partners regarding the usefulness of the changes and need for further changes to promote system efficiency	Ongoing
Identify specific recommendations for business process and Odyssey configuration changes				Started 2/2019 Not yet complete			
Develop new business processes and obtain approval for configuration changes		Revised business processes and approval for configuration changes		4/2019 3/2020			
Train court staff and judges on changes to business processes and Odyssey configuration		Training for court staff and judges on configuration and business process changes		6/2019 03/2020			
Implement new business processes and configuration changes		Implementation of process and configuration changes		7/2019 04/2020			

Project 1 – Work with DHS on a joint data project to increase the percentage of children who have their adoption finalized within 12 months of becoming legally free

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

As part of the joint plan to improve the timeliness of adoptions, in fall 2017 DHS caseworkers began submitting screenshots of the OR-Kids Adoption Tracking Page to courts and CRBs ahead of hearings and CRB reviews on cases with a permanency plan of adoption. JCIP and DHS collaborated on a session at the 2017 Model Court Summit to train judges, CRB members, and stakeholders on the information in the Adoption Tracking Page. Judges and Citizen Review Board members, however, did not find the screenshots of the Adoption Tracking Page to be useful for overseeing progress toward finalizing adoptions because the various screens and drop-down menus on the Adoption Tracking Page often required several screenshots, and because the screen shots themselves were often difficult to understand or illegible. DHS is now working on a report that can be pulled from OR-KIDS that is simpler to read than the tracking pages.

Three Model Court Teams, however, did develop plans at the 2017 Model Court Summit to increase the percentage of children adopted within less than 12 months of becoming legally free. Strategies included having dedicated CW staff focusing on finalizing adoptions; CRBs and courts utilizing the adoption checklists; and CRB providing more detail in reports to let the judge know which steps still needed to be completed for an adoption. Each of the three courts (Coos, Deschutes and Washington) showed improvement in the latter part of 2017 in the percentage of children who became legally free who were adopted within a year, but overall state percentage dropped from 45% for children who became legally free in 2015 (and were therefore due to be adopted in 2016) to 41% for children freed for adoption in 2016.

Year 3 (July 2018 through June 2019)

JCIP worked collaboratively with DHS to develop an Adoption Tracking Sheet that pulls data directly from OR-KIDS. This report is much easier to read than previous screen shots. JCIP and DHS provided training on the Tracking Sheet at the CRB *Every Day Counts Conference* on May 17, 2019. Materials for a webinar have been developed and will be delivered as soon as DHS reviews it for accuracy. Time to adoption and Post TPR Process is also on the agenda for the *Model Court Summit on Child Abuse and Neglect*, August 13, 2019. At the Summit, participants will be encouraged to go on-line and fill out a survey on the usefulness of the Tracking Sheet and barriers they have experienced in the adoption process. The JCIP State Advisory Committee can then review the results of the survey at their September meeting and identify future training needs and systemic barriers commonly identified. The overall state average for timeliness to adoption is up 2% to 43% which is short of the goal of 59.5%. Eight counties were meeting the adoption finalization target when we first shared the data at the 2017 Model Court Summit and 10 counties are currently meeting or exceeding the target.

Coos County, who developed their plan at the August 2017 Model Court Summit, has increased their percentage of finalized adoptions within 12 months of being legally free from 37% to 83%. They shared how they did that at the Every Day Courts Conference and will again at the Model Court Summit in August. Seven additional counties developed local plans for finalizing adoptions within a year of a child being legally free during our process to *Improve the Effectiveness and Efficiency of the Juvenile Dependency System*. These counties are Baker, Benton, Douglas, Klamath, Lake, Lane, Lincoln and Polk. Because these counties have only recently developed their plans in the later half of 2018, it is still too early to determine the results. JCIP shares adoption data for each county quarterly.

JCIP staff is participating in a “Barriers to Adoption” workgroup lead by Multnomah County Judge McKnight. That group has been working to draft a UTCR regarding the Process for Petitionless Adoptions, gain access to Odyssey for those counties lacking access, determine where and how to file necessary documents, create a vendor attorney guide, and make a processing guide for Judicial Staff.

We have realized that training needs to be ongoing, as the adoption process is very complicated with many steps. It is particularly difficult for smaller counties who may have few or no adoption cases on a regular basis.

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

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

JCIP continued to disseminate its quarterly statistical reports to judges and stakeholders on a quarterly and annual basis in Year 2, and continued to work with courts to improve data quality, particularly around time to jurisdiction on both parents and the timeliness of termination of parental rights petitions and judgments. JCIP also updated its reports at the end of the 2017 to use entered dates, rather than filed dates, for events filed after January 1, 2017, and to include specialty court hearings and miscellaneous court hearings on its juvenile event statistics reports. JCIP also met with judges and courts staff in one of Oregon’s largest juvenile courts (Lane County) to discuss its statistical reports and the data entry needed to produce high-quality data. In June 2018, JCIP will be conducting a webinar on juvenile data entry for court staff across the state.

Year 3 (July 2018 through June 2019)

JCIP has continued to produce and disseminate quarterly and yearly statistical reports to judges and stakeholders. In February of 2019, JCIP began to develop an interactive dashboard which displays all of its current reports in a central location and that court staff, judges, and other stakeholders can readily access for statistical information. The dashboard is expected to be available in Year 4. OJD has also begun the process of transferring its reports over to a data warehouse. This should offer an additional layer of security for juvenile data, provide faster turnaround time for data requests, and provide greater consistency in data reports.

In June of 2018, the Court Reengineering and Efficiencies Workgroup (CREW) recommended new OJD Timely Disposition Standards after a review of the Oregon Judicial Conference Standards for Timely Disposition. The recommendations were set as follows:

Juvenile Dependency-Jurisdictional Petitions

- 75% with a jurisdictional or dismissal judgment(s) entered regarding all parents on the case within 60 days.
- 98% with a jurisdictional or dismissal judgment(s) entered regarding all parents on the case within 90 days.

Juvenile Dependency- Permanency Hearings

- 98% within 425 days (14 months) of filing.

Juvenile Dependency- Termination of Parental Rights

- 98% within 270 days (9 months) of filing.

JCIP has adjusted its reports to reflect these standards. The Time to First Jurisdiction Finding and Time to Jurisdiction on Both Parents reports now feature columns for cases that reach jurisdiction within 60 days (with a 75% goal) and 90 days (with a 98% goal). Additionally, the Time to TPR report now features cases that are resolved within 182 days and those resolved within 270 days (with a 98% goal). Finally, JCIP continues to work closely with courts to improve data quality, particularly around the development and refinement of statewide business processes.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

The following has been the work accomplished in July 2017 through June 2018 through JCIP's support of staff and judge involvement on statewide task forces, work groups, and committees:

Governor's Foster Care Advisory Committee: The JCIP has been monitoring and providing technical assistance to the work of the Governor's Foster Care Advisory Commission. In 2016, House Bill 4080 established the Oregon Child Foster Care Advisory Commission (CFCAC) to study the issues within the Oregon foster care system and advise the Governor and the Director of DHS on those issues. JCIP staff attend Commission meetings and provide information on court and CRB processes and data. The Commission has established three subcommittees, and JCIP staff is actively involved in the Judicial Processes Issues Committee, which has just started its work and is gathering judges' perspectives on allegations of abuse and neglect of children who are in substitute care. JCIP has specifically begun gathering information from judges on the following questions posed by the Committee:

- What and when do judges learn about abuse of children in foster care?
- What expectations do judges have of DHS, attorneys, CASAs when judges when abuse in care happens?
- What authority do judges feel that they have - or need - in reviewing these allegations and making placement decisions?
- what would judges like to see happen when abuse in care happens?

