

Strategic Plan/Annual Program Assessment and Reporting Template

**State Name: Washington**

**Date Strategic Plan Submitted: February 29, 2012**

**Amended April 2, 2012, August 30, 2012, and August 30, 2013**

**(Most recent amendments highlighted in yellow)**

**Timeframe Covered by Strategic Plan: Oct. 1, 2011 – Sept. 30, 2014**

**Overall Goal/Mission of CIP:** Improve outcomes for children and families in the child welfare system by increasing collaborative efforts of courts and child welfare partners.

See addendum at the end of the Strategic Plan for key to abbreviations and acronyms.

**Outcome #1: Increase depth and breadth of judicial education regarding child welfare issues.**

**Need Driving Activities & Data Source:** To gain competence and requisite knowledge to effectively handle dependency and termination cases, judges must be educated in a variety of specialized topics beyond black-letter law. Local, expansive, and inexpensive training opportunities are relatively rare for many jurisdictions. The Children’s Justice Conference affords judicial officers an opportunity to receive education on topics as diverse as childhood development, effects of trauma, substance abuse treatment, judicial leadership, ICWA issues, increasing fathers’ involvement, and racial disparity and disproportionality. RCW 26.12.800; RCW 26.12.804; RCW 2.56.230; Pew Commission “Fostering the Future: Safety, Permanence and Well-Being for Children in Foster Care, Recommendation 6; Board for Judicial Administration Unified Family Court Best Practices (March 18, 2005); 2011 PIP Sections 1.1.9, 5.2.4, 5.2.5, 5.2.6; CIP Re-Assessment Final Report June 2005.

**Strategic Category:** X Capacity Building    X Court Function Improvement    X Systemic Reform

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
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**Measurable Objective # 1: Maintain judicial officer attendance and participation at Children’s Justice Conference (CJC) by collaborating to provide judicial education tracks.**

<p>On March 5, 2012, and when date is set for 2013 CJC, send email to all superior court judicial officers describing and inviting them to CJC; obtain testimonial from judicial officers who have recently attended CJC; identify and individually invite judicial officers now in juvenile court who have not been to CJC in recent years. Identify judicial officers currently serving in juvenile court who have not attended the CJC in the past three years and individually invite them no later than April 6, 2012. There were 46 judicial officers in attendance at the 2012 CJC.</p> <p><b>Accomplishments:</b> CIP Director Invited superior court judicial officers to attend the 2013 CJC. There were 57 judicial officers in attendance, which is 10 more than the year before. CIP basic funds paid for</p>	<p>Basic, training.</p>	<p>CITA, CIP Director, CA and judicial officers.</p>	<p>December – April each year. Ongoing</p>	<p>Provide judicial officers with high quality education about dependency and termination legal issues, child development, substance abuse, trauma, parental engagement and involvement, etc.</p>	<p>Maintain current level of attendance of judicial officers each year as determined by registration list and conference invoicing.</p>	<p>Timeliness measures, captured in the Children’s Administration (CA)- Administrative Office of the Courts (AOC) data base, will continue to improve with appropriate and consistent judicial education.</p>	<p>CJC evaluations are completed by attendees, including requests for future session topics, and shared with the Children’s Justice Task Force (CJTF), for which Janet Skreen serves as consultant. CJTF analyzes evaluations for future session topics and consults with constituent stakeholders, including social workers, CASA, defense counsel, assistant attorneys general, judicial officers, and CIP staff, to verify and plan for identified needed training. CIP Staff sent email to all judicial officers who attended 2012 (and will do so annually for subsequent conferences) CJs requesting feedback as to which sessions were helpful, and suggestions for future sessions. That feedback will be shared with FJLC, FJCIP, the CIP Steering</p>
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conference fees and travel expenses. CITA worked with conference planners from CA to provide a judicial training track.							Committee, and the Children's Justice Task Force (primary CJC planning committee) for comment and suggestions for future CJs.
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**Measurable Objective # 2: Maintain judicial officer attendance and participation at Reasonable Efforts Symposia (RES). (This objective is being incorporated into #3 and #6)**

<p>Invite judicial officers to and encourage active participation in RES planning meetings for each RES to be held in 2012 and 2013. Judicial officers on planning committee will invite colleagues to RES.</p> <p><b>Accomplishments:</b> Four of the seven scheduled Reasonable Efforts Symposia have occurred. The last three will be completed by the end of September 2013. The symposia focused on subjects such as best practices in dependency and broadening cultural perspectives.</p> <p>Given the robustness</p>	Basic, training.	CIP staff, CITA director and staff, RES Planning Committee [Assistant Attorney General (AAG), Court Appointed Special Advocate (CASA), defense counsel, CA Area Administrator].	Ongoing in counties that request RES.	Provide judicial officers with high-quality education about dependency and termination legal issues tailored for their local jurisdiction.	At a minimum, maintain judicial officer attendance each year, as evidenced by judicial sign-in sheet at each RES for next two years.	Timeliness measures, captured in the CA-AOC shared database, will continue to improve with appropriate and consistent judicial education.	RES evaluations and requests for future topics are completed by attendees each year. CIP staff, Court Improvement Training Academy (CITA) Director and staff, and RES Planning Committee analyze evaluations and use attendees feedback to plan future RES. Judges are invited to attend both statewide and local planning committee meetings to get their input on future RES and the effectiveness of past RES. Judges and commissioners were asked for input about RES's at the FJLC meeting February 25, 2012 and gave CIP staff good feedback
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<p>of data now available to the courts, CITA is in a position to both target and tailor their approach in a much more precise way than has been possible to date. Rather than maintain the RES for all regions in the state, CITA will focus efforts in specific counties and provide those counties with a menu of possible interventions. Taking this more flexible, custom fit approach to programming better meets the needs of the courts and concrete measures of success to those initiatives. See Objective #6b for a more detailed description.</p>							<p>about changes they would like to see. CIP staff in turn shared that with CITA, the primary planning entity, with county planning committees, for the RES. After each RES, CITA and CIP staff debrief the RES and strategize how to make future RES's more usable.</p>
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**Measurable Objective #3: Continue CLE and MCJE trainings and technical assistance through the Court Improvement Training Academy (CITA).**