Unified Child and Youth Safety Implementation Plan Steering Team: JCIP staff and a juvenile court judge serve on this team. The team is addressing systemic problems to ensure that all children in foster care are safe. As part of this effort, JCIP is working collaboratively with DHS to ensure that systems are put in place to give CRBs notice when a child in foster care is found to be the victim of abuse. The CRB is also providing guidance to volunteers on their responsibilities when they receive notice of a report of abuse in foster care.

Child Welfare Advisory Committee: JCIP staff and two juvenile court judges participate in the CWAC. This group is a legislatively-mandated 21-member Advisory Committee that provides the child welfare program with advice on the development and administration of child welfare policies, programs and practices. The group meets every other month. Members represent other state agencies, representatives of professional, civic or other private organizations and private citizens.

Three Branch Core Team & Expanded Team: Oregon's official "Three Branch" group focused on DHS's implementation of a statewide hotline and screening process. Those plans are well underway, so the Three Branch group decided to discontinue meetings. Instead, leaders from the three branches have committed to encourage and strongly support three branch efforts where they will be helpful to address system improvements in the foster care system.

DHS Rules Advisory Committee: After working with this group to develop Oregon Administrative Rules for the implementation of the new Bureau of Indian Affairs (BIA) ICWA regulations and guidelines, JCIP staff participated in the Train the Trainers for the new rules and, in collaboration with DHS and the Klamath Tribes, provided training in Klamath County for CASA and CRB.

DHS ICWA Advisory Committee: In Year 2, JCIP became an official member of the ICWA Advisory Committee, and participated in discussions on: implementation of the Every Student Succeeds Act, including the Best Interest Finding that the court must make if a child is going to change schools and the educational surrogate requirements; the ICWA Addendum for the Oregon CFSR; the new Verification of American Indian/Alaskan Native Membership or Enrollment form; the Child Welfare Training Redesign; protective action plans involving Indian Children; reasonable vs. active efforts; and the definition of imminent physical damage or harm. JCIP also provided data and updates on the QUICWA Project and participated on the QEW Subcommittee and the Customary Adoption Subcommittee.

Trafficking Intervention Advisory Committee: JCIP staff and a juvenile court judge serve on a statewide trafficking advisory committee convened by the Oregon DOJ. The group provides advice and direction for the statewide commercial and sexual exploitation of children (CSEC) coordinator in her work assisting local teams in identifying and responding to trafficking within their counties. JCIP is working with this group on the development of an Oregon bench card for juvenile judges.

Youth with Specialized Needs Work Group: In 2017, JCIP staff worked with staff from the Governor's Office and Senator Peter Courtney's Office to convene a group to address children with serious behavioral health needs who aren't being adequately served by current systems. The Work Group began meeting in January of 2018 and will be making recommendations for funding and legislative concepts by June 1, 2018 for consideration during the 2019 legislative session. The current focus is to divert children who primarily need mental health services from emergency rooms, juvenile detention, and out-of-state residential placements to less restrictive and more appropriate placements. It is likely the group will continue meeting beyond June in some capacity to conduct long term strategic planning.

Attorney Standards Work Group: JCIP staff participated in this Work Group's efforts to establish performance standards for government attorneys practicing dependency law. These standards are new for Oregon lawyers, developed at the recommendation of the Oregon Task Force on Juvenile Dependency Representation. The draft standards were distributed to juvenile judges for comment and will be finalized in 2018. JCIP will provide a session on the new standards, along with standards for juvenile defense attorneys that were finalized in June of 2017, at the Through the Eyes of a Child Conference in August 2018.

Customary Adoptions Work Group: One of the nine Oregon Tribes indicated interest in establishing Customary Adoption legislation in Oregon. A workgroup was formed and JCIP staff worked with the Tribes, the DOJ, and DHS to research legislation in other states. The group provided information to the Tribes to help them decide how to proceed.

Year 3 (July 2018 through June 2019):

The following has been the work accomplished in July 2018 through June 2019 through JCIP's support of staff and judge involvement on statewide task forces, work groups, and committees:

Governors Foster Care Advisory Committee:

JCIP staff monitor the meetings and provide technical assistance and information as needed. JCIP is collaborating with the Commission to host and facilitate a round table discussion/dinner for child welfare stakeholders from four counties (Umatilla, Baker, Klamath, and Coos) when they will be in Salem for the Model Court Summit. This event will give the Commission the opportunity to hear from people who would otherwise need to travel a distance to participate in a Commission meeting.

Unified Child and Youth Safety Implementation Plan Steering Team:

JCIP staff and a juvenile court judge serve on this team. The team oversees and provides input on how DHS is addressing systemic problems to ensure that all children in foster care are safe. As part of this effort, JCIP worked collaboratively with DHS to ensure that systems are put in place to give CRBs notice when a child in foster care is found to be the victim of abuse. The steering committee is expected to conclude their work at the June 2019 meeting.

Child Welfare Advisory Committee:

JCIP staff and one juvenile court judge participate in the CWAC. This group is a legislatively-mandated 21-member Advisory Committee that provides the child welfare program with advice on the development and administration of child welfare policies, programs and practices. The group meets every other month. Members represent other state agencies, representatives of professional, civic or other private organizations and private citizens. The CWAC is going through some organizational changes as the CW leadership decides how they want to engage the CWAC.

DHS ICWA Advisory Committee: JCIP staff meets quarterly with DHS and members of the 9 federally recognized Tribes in Oregon to discuss policy, programs, practice, and data that impact ICWA eligible children. This year's focus is on reducing disproportionality and the high rate of out-of-home placement for Native children in Oregon. The Advisory Council has been consulting with the DHS Office of Reporting, Research, Analytics and Implementation. They have created a Native American/Tribal Research Agenda. Dr. Paul Bellatty and his staff have developed research projects to look at prevention, screening, assessment, intervention, placement etc. They use a methodology of "propensity matching" which allows for more immediate results. The Klamath Tribes are participating in a Permanency Barriers Project and findings will be presented at the ICWA Advisory Council. Requests are generated at the ICWA Advisory Council and results are reported, along with case themes of the CFSR ICWA reviews. A new position called "Senior ICWA Manager" was created to oversee the Active Efforts Specialists and the QEW recruitment and training. JCIP and DHS staff and Tribal members serve on the QEW subcommittee of the ICWA Advisory Council. We presented a training at the National Indian Child Welfare Act Conference on Oregon's QEW process. JCIP, the Department of Justice and DHS presented two two-day trainings for prospective QEW's, one to the Siletz Tribe and one to the Klamath Tribes. JCIP presents quarterly data of QEW testimony at shelter and jurisdiction hearings, positive active efforts findings, clear and convincing evidence, and whether there is compliance with placement preferences. DHS provides JCIP with a list of ICWA cases filed in the previous quarter and JCIP staff reviews the court hearings to determine QEW presence, and if the court made the specific findings required by ICWA. JCIP staff members attended the Tribal/State ICWA Conference, *One Heart, One Mind, Strengthening Families*. The conference was hosted by the Confederated Tribes of Umatilla Indian Reservation and had 260 participants. JCIP Staff moderated a Tribal and State Judges Panel for a general session.