<p>Continue CITA sponsorship and co-sponsorship of approximately 40 direct trainings for judges, lawyers, and other professionals across Washington each year. CITA's trainings focus on making innovative</p>	<p>Training.</p>	<p>Judicial officers, court staff, AAG, defense counsel, CASA, social workers, service providers, professional experts, foster parents, foster alum, veteran parents, school</p>	<p>Ongoing.</p>	<p>Provide the courts and child welfare partners with educational opportunities to improve discrete areas of practice, overall outcomes for children and families, and court processing improvements.</p>	<p>At a minimum, maintain judicial officer and stakeholder attendance for each of the next two years.</p>	<p>Timeliness measures, captured in the CA-AOC shared database, will continue to improve with appropriate and consistent judicial education.</p>	<p>CITA collects evaluations from attendees at local court events and follows up with additional evaluation measures with local jurisdictions at specified intervals to determine how</p>
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<p>practice and research information available to practitioners in the field. CITA typically trains in an open, multi-disciplinary environment designed to engage participants in direct learning of technical concepts to improve practice and to foster continuing conversations across disciplines as to how these interventions are best adapted in a local environment.</p> <p><b>Accomplishments:</b> COMPLETED.</p> <p><b>New Activity:</b> CITA will provide direct trainings and training/technical assistance events.</p>		<p>personnel.</p>					<p>practices have changed and/or improved and to target changes and improvements in future trainings. The CIP Steering Committee will also provide feedback to CITA.</p>
<p>CITA is sponsoring two-day dependency training for both new and experienced judicial officers. Also considering how to segment the training so it can be made into Webinars.</p> <p><b>Accomplishments:</b> In June 2013, the two-day dependency training course was attended by over 20</p>	<p>Training and basic.</p>	<p>CITA Director and Staff, CIP Director, judges and commissioners.</p>	<p>November 1 &amp; 2, 2012; hope to repeat it annually thereafter.</p>	<p>Provide new and experienced judicial officers with in-depth education on dependency through interactive activities following a case from shelter care through termination and adoption.</p>	<p>Ultimately the goal is to have case processing data and outcomes for children improved. Because every judicial officer from any one county is not likely to attend, and our data does not support tracking of individual judicial officers' performance on timeliness measures and outcomes, performance improvements will be tracked by self-reporting of judicial officers. Data improvements will be difficult to correlate to this specific training.</p>		<p>Evaluations will be completed onsite; CITA and CIP will analyze responses and will follow-up with attendees as needed for greater clarity. CITA and CIP will take feedback and incorporate suggested changes/improvements into future iterations of the training. CITA and</p>

<p>new and experienced judicial officers, The course was well-received and CITA is planning on offering this course on an annual basis. CITA initially considered development of this training in webinar format, but determined that type of format would dilute the value of the in-person training.</p>						<p>CIP will also follow up with attendees periodically (every 2-3 months) for a period of one year to see how judicial officers are applying principles/best practices learned at dependency training. This feedback will again be utilized to inform future iterations of the training. The first statement should provide sufficient feedback. The second statement is being removed because the difficulties outweigh the benefits.</p>
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**Measurable Objective #4: Continue CITA’s electronic presence for judicial officers and child welfare partners.**

<p>CITA will continue to maintain a number of electronic resources including a web page, two ListSers, and a blog. The web page (<a href="http://www.uwcita.org">www.uwcita.org</a>) provides access to on-demand training videos, materials, notice of upcoming learning opportunities and more. One of the most frequently accessed items on</p>	<p>Training.</p>	<p>Judicial officers, court staff, AAG, defense counsel, CASA, social workers, service providers, professional experts, foster parents, foster alum, veteran parents, school personnel.</p>	<p>Ongoing.</p>	<p>Provide the courts and child welfare partners with immediate educational opportunities and pertinent information 24/7.</p>	<p>At a minimum, maintain annual average of hits on CITA web site.</p>	<p>Timeliness measures, captured in the CA-AOC shared database, will continue to improve with appropriate and consistent judicial education.</p>	<p>CITA maintains a count of web-site visitors and on its web site has a page with contact information for comments about CITA. CITA also solicits feedback from stakeholders at every sponsored training and at Commission on Children in Foster Care (CCFC) meetings. CITA</p>
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<p>the web page is the <i>Juvenile Non-Offender Benchbook</i> which is regularly maintained and updated by CITA. Listservs include "CITA News" which provides updates on learning opportunities, legislation, appellate cases of interest, and other news for the child welfare practitioner, and "The Sounding Board" which provides commentary on books and research of interest to those working in child welfare. The Sounding Board is also available in blog format. CITA plans to improve the functionality of their website and draw more participants to the site. CITA will also send new information regarding trends, etc. to judicial officers through the FJLC listserv.</p> <p><b>Accomplishments:</b> CITA maintains approximately 60 hits</p>							<p>took suggestions to heart and revamped its website recently, and a request for feedback is included on the homepage.</p>
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<p>per day to the CITA website. CITA added the following to their Training on Demand web page: <i>Promoting Recovery and Resilience for Children and Youth involved in Juvenile Justice and Child Welfare Systems Webinar and a Washington State ICWA Presentation.</i> CITA plans to improve the functionality of their website and draw more participants to the site.</p>							
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**Measurable Objective #5: CITA will develop in-person and web-based training on new safety model. (This objective will be included in #3)**

<p>CITA will collaborate with Children’s Administration (CA) in developing training curriculum for in-person and web-based training that is based on training already done for Georgia, for Washington judicial officers and child welfare partners.</p> <p><b>Accomplishments:</b> Safety Model training was provided to King County and one other county. If a jurisdiction</p>	<p>Training.</p>	<p>CA, judicial officers, defense counsel, CASA, tribes, and AAGs.</p>	<p>December 2012.</p>	<p>A training curriculum will exist for both in-person and web-based education sessions on the new Safety Model.</p>	<p>All judicial officers serving in juvenile court will have the opportunity to attend either in-person or web-based training on new Safety Model.</p>	<p>CITA web site training count and attendance rosters for in-person training.</p>	<p>CITA collects evaluations from attendees and follows up with additional evaluation measures at specified intervals to determine how practices have changed and/or improved, and to target changes and improvements in future trainings. CITA will advise collaborative partners how many of each discipline attended the</p>
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specifically asks for the training, CITA may provide the training, but due to budget limitations, will not be able to provide state-wide or web-based training.							hearings and will provide feedback to and ask for input from those stakeholders from attendees' comments, for use by CITA in future trainings. See also CQI document.
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**Measureable Objective #6: CITA will assist with development of county-specific strategies to improve timeliness of filing for TPR petitions that can be taught in in-person and web-based training to comply with PIP Section 5.2.4 -.6.**

<p>CIP Director and Researcher will perform site visit case reviews to determine why TPR filings were late. Specific cases to be reviewed are identified by IDTR.</p> <p><b>Accomplishments: COMPLETED.</b> CIP Director and Researcher performed case reviews at Kitsap and Chelan Counties, finding that most issues were related to miscoding. The CIP Director and Researcher and CITA met with FJCIP Coordinators from several counties in May 2013 to discuss the results of these and other counties where case files were</p>	Data.	CIP, FJCIP Coordinators, clerks, judicial officers in Chelan and Kitsap Counties.	August 22, 2012 for initial case file reviews; periodic revisiting of IDTR-identified cases until March 2013	CIP will have proof of coding errors, missed deadlines, need for more direction to AAGs for filing TPR, need for earlier review hearings, need for adjustments in reporting protocols for IDTR.	TPR petition filing timeliness will improve to statutory requirements.	CA-AOC shared database will capture TPR petition filing timeliness measure on IDTR.	CIP Director and Researcher will immediately share case review findings with FJCIP staff and judicial officers as appropriate, who in turn will consult with each other and clerks to correct practices for codes data entry by clerks; FJCIP coordinators will report back to CIP Director and Researcher re any changes agreed to by clerk with regard to data entry. CIP Director and Researcher will examine IDTR data to see if it reflects corrections in data entry and changes in practice and will report results back to FJCIP coordinator and court.
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<p>reviewed. Steps for improving data entry efforts were presented.</p>							
<p>CITA and CIP staff will collaborate with judicial officers and clerks in selected counties to develop county-specific strategies to improve timeliness of filing of good cause or an order to file Termination of Parental Rights (TPR) petitions to be used in in-person and web-based training of judicial officers and clerks.</p> <p><b>Accomplishments:</b> A Power Point has been developed to address the timeliness of TPR filings and posted on the CITA website. Additionally, education and assistance regarding timely filings of TPR petition, and appropriate coding of reasons for not timely filing a TPR petition has been provided to King, Grays Harbor, Benton, Grant,</p>	<p>Basic, Data and Training.</p>	<p>CITA, CIP staff, Judicial officers, FJCIP coordinators and county clerks.</p>	<p>March 30, 2013, Ongoing.</p>	<p>The strategies used by counties with strong TPR timeliness measures will be identified and developed for training. Improved timeliness of finding of good cause or an order to file TPR petition.</p>	<p>TPR petition filing timeliness will improve to statutory requirements.</p>	<p>CA-AOC shared database will capture TPR petition filing timeliness measure on IDTR.</p>	<p>CITA collects evaluations from attendees and follows up with additional evaluation measures at specified intervals to determine how practices have changed and/or improved and to target changes and improvements in future trainings. As best practices are determined by site visits, CITA and CIP staff will share those best practices and where necessary, train to them, with local court judges, CA regional and area administrators, defense counsel, AAGs, and FJCIP coordinators in counties that have poorer performance rates in the TPR measure. CITA's evaluation process invites local courts, AAGs, OPD, CASA, and CA to provide</p>