Trafficking Intervention Advisory Committee: JCIP staff and a juvenile court judge serve on a statewide trafficking advisory committee convened by the Oregon DOJ. The group provides advice and direction for the statewide commercial and sexual exploitation of children (CSEC) coordinator in her work assisting local teams in identifying and responding to trafficking within their counties. JCIP is working with this group on the development of an Oregon bench card for juvenile judges. A dedicated work group consisting of Kristen Farnworth, JCIP, the Honorable Valerie Love, Lane County Circuit Court, and Amanda Swanson, has been formed. This group bench card work group meets regularly in addition to the DOJ CSEC meetings. The content of the bench card will be educational and contain Oregon specific resources. This choice was made considering the information gathered at the Judicial Education and Leadership Institute (JELI) training which was conducted in April 2019 by JCIP. There, judges from across the state were given the opportunity to provide feedback regarding what they

would find helpful in a bench card. That feedback has been used as we create the bench card which will be presented to the committee prior to finalization. The bench card committee hopes to have a completed and approved bench card for distribution no later than December 2019.

Youth with Specialized Needs Workgroup: In 2017 the new director of OHA and DHS sought information to help them identify systemic barriers to address systems which provide care to children and youth with behavioral or mental health needs. This was largely due to an Oregon State Court Juvenile Justice Mental Health task force report issued in January 2016 which identified that a high number of youth in the juvenile justice system meet the criteria for at least one mental health disorder. The study found that the system was not adequately identifying and addressing youth with significant mental health concerns who enter the juvenile justice system, and that there was a lack of coordination between service providers when the youth “crossed over” or was involved in more than one system and the services which did exist were not trauma informed. These children or youth were the most likely to be placed in hotels and/or out of state placements. They were more likely to experience “boarding” or stays in the emergency room for extended period of time, and more likely to be committed to OYA facilities for reasons not wholly related to delinquent behavior. The workgroup identified potential areas for exploration and recommendations and tasked themselves with identifying specific problems and posing solutions which would not rely solely upon services in the juvenile justice system but would incorporate all available services in the community as well. JCIP participated in this workgroup and helped bridge the gap between the courts and the other processes. The information learned in this workgroup was shared with the Oregon judiciary and community partners through trainings put on by JCIP. JCIP was also able to take information it learned from the judiciary and report back to the committee as a whole.

ICWA Compliance Workgroup: The ICWA Compliance Workgroup looks at ways to integrate compliance with the ICWA both into existing child welfare program improvement plans (Child Welfare Action Plan, Permanency Improvement Plans (PIP)) and judicial requirements such as the ICWA, the federal BIA regulations, ICWA related ORS, etc. Topics include improved compliance with placement preferences, ensuring ICWA compliance in emergency removals, development of a uniform comprehensive training manual, training for caregivers, and the efficacy of a standalone Oregon ICWA code. This workgroup was initiated by a request to the ICWA Advisory Council from the Tribal Attorney for the Confederated Tribes of Umatilla Indian Reservation. Its first meeting was held in November of 2018. JCIP Staff serve on the workgroup. The workgroup has three subgroups: The ICWA State Statute Committee, ICWA Stand Alone Trainings Committee, and the ICWA Field Work / Case Mapping

ICWA State Statute Workgroup: JCIP Staff and a Multnomah County Referee participate on this workgroup which began in April 2019. Concerned about legal challenges to the Federal ICWA, Oregon plans to introduce its own ICWA Code during the next full legislative session. There have been several drafts of the legislation. The group has reviewed several other state ICWA statutes. Also advising the workgroup are David Simmons, NICWA, Craig Dorsay, Siletz Tribal Attorneys, Kate Forte, Turtle Talk, Fred Fisher, and Casey Family Programs.

DHS Caregiver Training Redesign Workgroup: This group has worked to create a set of areas, skills, and knowledge that they believe all DHS Child Welfare caregivers should be provided. They have provided recommendations to child welfare leadership on trainers, delivery, timing, competency-based curriculum, fidelity, and advanced training. JCIP staff is providing input on the court process, court appearance and what the court needs to know from caregivers.

Foster Care Ombudsman Committee: The Foster Care Ombudsman Committee was created from the 2013 passage of Senate Bill 123. In March 2014, the First Foster Care Ombudsman was hired and resided in the Governor’s Advocacy Office and was assigned specifically for matters relating to the Oregon foster care system. The Ombudsman has statutory authority to investigate matters and concerns expressed by those interacting with the foster care system. The actual advisory group was started in August of 2014 and currently consists of current and former foster youth, foster parents, CASA, judicial representatives including

JCIP, DHS caseworkers, DHS foster home certifiers, Oregon Foster Youth Connection DHS central office program staff, HealthShare, 211 Info, the juvenile department, Kinship House, Grand Ronde Tribe, legislative staff and other stakeholders. The purpose of the committee is accountability and system improvement. The Ombudsman submits fiscal year report regarding the contacts and investigations conducted by the office and collects data. In 2018, the office opened 328 cases for investigation. Training opportunities or opportunities to participate in the legislative process regarding foster care issues are presented at these quarterly meetings. JCIP plays an active role in these meetings in several ways. JCIP keeps the team apprised of current legislation, challenges/innovation experienced by the courts, and incorporates this knowledge into judicial and community partner trainings conducted by JCIP. For example, foster youth have expressed concerns about the emotional care they receive in foster homes and that physical safety is not a substitute for emotional safety. Foster youth have expressed that their gender or sexual identification is often ignored to the detriment of the child. In response to shared knowledge about this issue, JCIP has presented judicial, community partner, and CRB trainings created to raise awareness of and inclusivity for foster youth who identify as LGBTQ.

Legislative FFSPA Workgroup: Oregon has chosen to implement the Family First Prevention Services Act and a legislative workgroup was formed to that end. JCIP has participated in numerous trainings to understand the act and is an active participant in the legislative workgroup which consulted on several proposed bills this legislative session and will continue to assist with the process. The workgroup itself consists of many stakeholders besides the JCIP team, including DHS, attorneys, the juvenile department, judges, and community service providers. One important function JCIP plays in the workgroup is sharing the available data gathered by the team so the potential impact on the court can be assessed and business processes can be created. JCIP has also been critical in bringing judicial concerns to the committee, such as a concern about the numbers of available placements, so that the workgroup can be aware of potential impacts. Several judges were concerned that the implementation of QRTPs would prevent Oregon youth from receiving services if no Oregon programs could qualify as a QRTP. The workgroup then gathered and presented information largely alleviating these concerns.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

In the second half of 2017, JCIP staff continued working on implementation of the Oregon plan that was developed with DHS, DOJ, and OPDS to increase the percentages of children entering foster care who receive a first visit with parents within 48 hours of removal and within one week of removal. JCIP staff presented at

the Through the Eyes of a Child Conference to judges, the Model Court Summit to Model Court Teams, and at the Juvenile Law Training Academy to lawyers to explain the goals of the project, and to present the elements of the Model Shelter Hearing Protocol that was developed to help Model Court Teams improve their processing of cases at the shelter hearing.

DHS is collecting data regarding the number of visits occurring within 48 hours of removal and within a week of removal for each county. These statistics will be shared with Model Court Teams at the annual Model Court Summit in August 2018, where the morning sessions will focus on enhancing visitation as a way to decrease the time to reunification.

Year 3 (July 2018 through June 2019)

In August 2018, JCIP began the Model Court Summit with a keynote presentation by Dr. Marty Beyer. She presented research about the importance of parenting time for parents and children, appropriate levels of parenting time, and parenting time for incarcerated parents. As part of the focus on parenting time, JCIP reminded Model Court Teams about the joint project to ensure that a first visit happens within a week and provided them planning time to go over statewide and county level data regarding the occurrence of visits within the first week.

During the process of preparing for the summit, JCIP realized that the caseworker data entry regarding the first visit has been inconsistent. JCIP has been working with DHS on that issue during the first half of 2019 and hope to have better protocols in place moving forward. JCIP anticipates this work will make it easier for model court teams to understand if they need to make additional efforts to ensure a greater percentage of parents and children are receiving a first visit within the first week of the child's stay in foster care.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

In Year 2, JCIP continued working with NCSC and select Oregon circuit courts on both the DCM and predictive analytics parts of the Reimagining Dependency Courts project. After the DCM Project rolled out in late May 2017, JCIP held monthly calls with the four pilot courts to ensure consistency between the courts. JCIP staff

created a Microsoft Access form and database to collect information on case characteristics that are driving case assignments, and provided data to the pilot courts on the numbers of cases assigned to each track, the characteristics driving case assignment, and differences in assignments and characteristics between the pilot courts. JCIP also worked with the pilot courts to create and distribute a survey to assess stakeholder attitudes toward the project. The survey went out in late February 2018, nine months after the start of the DCM Project, and the results showed that many stakeholders believe it remains too early to evaluate the success of the Project, but that those that have formed opinions generally believe that the additional hearings from the Project have been somewhat or very productive, that the Project is an improvement on how the court ran previously, and that the Project should continue.

JCIP also worked with NCSC in Year 2 on a predictive analytics project aimed at finding a list of factors that identify children who are likely to stay in foster care for two years or more, and then incorporate those factors into the criteria for assigning cases to tracks in the DCM Project. NCSC's analysis of data provided by JCIP from Deschutes County showed promising results for several case characteristics, and NCSC recommended attempting the analysis on a larger sample of cases. JCIP then assembled data from eight additional courts, but the subsequent analysis showed that only two factors – the child having a previous dependency case, and the child having no legal father on the dependency case – were consistently associated with a long stay in foster care, and that those two factors themselves were not strongly predictive.

In light of the implementation of the DCM Project and the lack of strong predictors from the predictive analytics research, JCIP has worked with NCSC on developing an evaluation plan and has asked NCSC and Dr. Alicia Summers for a cost estimate. The plan includes a process evaluation report exploring whether the pilot courts have implemented the DCM Project with fidelity and whether the DCM tool is succeeding in identifying high risk cases, and, in 2020, an outcome report examining whether the Project has resulted in children exiting foster care more quickly.

JCIP has also been working on pursuing funding for two part-time positions that are funded by NCSC through September 2018 and is submitting a Policy Option Package to the Oregon Legislature to provide ongoing funding for the Project.

Year 3 (July 2018 through June 2019):

JCIP's focus in Year 3 was working with the National Center for State Courts and Dr. Alicia Summers on a process evaluation of the DCM Project. JCIP worked with Dr. Summers to identify research questions and create a tool for observation of the DCM Project's limited review hearings; conducted in-person and remote observations of the hearings; and funded a court staff person to coordinate the project in two of the courts and conduct a file review to determine which tracks old cases would have been assigned to if they had been part of the project. JCIP also assembled data on: the time from case filing to case closure (both before and after implementation); the tracks to which cases were assigned and reassigned; and the timeliness of the permanency hearings, review hearings, and CRB reviews on the assigned cases.

Dr. Summers completed the process evaluation in February 2019, and her report showed that the courts have implemented the DCM model with fidelity. The file review of older cases, however, showed that there were not significant differences in time to exit between cases that would have been assigned to various tracks had they been in the project. It also showed that, aside from the child having previously been a ward of the court, the factors used to assign cases to the tracks were not predictive of longer stays in foster care. Dr. Summers did find preliminary evidence that children are exiting the system more quickly in the DCM courts than they were prior to implementation, but she determined that it was too early to draw conclusions regarding improved outcomes. Dr. Summers recommended that the courts continue the project for another year which will allow for a full outcome evaluation.

JCIP brought the DCM courts together in May 2019 to discuss the results of the study, and each of the four courts agreed to continue the project through June 2020 to generate three full years of data for an outcome evaluation. The courts also decided to ask for more information from DHS about factors that DHS has found to be predictive of long stays in foster care, and to consider changes to the case assignment factors after July 1, 2019.

Project 6 – Work with DHS to establish an automated transfer of data from Odyssey to OR-Kids

Year 1 (December 2016 through June 2017):

This project was added to the JCIP Strategic Plan in June 2017 contingent on data grant funding, and JCIP did some work with ETSD and DHS to lay the ground work for a data transfer in fall 2016 and spring 2017.

Year 2 (July 2017 through June 2018):

In Year 2, JCIP has worked with DHS, ETSD, and CECM to determine whether resources are available to work on the data transfer, and, once a determination was made that work could proceed, identify the specific case types and data points to be transferred. JCIP has worked with DHS to develop a tentative list of case types and data elements, and stages for implementation, and ETSD is beginning to work on the technical aspects of the transfer. JCIP however, is waiting the completion of an unrelated OJD data transfer, and the completion of a legal agreement between DHS and OJD, before detailed planning can begin.

Year 3 (July 2018 through June 2019):

In Year 3, JCIP worked with DHS and ETSD to determine what the needs were and what would be transferred. OJD has agreed to transfer judgements and common types of orders for three basic case types (Juvenile Dependency, Juvenile Termination of Parental Rights, and Juvenile Dependency Judicial Determination) to DHS daily. Additionally, two separate Enterprise Custom Reports (ECRs) are being developed to supplement the data transfer: one that provides the necessary information that allows DHS to match Odyssey cases with OR-KIDS cases and the other is to provide future hearing dates. OJD is working with DHS to finalize the details of the data transfer as well as a data transfer agreement. Completion is expected sometime in the second half of 2019.

Project 7 – Plan and deliver annual 2017 Oregon Model Court Summit on Child Abuse and Neglect

Year 1 (December 2016 through June 2017):

Not applicable - this project not included in the FY2017 strategic plan due to loss of the training grant, but was reincorporated in June 2017 contingent on restoration training grant funds.