<p>Kitsap, and Clark Counties. A review is being conducted for each court to determine if the “Exceptional Circumstance” finding is being made by the court, and if so, whether it is being properly documented and coded. Further assessment on the local level is necessary to determine why these cases are not moving forward.</p> <p><b>New Activity:</b> CITA will continue to work with King, Grays Harbor, Benton, Grant, Kitsap, and Clark Counties; and also include Pierce, Snohomish, Spokane, Yakima, Whatcom, Walla Walla, Skagit, Cowlitz, Thurston County courts to improve the timely filing of TPR petitions.</p>							<p>input as to the effectiveness of the training and other discrete factors so CITA can appropriately tailor future trainings to that local court's/community's needs. court and community it serves.</p>
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**Outcome #2: Reduce Racial Disproportionality in dependency cases.**

**Need driving Activities and Data Source:** Children of color enter care more frequently and have longer stays in care than white children; identified in the Washington Program Improvement Plan (PIP) as reflected in court/Children’s Administration (CA) data and reporting.

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
<b>Measureable Objective #1: Provide training on institutional racism, Through collaboration, research solutions to institutional racism, enhance statewide dependency reporting to include disproportionality, and begin reporting to the courts, the Commission on Children in Foster Care (CCFC), and the Legislature.</b>							
<p>CITA will work with Pierce and King Counties to explore methodologies and models for addressing disproportionality. develop and conduct multidisciplinary training regarding institutional racism and how to evaluate it.</p> <p><b>Accomplishments:</b> CITA is working with King County child welfare in collaboration with the Racial Disproportionality Committee to provide training on October 23-24, 2013.</p>	<p>Training.</p>	<p>CITA, Courts, CA, children’s and parents’ attorneys, AAG, and CASA.</p>	<p>Conduct initial training in King and Pierce Counties in 2012. September 2014</p>	<p>Research for methodologies and models for addressing disproportionality will be conducted in two counties. Trainings conducted in two counties.</p>	<p>Reduction in disproportionality.</p>	<p>FamLink, SCOMIS, and Attorney General Reporting System.</p>	<p>CITA collects evaluations from collaborative attendees and follows up with additional evaluation measures at specified intervals to determine how practices have changed and/or improved and to target changes and improvements in future trainings. Presentations and reports will be provided to the CCFC and courts — guidance will be given and policies modified. King County judicial officers developed action planning for child welfare cases and the King County Superior Court</p>

						Presiding Judge will follow-up to ensure that the action plan is implemented and is effective. He will report to the Model Courts Advisory Committee. CIP staff attends the Advisory Committee meetings and will discuss the input of the presiding judge with CITA to inform future undoing racism trainings.
Develop Measuring and Reporting System for racial disproportionality This section becomes Objective #3 below.	Data.	CA and AOC's Washington State Center for Court Research (WSSCCR).	December 2012.	Pilot site baseline report developed to compare outcomes participating counties; 2012 Timeliness of Dependency Case Processing Report will include disproportionality measures.		WSSCR will monitor King County and Pierce County courts' input on disproportionality, and self-reporting by judicial officers of improvements in their own inherent biases, to develop appropriate disproportionality and bias awareness measures.
Institute changes in King County Model Court to determine methods of improving rates of disproportionality and to determine whether those changes effect whether (as it may be assumed from national and state	Basic.	King County Model Court Advisory Committee, CA, parents' and children's attorneys, AAG, and CASA.	Complete baseline by December 2012; evaluate results of changes on quarterly basis in 2012, with final results compiled in	Documentation of identified methods of reducing (improving) rates of disproportionality.	Measuring and Reporting System developed above.	See CQI. King County Model Court Advisory Committee members will provide input to CIP staff and NCJFCJ Model Courts Liaison as to effectiveness and feasibility of any procedural/practice changes and need for adjustments to any new models.

<p>demographic statistics) that children of color fare worse in timeliness measures than do other children.</p> <p><b>Accomplishments:</b> King County Model Court is continuing the pilot project regarding disproportionate status of kids in care. They are working towards providing bench cards that are relevant to specific stakeholders including social workers, supervisors, defense attorneys and AGs, CASA supervisors, service providers and the tribal community.</p>			<p>January 2014 for inclusion in the annual DTR. The goal is to have monthly data exchanges so that the analysis of impact from any improvements can be done on a timelier basis. The interactive online database is updated monthly with SCOMIS data and quarterly with FamLink data (currently) and can be accessed by courts and CA 24/7. Ongoing</p>				
<p><b>Measurable Objective #2: Judges and commissioners will attend state-wide ICWA Summit October 9 &amp; 10 to learn challenges and possible solutions in over-representation of Indian Country children in dependency and termination cases.</b></p>							
CIP Director and judges will serve on	Basic.	CIP Director, DSHS Indian	Planning will be complete	State-wide ICWA Summit agenda will be	No change in data is anticipated to be	No change in data is anticipated to be	Planning committee members meet