Year 2 (July 2017 through June 2018):

JCIP held the 2017 Model Court Summit on Child Abuse and Neglect on August 8, and there were 274 attendees. There were sessions on safety, permanency, and well-being. Respondents to the evaluation found it very helpful to have blocks of time after each presentation to have discussion with their team; 88% said there was sufficient opportunity to exchange ideas with other participants and 77% said it will assist their team's work to improve the way their county handles child abuse and neglect cases.

Planning for the 2018 Summit began in late 2017, and the Summit will focus on visitation and permanency (including finalization of adoption), with a closing session on ICWA emergency placements, active efforts, and placement preferences.

Year 3 (July 2018 through June 2019):

JCIP held the 2018 Model Court Summit on Child Abuse and Neglect on August 7, 2018, and there were 296 attendees. There were sessions on reunification, how to work with the incarcerated parents, moving cases to permanency and the Indian Child Welfare Act (ICWA) placement preferences. Team time was included, and the conference received positive reviews.

Planning for the 2019 Summit began in late 2018, and the Summit will focus on improving practice using specific counties as examples, removals, shelter hearings and identification of placement with an emphasis on compliance with the Indian Child Welfare Act, changes to Oregon law, FFPSA and related topics.

Project 8 – Provide training, technical assistance, and data analysis to courts and multi-disciplinary Model Court Teams

Year 1 (December 2016 through June 2017):

Not applicable - this project not included in the FY2017 strategic plan due to loss of the training grant, but was reincorporated in June 2017 contingent on restoration training grant funds.

Year 2 (July 2017 through June 2018):

JCIP staff facilitated a Model Court start up session in Deschutes County in January 2018 in response to a request from the court for assistance with its planning in response to the budget note in Oregon House Bill 5006 (2017), which required all courts to “solicit input on, develop, and implement strategies to improve the effectiveness and efficiency of Oregon’s juvenile dependency system and to determine the appropriate level of legal services.” JCIP staff shared the court’s data with the team and then led them through a facilitated discussion to examine their Juvenile Court system using their court’s responses to a survey designed to assist in identifying strategies to fulfill the requirements of the HB 5006 Budget Note. The team prioritized the top three improvements that could be made in their court and began to develop strategies to accomplish one of them.

Year 3 (July 2018 through June 2019)

JCIP staff facilitated two Model Court Start up sessions. One was in Lake County and the other was in Multnomah County. Multnomah County is Oregon’s largest county and has not had a true Model Court team. Prior to this point they had been meeting as a Child Welfare Council that consisted mainly of information sharing about programs and on goings in the community. They have now been looking at their data and making plans for decreasing the time to jurisdiction for both parents. Lake County is one of the smallest counties and prioritized setting a consistent daily time for shelter hearings and having attorneys available to meet with parents prior to the Shelter Hearing. Lincoln County had a strong Model Court Team however their judge was out for an extended time and their team dwindled and had become inactive. JCIP staff worked with CRB staff to pull the team back together and helped facilitate a session on *Improving the Effectiveness and efficiency of their Juvenile Court System*. The Lincoln Model court selected *“Improve timeliness to permanency – Finalizing adoptions within a year of a child being legally free”* as their goal and developed strategies to accomplish that. They review their adoption data at every Model Court Team to see how strategies are working.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

JCIP continued to provide data analysis and data entry support to the QUICWA Project, and, as part of the QUICWA Steering Committee, helped guide the Project’s implementation. JCIP produced statewide QUICWA data reports for the ICWA Advisory Committee in August 2017 and January 2018, as well as a more detailed report to introduce new DHS leadership to the Project and assist them in considering whether to prioritize it.

JCIP also put together a report on data collected in Marion County and facilitated a meeting between the Marion County judges, JCIP, and leaders from the Grand Ronde Tribe. The data led to a rich discussion about ICWA compliance in which the judges shared the difficulties they face and learned about details of the new ICWA regulations.

JCIP also assisted in exploring options for supporting QUICWA data collection, which, for the nearly five years of the Project, has been piecemeal and inconsistent. DHS has shown some willingness to contract with local CASA programs to support data collection in the four target counties, but no progress has been made beyond receiving estimates from two local CASA programs as to what ongoing, CASA supported data collection would cost.

Due to the lack of progress on support for data collection, JCIP brought up the future of the QUICWA Project at the May 2018 DHS ICWA Advisory Committee Meeting, and the Committee decided to put the Project on pause. Based on this decision, JCIP is removing the QUICWA Project from its strategic plan, but will reinsert it if DHS, Oregon’s federally recognized tribes, and JCIP jointly determine that it is a priority for monitoring and improvement ICWA compliance.

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

Year 1 (December 2016 through June 2017):

Not applicable - this project not included in the FY2017 strategic plan due to loss of the training grant, but was reincorporated in June 2017 contingent on restoration training grant funds.

Year 2 (July 2017 through June 2018):

In Year 2, JCIP worked with partners in planning and delivering several multi-disciplinary trainings on juvenile dependency cases, and provided both staff planning and financial support to two key stakeholder conferences. The first was the Juvenile Law Training Academy, which took place in October 2017 and included a JCIP

presentation on the new Model Shelter Hearing Protocol, which is intended to increase the percentages of children who visit with their parents within 48 hours and within a week of removal.

JCIP staff also provided financial support and served on the planning committee of the Shoulder to Shoulder Conference, a conference open to foster parents, CASAs, CRB volunteers, and other professionals and volunteers who work with families in child welfare. One former judge/JCIP employee provided a session on implicit bias, and a current judge conducted a session on domestic violence.

Finally, JCIP staff collaborated with DOJ on a training on the new BIA ICWA Regulations for attorneys, DHS staff, CASAs, CRB volunteers, judges, and tribal child welfare staff in Newport. JCIP and DOJ conducted a webinar on the same topic for judges across the state. JCIP also collaborated with the DHS and with the Klamath Tribe to conduct a similar training for CASAs, CRB volunteers, and tribal child welfare staff in Klamath Falls.

JCIP staff also facilitated a multi-disciplinary panel discussion at the CRB Conference on how to understand the difference between reasonable and active efforts. The panel included two judges, two attorneys, and an ICWA consultant from DHS.

Year 3 (July 2018 through June 2019)

JCIP again worked with partners in planning and delivering multi-disciplinary training. Staff and financial support were provided for the Juvenile Law Academy and the Shoulder to Shoulder Conference. There were 787 attendees at the Shoulder to Shoulder Conference. A panel of three judges from Columbia County, Multnomah County and Washington County provided a workshop entitled "From the Bench". JCIP Staff facilitated. The workshop received an aggregate score of 4.25 out of 5. JCIP Staff served as the emcee for the conference. JCIP Staff has been working with DHS on an Adoption Training for the CRB Conference and will be presenting a webinar on the Adoption Tracking Sheet (see Project 1 for more details).

Additionally, JCIP was involved with the planning of the Juvenile Law Training Academy and coordinated and will present the CRB conference on May 17-18, 2019. Those two conferences were attended by various stakeholders including attorneys, CASA, judges, juvenile departments and DHS. ~~The Shoulder to Shoulder Conference is presented in even years only, so this year we presented the Judicial Education and Leadership Institute training on April 5, 2019 for judges which focused on making an adequate record, evidence, case flow and time management and other issues.~~

Project 11 – Write and disseminate a report on the data and findings from JCIP’s 2016 File Review

Year 1 (December 2016 through June 2017):

Not applicable - this project was added to the strategic plan in June 2017 contingent on data grant funding.

Year 2 (July 2017 through June 2018):

JCIP did not make progress on this project in Year 2, as the JCIP data analyst’s work focused primarily on other data-related projects:

- the Reimagining Dependency Courts project (see Outcome 2, Project 5)
- the data transfer from OJD’s Odyssey case management system to the DHS OR-Kids case management system (see Outcome 2, Project 6)

- the joint – agency CIP permanency project (see Outcome 2, Project 1)
- ongoing work to disseminate JCIP’s quarterly statistical reports, train courts on proper data entry procedures, and improve data quality (see Outcome 2, Project 2).

Year 3 (July 2018 through June 2019):

JCIP did not make progress on this project in Year 3, as the JCIP’s data-related work focused primarily on:

- the Reimagining Dependency Courts project (Outcome 2, Project 5)
- the data transfer from OJD’s Odyssey case management system to the DHS OR-Kids case management system (Outcome 2, Project 6)
- development of visual, interactive reports to allow courts and stakeholders to better use and understand court data (Outcome 2, Project 2)
- training JCIP’s new data analyst to provide stakeholders with existing data on juvenile dependency cases (Outcome 2, Project 2) and to create the reports needed to implement JCIP’s hearing quality project (Outcome 1, Project 1).

Project 12 – Develop and deliver a training for judges, attorneys and other legal personnel in child welfare cases on federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a family foster home

Year 1 (December 2016 through June 2017):

Not applicable – this is a new project in the JCIP strategic plan, added in June 2018.

Year 2 (July 2017 through June 2018):

This is a new project added as a result of the new court improvement plan training requirements in the Family First Prevention Services Act (FFPSA) of 2018. A workgroup has been convened by State Senator Sara Gelser to coordinate Oregon implementation of the FFPSA. JCIP and DHS are represented in this group and have had initial discussion about the timing of implementation of qualified residential treatment program provisions. At this time, all indications are that Oregon will not request a delay in implementation. JCIP will be working later in 2018 with DHS, DOJ and OPDS on efforts to implement the new requirements of the FFPSA and developing a training consistent with Oregon’s implementation.

Year 3 (July 2018 through June 2019):

JCIP has been working with DHS, DOJ, OPDS, and other stakeholders on the language which would implement FFPSA. Curriculum development is underway to provide FFPSA specific training at the Through the Eyes of a Child/Model Court Summit planned for August 11-13, 2019. The JCIP team attended the State Team Planning conference and the Children’s Bureau Child Abuse Conference in Washington DC in April and was able to collaborate with DHS, learn from other state teams, and take away a wealth of information about prevention services. This information will be incorporated into various trainings throughout the year.

Project 13 – Work with local model court teams in driver counties identified in the DHS Program Improvement Plan (PIP) to reduce the time needed to achieve permanency

Year 1 (December 2016 through June 2017):

This is a new project added to the strategic plan in June 2018 to participate in and support DHS's work to improve the timeliness of permanency through its CFSR PIP. JCIP participated in PIP permanency discussions in which five DHS target districts were chosen, but later versions of DHS's PIP have narrowed the focus to two or three jurisdictions, and work will begin in Year 3 to identify those locations.

Year 2 (July 2017 through June 2018):

This is a new project added to the strategic plan in June 2018 to participate in and support DHS's work to improve the timeliness of permanency through its CFSR PIP. Work will begin in Year 3.

Year 3 (July 2018 through June 2019)

JCIP focused efforts on the Budget Note *Strategies to Improve the Effectiveness and Efficiency of the Juvenile Dependency System*, required all Oregon Circuit Courts to assess their local court strengths and areas needing improvement, and to develop local plans for improvement in one of four areas. These areas were 1. Effective judicial led settlement conferences, 2. Consistent daily time for shelter hearings, ensuring parents have the opportunity to meet with an attorney prior to the shelter hearing, 3. Clearly written policies at the local level prioritizing juvenile dependency cases, and 4. Improve timeliness to permanency for children to finalize adoptions within a year of a child being legally available for adoption. Improving court effectiveness and efficiency should reduce the time needed to achieve permanency

Project 14 – Assist with DHS's on-going Child and Family Services Reviews

Year 1 (December 2016 through June 2017):

This project has been a priority for JCIP for years but was not formally added to the Strategic Plan until June 2018. In Year 1, JCIP's data analyst participated in two follow-up CFSRs in Marion County, and CRB field managers participated in reviews in Jackson and Clackamas Counties.

Year 2 (July 2017 through June 2018):

This project was not formally added to the Strategic Plan until June 2018, but JCIP did assist in follow-up CFSR reviews in Year 2 in Washington County, and will be assisting with reviews at the end of Year 2 in Jackson County.

Year 3 (July 2018 through June 2019)

JCIP's Model Court and Training Analyst participated in the Columbia County CFSR review in October of 2018. The Training Analyst and the Data Analyst will be participating in the Jackson County CFSR in June 2019. One CRB Field Manager did reviews in East Multnomah County in the fall of 2018 and another CRB Field Manager will be doing reviews in Multnomah in September 2019.

Project 15 – Conduct Parent-Child Representation Project (PCRP) Summit to bring together system partners from the five PCRP counties to share best practices and lessons learned from their implementation

Year 1 (December 2016 through June 2017):

Not applicable – this project was not added to the Strategic Plan until June 2018.

Year 2 (July 2017 through June 2018):

Not applicable – this project was not added to the Strategic Plan until June 2018. JCIP will begin working with the five PCRCP counties (Yamhill, Linn, Columbia, Coos, and Lincoln) later in 2018 to plan the summit.

Project 16 – Identify and implement ways to streamline processing of juvenile dependency cases in Odyssey

Year 1 (December 2016 through June 2017):

This project was not added to the Strategic Plan until June 2018, but JCIP was, in Year 1, listening to feedback from judges and stakeholders on issues with case processing in Odyssey and considering potential solutions.

Year 2 (July 2017 through June 2018):

This project was not added to the Strategic Plan until June 2018, but JCIP did, in Year 2, make a proposal to implement a one-case-per-child-per-care-episode system in place of the current system of opening a new case every time a new petition is filed post-disposition. The OJD’s Court Re-engineering and Efficiencies Workgroup could not reach a consensus on the proposal, and JCIP is currently moving towards convening a group of court staff, judges, and stakeholders to discuss identify potential efficiencies for case processing in Odyssey.

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 and the juvenile code is complicated and difficult to navigate. Furthermore, they indicate 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 and the FPPSA.

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.