<p>planning committee with Indian Policy Advisory Committee, tribes, and AG's Office to plan state-wide ICWA Summit October 9 &amp; 10.</p> <p><b>Accomplishments: COMPLETED.</b></p>		<p>Advisory Policy Staff, assistant AG, tribal members and tribal court judges, state court judges.</p>	<p>by September 15, 2012.</p>	<p>published and disseminated to stakeholders, including superior court judges and commissioners.</p>	<p>achieved in the summit planning process.</p>	<p>achieved in the summit planning process.</p>	<p>weekly to discuss sessions content and faculty. After each session, committee members consult with constituents from their member organizations for feedback on session content and faculty. Committee members report back to the planning committee for adjustments in the agenda and faculty. Those suggested changes are discussed by the full planning committee and changes are made as deemed appropriate by the committee.</p>
<p>Judges and commissioners will attend the state-wide ICWA summit October 9 and 10, with CIP providing full funding for up to 15 judges and commissioners.</p> <p><b>Accomplishments: COMPLETED.</b> As a result of the ICWA Summit, there is interest in forming a tribal-state court consortium to work on ICWA and other issues. A meeting</p>	<p>Basic, Data, and Training.</p>	<p>CIP Director, state court judges and commissioners.</p>	<p>Summit will be held October 9 &amp; 10, 2012.</p>	<p>CIP hopes to have a minimum of 15 judges and commissioners attend the session, with four judges (including one appellate judge) and one commissioner serving as faculty.</p>	<p>Compliance with ICWA will increase, and with increased compliance, reduction in disproportionality, especially in disproportionate length of stays because of improved case processing.</p>	<p>Timeliness measures will include racial categories, including Native American only, and Native American mixed. Compliance with statutory time frames can be determined for Indian children. For 2012 report, only statewide data will be available. Starting in 2013, county-specific data will be developed. Analysis will later be</p>	<p>Immediate feedback about the perceived effectiveness of the Summit will be obtained by evaluations completed immediately after each session and the Summit as a whole. The feedback and registration roster will be reviewed by CIP Director, CITA Director, and CIP Researcher to identify stakeholders and areas of practice to focus on in development of</p>

<p>will be held at the 2013 Fall Judicial Conference to discuss next steps. A bench guide is being developed to assist judicial officers in understanding differences and similarities between both types of courts. See new Objectives #4 and #5 below.</p>						<p>done to determine if compliance with statutory timeframes actually results in less disproportionality. Surveys will also be developed for identified stakeholders who attended the Summit, such as judges, commissioners, parents' attorneys, and AAGs, to determine if practice has changed as a result of the ICWA Summit.</p>	<p>survey instrument. Once the survey responses are received, CIP Director, CITA Director, and CIP Researcher can analyze whether practice has changed, and what further training or data needs to be developed to reduce disproportionality. With the creation of the DTR Advisory Committee (see below), feedback on the racial disproportionality measures will be obtained, analyzed, and refinements in those measurements made to the DTR. Further feedback will be requested from the DTR Advisory Committee as new measures are identified and published, analysis done, and more refinements or additions made.</p>
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**Measurable Objective #3: Develop measuring and reporting for racial disproportionality and begin reporting to the courts, the Commission on Children in Foster Care and the Legislature.**

<p>Continue development of measuring and reporting system for racial</p>	<p>Data</p>	<p>Department of Social and Health Services (DSHS) Research Data Analysis (RDA)</p>	<p>Ongoing</p>	<p>Racial disproportionality data will be included in the <i>Dependent Children in</i></p>	<p>Reduction in disproportionality</p>	<p>FamLink, SCOMIS, Attorney General Reporting System</p>	<p>Judicial officers, court staff, CA, AAG, CCFC will receive data through the <i>Dependent Children in</i></p>
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<p>disproportionality. AOC Washington Center for Court Research (WSCCR) is developing a partnership with DSHS Research Data Analysis (RDA) to collect data and report on racial disproportionality and disparity as it relates to and impacts case processing and outcomes for children and families.</p> <p><b>Accomplishments:</b> WSCCR developed measuring and reporting system for racial disproportionality and included available data in the <i>Dependent Children in Washington: Case Timeliness and Outcomes 2012 Annual Report</i>. WSCCR is working on developing a partnership with DSHS Research Data Analysis (RDA) to collect data and report on racial disproportionality and disparity as it relates to and</p>		<p>and CA, AOC WSCCR.</p>		<p><i>Washington: Case Timeliness and Outcomes</i> annual report. New initiatives will take several years to produce results and for changes to be reflected in the data.</p>			<p><i>Washington: Case Timeliness and Outcomes</i> annual report and have an opportunity to provide feedback to the DTR Advisory Committee.</p>
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impacts case processing and outcomes for children and families. New initiatives will take several years to produce results and for changes to be reflected in the data.							
<b>Measurable Objective #4: Improve relationships between Tribal Courts and State Courts.</b>							
Continue mutual efforts with the Gender and Justice Commission to enhance collaboration between Tribal Court and State Court judicial officers.	Basic	Judicial officers from state and tribal courts, CIP Director, Gender and Justice Commission, CCFC, Casey Family Foundation	Meeting set for September 23, 2013. Ongoing.	Improved relationships between tribal courts and state courts.	Improved ICWA compliance. Improved services to families.		CCFC, FJLC and Gender and Justice Commission will receive progress reports regarding the collaborative efforts and provide feedback regarding methodologies.
<b>Measurable Objective #5: Support Tulalip Tribal Court/Snohomish County Superior Court pilot project regarding dependent youth and truancy.</b>							
CIP Director will support and monitor the efforts of the Tulalip Tribal Court and Snohomish County Superior Court as they implement their pilot project regarding collaboration on dependent youth that are involved in both courts due to truancy.	Basic	Tulalip Tribal Court, Snohomish County Superior Court, Office of Superintendent of Public Schools, Snohomish School District, AAG, CIP Director	Planning will be completed and pilot project in place by April 2014. Ongoing.	Dependent children will be better served by the two courts working together resulting in a reduction in truancy rates.	Reduction in truancy rates.	FamLink, SCOMIS, OSPI data.	Results from this pilot project will be shared in report form with FJLC, CCFC, and OSPI.