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 measureable.</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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – 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	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			

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 2 – Provide updates to juvenile judges on appellate decisions and changes to state and federal dependency 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							
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 and 2019 seminars;	Staff time	Participant evaluations	2017 and 2019 seminars complete; work for 2021 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 and 2019 seminars			
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	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	Annually	Staff time, resources	Participant Evaluations	

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 4 – Improve judicial leadership and engagement of judges who preside over juvenile dependency cases							
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 biennial Mini-Child Abuse and Neglect Institute (mini-CANI) for new juvenile judges							
Plan and deliver 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	Complete for 2018; 6/2020	Staff time; funding	Participant evaluations	Complete for 2018; Not begun for 2020
Project 6 – Develop and disseminate Oregon-specific child sex trafficking bench card							
Work with members of the Trafficking Advisory Committee and judges to develop Oregon-specific content for a trafficking bench card	JCIP, Trafficking Advisory Committee, Judges	Oregon Specific Trafficking Bench Card	Improve ability of judges and Model Court Teams to recognize cases that may involve a trafficking victim. Improve ability of judges and Model Court Teams to offer appropriate interventions when a trafficking victim is identified.	6/2019 Ongoing 12/2019	Staff time	Feedback from judges on usefulness of bench card	Ongoing

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 7 – Improve judicial handling of cases involving incarcerated parents							
Present session at the Through the Eyes of a Child Conference on court review of reasonable efforts for incarcerated parents	JCIP, JELI Incarcerated Parents Work Group, DOC	Reasonable Efforts for Incarcerated Parents Session for juvenile judges	Improve judicial evaluation of reasonable and active efforts when a parent is incarcerated, thereby reducing appellate reversals and decreasing the time to permanency.	8/2018	Staff time, Funding for Keynote Speaker	Participant evaluations	Ongoing
Present session at the Model Court Summit on providing visitation to children of incarcerated parents	JCIP, JELI Incarcerated Parents Work Group, Department of Human Services, DOC	Visitation for children of incarcerated parents' session for model court teams.	Improve judicial and model court team understanding of appropriateness of visitation when a parent is incarcerated so that appropriate interventions are utilized to maximize visitation in appropriate cases.	8/2018		Participant evaluations	
Work with the JELI Incarcerated Parents Work Group and the Children of Incarcerated Parents Implementation Team to improve the availability of services to serve foster children and parents when a parent is incarcerated	JCIP, JELI Incarcerated Parents Work Group, Children of Incarcerated Parents Implementation Team	Improve the ability of parents to participate in hearings; improve the availability of services and visits to incarcerated parents and their families.	Reduce trauma to children and parents by improving the quantity and quality of contact in appropriate cases. Improve the time to reunification by motivating parents to change, thereby reducing the time that parents are incarcerated and reduce recidivism through ongoing contact with family members.	Ongoing		Number of cases overturned by Court of Appeals due to judicial error on findings regarding reasonable / active efforts regarding incarcerated parents.	

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>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 8 – Plan and provide site visits to the Confederated Tribes of Umatilla Indians and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians							
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	12/2019	Staff time; funding; state and tribal court participation	Participant evaluations	Not begun
Project 9 – 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 eight individuals (judicial officers and staff) will participate in a state or national level conference designed to improve their practices in child abuse and neglect cases.	Improve judicial oversight of juvenile dependency cases.	Ongoing	funding	Feedback from attendees on the usefulness of the conferences	Ongoing

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

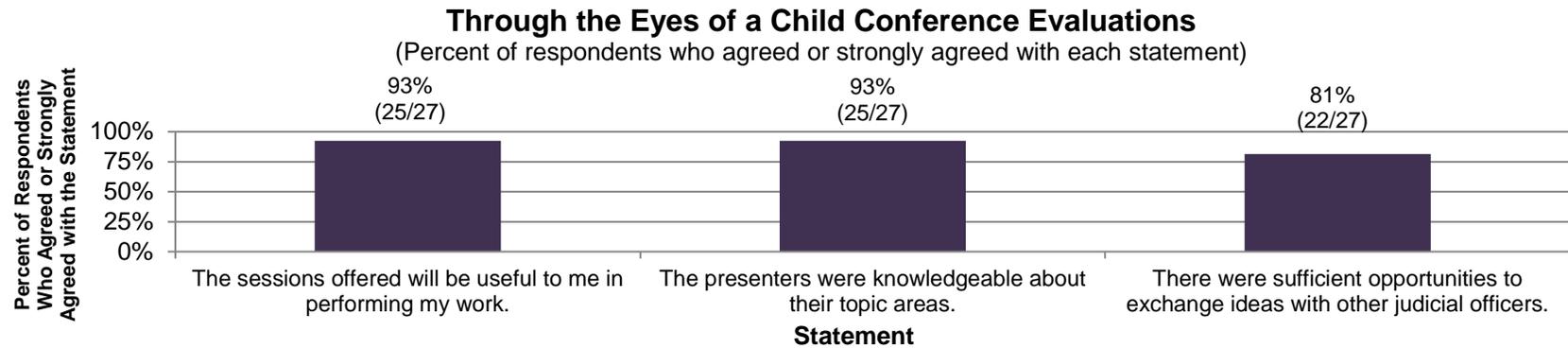
Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

In August 2017, JCIP delivered the Through the Eyes of a Child conference to 61 judges. During the conference, JCIP educated judges on appellate and legislative changes; in camera review and disclosure of DHS records; the new BIA ICWA Regulations; how to conduct shelter and permanency hearings; the latest research on the impact of screen time on children; and how judges and Model Court Teams can use JCIP data reports to improve outcomes. The conference also provided opportunities for judges to convene and discuss specific issues in small groups. The chart below provides the data regarding the percentage of respondents who agreed or strongly agreed with various statements in a post-conference evaluation.

In December 2017, JCIP began working with the JCIP Advisory Committee on proposed focus areas for the 2018 conference. Over the past six months, JCIP has identified topics, secured presenters, and worked on developing content for the conference.



Year 3 (July 2018 through June 2019):

In August 2018, JCIP delivered the Through the Eyes of a Child conference to 65 judges. During the conference, JCIP educated judges on appellate and legislative changes; presented a Dependency 101 training and trainings on Differentiated Case Management, addressing the needs of LGBTQ Children and Youth, engaging the incarcerated parent, and ethics for attorneys representing DHS. 81% of those evaluated the conference indicated the conference was useful in performing their work. A combined 75% indicated they have presided over juvenile dependency cases for less than 10 years. This information will be used to plan future meetings and trainings.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

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. This outline has been maintained since 2013, and has become a valuable resource to judges and attorneys. JCIP also continues to monitor state and federal legislative changes that impact juvenile dependency practice, and conducts outreach with judges to communicate legislative changes. JCIP will deliver annual appellate and legislative updates at the Through the Eyes of a Child Conference in August 2018.

Year 3 (July 2018 through June 2019)

~~Since the passage of the Family First Prevention Services Act, JCIP has provided summaries of the new law to juvenile judges around the state. JCIP staff will be providing an in-person presentation to judges at the Through the Eyes of a Child Conference in August 2019 that covers the new federal changes as well as Oregon implementing legislation that is expected to pass this year.~~

~~JCIP staff continue to provide regular appellate updates to juvenile judges statewide and maintain and distribute a cumulative case law outline that catalogs the holdings by subject matter. JCIP staff also continue to monitor state and federal legislative changes that impact juvenile dependency practice and conduct outreach with judges to communicate legislative changes. JCIP staff will deliver the annual appellate and legislative updates at the Through the Eyes of a Child Conference in August 2019.~~

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

Over this reporting period, JCIP conducted outreach with appellate judges regarding opportunities for observation in juvenile court. JCIP also extended invitations to appellate judges to attend the Through the Eyes of a Child Conference in August, and currently has several appellate judges registered to attend. JCIP will be exploring potential topics for its February 2019 program for appellate judges over the next several months.

Year 3 (July 2018 through June 2019)

During the second half of 2018, JCIP worked with two Oregon Court of Appeals judges and their staff to develop an agenda for a half day program dedicated to providing the trial court perspective to appellate judges in Oregon. Since our focus for the first seminar (in 2017) was on the trial judge perspective, we decided to shift and highlight the attorney and child perspectives.

JCIP recruited several of the state’s most accomplished dependency attorneys, including representatives from the Department of Justice and the defense bar to present: (1) how the Oregon State Bar Performance Standards impact what judges see on appeal, and (2) critical legal decision making in dependency cases. We also invited a panel of foster youth, Oregon’s Foster Care Ombudsman and a child’s attorney to talk about some of the challenges facing kids in the foster care system. Finally, JCIP staff presented on the Family First Prevention Services Act and other emerging issues in juvenile law.

Seminar evaluations showed that 73 to 93 percent of attendees experienced an increase in knowledge regarding the practical issues in dependency cases for each panel.

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

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

This project was not a focus for this reporting period. JCIP has scheduled a meeting in September 2018 to begin planning the 2019 JELI Convening.

Year 3 (July 2018 through June 2019)

~~JCIP conducted a one-day appellate judge training called the Appellate Court Seminar 2019 in February where foster children or former foster children spoke about their experiences. The training also focused on attorney standards, case law, process and procedure. The event was well attended and well reviewed. (29 people attended and, of those who answered the survey, 93% indicated the seminar increased their understanding of practical issues in juvenile dependency cases.)~~

~~The JELI (Judicial Education and Leadership Institute) training called the Spring Convening: Focus on Hearing Quality was presented in April of 2019. 30 judges and 6 referees attended the conference and the topics included the following: Making an Adequate Record, What Evidence Should the Court Consider? Caseflow and Time Management, a Judicial Timelines Refresher and data presentation.~~

Project 5 – Plan and deliver biennial Mini-Child Abuse and Neglect Institute (mini-CANI) for new juvenile judges

Year 1 (December 2016 through June 2017):

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.

Year 2 (July 2017 through June 2018):

JCIP planned and delivered a two-day Mini-Child Abuse and Neglect Institute for new juvenile judges in January of 2018. Nine new judges attended. The program focused on the nuts and bolts of holding hearings, and also provided sessions on entry into foster care, ICWA, Trauma Informed Care, and Case Management. Judge-presenters from courts around the state provided practical insights to handling each hearing. Five out of six judges responding to our post institute survey agreed or strongly agreed with the statement that "the information presented will be useful in my day to day work."

Project 6 – Develop and disseminate Oregon-specific child sex trafficking bench card

Year 1 (December 2016 through June 2017):

Not applicable - this is a new project added in June 2018.

Year 2 (July 2017 through June 2018):

In 2017, Multnomah County judges received technical assistance from the National Council of Juvenile Court Judges to examine how they could better respond to victims of sex trafficking. During that process, Multnomah County identified a need for an Oregon-specific bench card that provides information about how to identify and respond to victims of sex trafficking that may appear in court. They asked for a bench card that incorporates Oregon-specific information regarding applicable laws and resources. In 2018, JCIP agreed to collaborate with the CSEC Coordinator at the Oregon DOJ and the DOJ statewide Trafficking Intervention Advisory Committee to develop the bench card.

Year 3 (July 2018 through June 2019)

A team to create a bench card has been established by working with the DOJ statewide Trafficking Intervention Advisory Committee. At the recent (April 2019) JELI conference judges were asked to provide written feedback regarding what they would like to see in a bench card. Now that we have that information, we have set a meeting to draft the bench card.

Project 7 – Improve judicial handling of cases involving incarcerated parents

Year 1 (December 2016 through June 2017):

Not applicable – this is a new project added in June 2018.

Year 2 (July 2017 through June 2018):

Over the past several years, there have been several appellate reversals of trial court findings that DHS made reasonable efforts when a parent was incarcerated. The underlying facts usually involved an incarcerated parent who was interested in having visitation and participating in services and a caseworker who does little to have contact with the parent, evaluate available services, and arrange for visitation. JELI formed a work group to examine this problem in 2018.

In the spring of 2018, JCIP staff has provided assistance to the JELI Incarcerated Parents Work Group to plan and deliver a session at the Through the Eyes of a Child Conference on how courts should evaluate reasonable efforts when a parent is incarcerated. Over this same time period, JCIP staff also worked with the JELI Incarcerated Parents Work Group, Dr. Marty Beyer, DHS, and DOC on a session at the Model Court Summit devoted to the topic of the appropriateness of visitation when a parent is incarcerated.

JCIP staff and a judge who serves on the JELI Incarcerated Parents Work Group will also serve on the Children of Incarcerated Parents Implementation Team. The team, consisting of representatives from the DHS, the DOC, and other related entities that serve incarcerated parents, will be working on implementation of SB 241 (2017),

which established the Oregon Children of Incarcerated Parents Bill of Rights. The new law requires DOC to develop guidelines for policy and procedure decisions using the rights outlined in the bill, including the right to be heard and respected by decision makers when decisions are made about the child; to speak with, see, and touch the incarcerated parent; and to have a lifelong relationship with the incarcerated parent. The Governor's Office is currently assembling the team and scheduling a first meeting.

Project 8 – Conduct tribal-court/state court visits to the Confederated Tribes of the Umatilla Indian Reservation and the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians.

Year 1 (December 2016 through June 2017):

Not applicable - this project had been included in prior strategic plans, but was not included in the FY2017 strategic plan, in part due to the loss of the training grant.

Year 2 (July 2017 through June 2018):

This is a new item added to JCIP's strategic plan. In the previous grant cycle, JCIP coordinated visits of circuit court judges and staff to five of Oregon's nine federally-recognized Tribes. Previous site visits by judges to Oregon Tribes were successful and tribes and judges are now asking for additional visits. JCIP will begin planning for visits to the Confederated Tribes of the Umatilla Indian Reservation and the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians in fall 2018.

Year 3 (July 2018 through June 2019)

This project is scheduled to begin 12/2019.

Project 9 – Support judicial participation at national trainings and conferences.

Year 1 (December 2016 through June 2017):

Not applicable - this project not included in the FY2017 strategic plan due to loss of the training grant, but was reincorporated in June 2017 contingent on restoration training grant funds.

Year 2 (July 2017 through June 2018):

This Project has been added back into JCIP's strategic plan after JCIP stopped support judicial participation in national trainings and conferences after the Training Grant was not renewed. JCIP plans on planning to provide financial support to juvenile court judges in attending the following conferences: (1) the Annual NCJFCJ Conference in July 2018, and (2) the National Judicial Institute on Domestic Child Sex Trafficking in August, 2018.