**Outcome #3: Continue improvements in frequency of data exchange between Children’s Administration and the courts.**

**Need driving Activities and Data Source:** Data exchange must be nearly real-time in order for courts and Children’s Administration (CA) to be able to effectuate timely improvements; PI Part V.

**Strategic Category:** X Capacity Building    X Court Function Improvement    X Systemic Reform

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
<p><b>Measurable Objective #1: Frequency of monthly updated court data exchange will be increased to monthly exchanges—occur at least quarterly between WSCCR and Children’s Administration.</b></p>							
<p>CIP Data/Child Welfare Researcher will continue collaboration with CA data shop to improve/increase frequency of data exchange.</p> <p><b>Accomplishments:</b> COMPLETED and ongoing. MOU regarding data exchange between AOC and CA is close to being finalized. Will be working towards exchange back of IDTR to CA,</p>	<p>Data.</p>	<p>WSCCR and CA.</p>	<p>December 2012 and Ongoing.</p>	<p>Data exchanges will be performed monthly.</p>	<p>Timeliness measures will be improved over 2011 levels.</p>	<p>CA-AOC shared database.</p>	<p>Local courts, CA, OPD, and FJCIP coordinators have 24/7 access to interactive, online timeliness reports with county and case-specific data, and can identify trouble spots in both case handling and data collection. Reports back to CIP staff and WSCCR can be made immediately for discussion and corrections in data reporting as</p>

AG, CITA and OPD.							needed.
<b>Measurable Objective #2: Timeliness of dependency case processing annual report will include time to TPR.</b>							
<p>CIP Director and CIP Researcher will work collaboratively with Codes Committee to <b>develop and continue to</b> implement “legally free date” codes for entry into SCOMIS. This will allow WSCCR to add time to TPR achievement to Timeliness of Dependency Case Processing Annual Reports (DTR). <del>2011 report attached.</del></p> <p><b>Accomplishments:</b> The AOC Codes Committee approved legally free notice, which is supposed to be entered when the last parent termination order is entered. The new codes started in June 2013. CITA will need to provide training so those using the system will input data correctly for WSCCR to track.</p>	Data.	WSCCR, Courts, CIP staff, Codes Committee, and CA.	<b>December 2012 and Ongoing.</b>	Data is exchanged and gathered by December each year; Report is written and distributed annually in February.	<b>CIP Director will research methodology to Will</b> create baseline for TPR.	CA-AOC shared database; eventually perhaps AAG data as well – at present, data is not amenable to sharing and configuring with AOC/CA data..	Courts, CITA, CCFC, Legislature, and CA all receive DTR and provide feedback; each year WSCCR, CITA and CIP staff review feedback and make changes to report as needed. The DTR will be sent to each CA RA with a request for input as to the measures in each of the 3 regions. In addition, pending DTR Advisory Committee will provide input and guidance for the development of the Time to TPR measure. As additions or corrections to data are identified, refinements will be made, with feedback requested from the DTR Advisory Committee, making a continuous feedback loop.
<b>Measurable Objective #3: Assistant attorneys general will have access to and training on online dependency timeliness reports.</b>							
AOC will create portal through public website for access by	Data.	AOC WSCCR, AOC Information Services	August 2012, with new AAGs	CIP will gain another viewpoint of the usefulness of and	CIP will add or eliminate measured data points as	CA-AOC shared database; eventually perhaps	AAGs will be asked for immediate feedback at IDTR

<p>assistant attorneys general by August, 2012. CIP Data Staff will train assistant attorneys general on online DTR and will invite continual feedback as to how to make online DTR more useful for this cohort of child welfare partners.</p> <p><b>Accomplishments:</b> The portal has been created. Agreement between AOC and AAG will be signed by October 2013. Training of AAG staff will be completed by April 2014.</p>		<p>Division, assistant attorneys general.</p>	<p>added to access base and individually trained as needed after initial training is offered in October 2012 (delayed from original date of August 23, 2012, because of conflicts with vacations).</p>	<p>suggested refinements to dependency case processing timeliness data.</p>	<p>appropriate based on input from all stakeholders (judicial officers, FJCIP coordinators, OPD, AAGs, Children's Administration leadership and staff)</p>	<p>AAG data as well – at present, data is not amenable to sharing and configuring with AOC/CA data.</p>	<p>training in October 2012 and will be invited to send continuing feedback to CIP Data Staff, CIP Director, and through DTR Advisory Committee. CIP staff will incorporate as appropriate suggested refinements into IDTR, continually checking back with AAG for additional input and suggested refinements.</p>
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**Measurable Objective #4: Dependency Timeliness Report Advisory Committee will provide guidance to AOC WSCCR and CIP regarding future content of DTR and IDTR.**

<p>AOC will convene the DTR Advisory Committee (DTR AC) to inform the future path of the DTR and IDTR.</p> <p><b>Accomplishments:</b> COMPLETED 2012 report. Ongoing.</p>	<p>Data.</p>	<p>AOC WSCCR, CIP Data Staff and Director, judicial officers, Children's Administration leadership and staff, DSHS Research and Data Analysis Division, Office of Public Defense, Attorney General's Office, FJCIP Coordinators,</p>	<p>DTR AC membership to be determined by September 17, 2012; initial meeting to be held by December 2012; Ongoing.</p>	<p>AOC WSCCR and CIP will jointly share ownership of the DTR and IDTR with critical child welfare partners. AOC WSCCR and CIP attempted to create such a committee three years ago, without success, because of lack of interest. With the enhancements to the reports and recognition DTR and IDTR has gotten,</p>	<p>CIP intends for the data to become more robust in frequency, depth, and usefulness. Different points of measurement, such as child well-being, should be possible with the collaborative partnership and ownership of the DTR and IDTR.</p>	<p>CA-AOC shared database; eventually perhaps AAG data as well – at present, data is not amenable to sharing and configuring with AOC/CA data.</p>	<p>DTR AC will meet regularly at intervals yet to be determined to fully discuss DTR and IDTR functionality, usefulness, and robustness, and to plan future iterations of DTR and IDTR. DTR AC members will consult with their constituent groups, report back to DTR AC, recommendations</p>
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		and Casey Family Programs.		there is much interest in helping guide the future development of the DTR and IDTR. Collaboration and joint ownership of the reports will take place.			will be discussed and decisions made whether to implement recommended changes. If changes are made, DTR AC will be asked to seek additional feedback from constituent groups, evaluate changes, and make additional recommendations. The feedback loop will be ongoing and continuous.
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**Outcome #4: Improve outcomes (school stability, well-being of vulnerable students) for all students in foster care.**

**Need driving activities and data source:** Children in care have far reduced education graduation rates and other well-being outcomes, such as higher referrals to juvenile and adult criminal systems and mental health problems; 2010 Timeliness of Dependency Case Processing Annual Report; Fostering Connections to Success and Increasing Adoptions Act of 2008 (P.L. 110-351); Chapter 112, Laws of 2003 (Educational Attainment of Children in Foster Care); RCW 28A.150.510. The 2010 DTR, Exhibit 17, showed that in Washington, 72% of nondependent children graduated from high school, while only 39% of dependent youth graduated.

**Strategic Category:**  Capacity Building     Court Function Improvement     Systemic Reform

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
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**Measurable Objective #1: Improve School Stability.**

<p>CIP staff, Courts, CA, and Office of Superintendent of Public Instruction (OSPI) will accomplish tasks in action plan developed at Child Welfare, Education, and the Courts Summit: improve the immediate transfer of school records.</p> <p><b>Accomplishments:</b> School records are now available between schools and a new understanding of FERPA will allow electronic transfer of records between OSPI and CA. Identification of which records are needed for student transfers is the next step in this collaborative effort.</p>	Basic.	WSCCR, Courts, CIP Staff, CA, and OSPI.	September 2012 and Ongoing.	New policies and procedures set for transfer of school records.	School records will be transferred between schools faster to meet requirement of RCW 28A.150.510.	FamLink, OSPI	Courts, CA, and OSPI will collaborate on establishing data profile for transfer of school records and will make adjustments in procedures as needed. See also CQI.
Create a geomap of licensed foster care homes by school district and where children are removed, to target foster home recruitment based on identified need for foster care homes in discrete locations.	Basic.	OSPI, CA, and CIP staff.	Spring 2012 and ongoing. Completed.	Geomap.	Geomap will be updated as needed.	FamLink and OSPI database.	Courts, CA, and OSPI will collaborate on establishing data profile for creation of geomap and will make adjustments in procedures as needed. See also CQI.

<p><b>Accomplishments:</b> COMPLETED. Geomap of licensed foster care homes by school district has been created and is available on the OSPI website.</p>							
<p><b>Measurable Objective #2: Improve well-being of vulnerable students.</b></p>							
<p>CA, OSPI, Passion 2 Action, and Courts will create comprehensive cross-administration youth engagement strategy to improve youth voice, adult action, and positive outcomes.</p> <p><b>Accomplishments:</b> Provided CIP basic funding for Mockingbird Society to host the annual Foster Youth and Alumni Leadership Summit where youth were able to articulate their thoughts and ideas for improving the foster care system. CCFC listened and will be following up with possible changes. OSPI worked with youth throughout the year in preparation for</p>	<p>Basic.</p>	<p>Children's Administration, OSPI, Passion to Action, Courts, and CIP staff.</p>	<p>Ongoing; <del>will reassess progress</del> June 2012.</p>	<p>Distribution of strategy to stakeholder partners.</p>	<p>Strategy will be updated as needed.</p>	<p>Reports back to Summit coordinators as evidenced at <a href="http://www.nrcpfc.org/education_summit/state/WA/index.html">http://www.nrcpfc.org/education_summit/state/WA/index.html</a>.</p>	<p>Courts, CA, and OSPI will collaborate with CCFC on establishing a strategy and will make adjustments in strategy procedures as needed. See also CQI.</p>



this event. Will continue efforts.							
<p>Develop broad communication strategy that includes OSPI, CA, Courts, and local partners.</p> <p><b>Accomplishments:</b>          Planning meeting to be held in Fall 2013 to include communications officers from each agency to brainstorm the best ways to inform the community about kids in foster care and educational outcomes. This public outreach could increase number of licensed homes, mentors and educational liaisons.</p>	Basic.	CA, Courts, CIP staff, OSPI, and local partners.	Ongoing; will reassess progress in June 2012.	Distribution of strategy to stakeholder partners. Public outreach could increase the number of licensed homes, mentors and educational liaisons available to dependent youth.	Strategy will be updated as needed.	Reports back to Summit coordinators as evidenced at <a href="http://www.nrcpfc.org/education_summit/state/WA/index.html">http://www.nrcpfc.org/education_summit/state/WA/index.html</a> .	Courts, CA, OSPI will collaborate with CCFC on establishing a strategy and will make adjustments in strategy procedures as needed. See also CQI.

**Outcome #5: 100% of children ages 13-17 will attain emotional and legal permanency with the same benefits as those who would have previously aged out of care (overall outcome as defined in action plan for the Three Branch Institute).**

Some initial data was gathered in percentages (not actual numbers) of effected youth. The initial workgroup, consisting of the three branches of government in Washington State, has not formally met for some time; however, efforts towards the goals have been incorporated into other areas of focus. There is an increased emphasis on permanency for all children, not just ages 13-17. For example: Casey Family Programs has been working closely with Children’s Administration, as well as permanency roundtables, system reform teams, federal fostering connections through age 21, and reinvestment of Title IV-E funding. The three branches of government continue these collaborative efforts, however, it is not specifically referred to as the “Three Branch Institute.” The CIP Steering Committee will be meeting at the beginning of next year to discuss Outcome #5 further to better reflect our current status, goals and objectives for achieving those goals.

**Need driving activities and data source:** Children who attain permanency often receive less public benefits than do their counterparts who age out of care; Three Branch Institute on Adolescents in Foster Care: Increasing Permanency, Reducing Entries RFP.

**Strategic Category:** X Capacity Building    X Court Function Improvement    X Systemic Reform

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
<b>Measurable Objective #1: Reduce by 10% per year number of youth ages 13-17 first entering care with a focus on those entering for "child behavior problems or parental "unwillingness" or "inability" to parent.</b>							
Define % of kids 13-17 entering who are dependent – actual numbers (how many are we talking about, not just percentages).	Basic.	CA, WSCCR, Courts	September 2012 and ongoing.	Establish baseline: number of teenagers in care.	Numbers will be updated as needed.	CA-AOC shared database.	CA and WSCCR will collaborate with CCFC on creation of baseline and will make adjustments in procedures as needed. See also CQI.
Reduce #of youth 13-17 with the goal of long term foster care goal by at least 10% per year until the majority leave care with emotional and legal permanency	Basic	CA, WSCCR, Courts, Legislature, and Executive Branch.	Ongoing	Conduct permanency round tables for all 13-17 youth in care over a year.  Educate all case participants on benefits and permanency options so they can make an informed choice.  Provide legislative authority for savings reinvestment.  Change benefits	Nearly 100% of all children leaving care have emotional and legal permanency.	CA-AOC shared database.	CA, WSCCR, Courts, Legislature, and Executive Branch will collaborate with CCFC and will make adjustments in action plan as needed.

				<p>structure to incentivize permanency (education, housing, etc.).</p> <p>Sponsor judicial initiative for cold case review in decreasing order of length of stay for all 13-17 year olds in every county including an in-chambers interview with you.</p> <p>Change judicial culture from “either/or” to “both/and” strategies for permanency. Each county’s judicially-led system reform team will develop a plan.</p>			
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**Outcome #6: Parents in Snohomish, Spokane, and Thurston Counties will be mentored by veteran parents.**

Need driving Activities and Data Source: “[T]he court did not typically engage parties when present in hearings.”: Washington CIP Reassessment, Finding – Parental Appearances and Engagement in Hearings, p. 8. Parents need to be more involved in case and services planning: CFSR II Well-being outcome 1.

Strategic Category: Capacity Building    X Court Function Improvement    X Systemic Reform

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training,</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate,</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and</i>
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<i>specific outputs and demonstrate progress toward the outcome.</i>	<i>data and/or other grants or funding sources as appropriate.</i>	<i>involved in implementation of the activity.</i>	<i>"ongoing".</i>	<i>accomplish through the activity.</i>	<i>change in data the CIP intends to achieve.</i>	<i>drawn to measure anticipated changes due to CIP activity.</i>	<i>methodology/products for dissemination of findings.</i>
<b>Measurable Objective #1: All three counties will have a Parent to Parent Program Leadership Team comprised of key stakeholders and veteran parent leaders.</b>							
<p>Catalyst for Kids (part of the Children's Home Society) will develop a Parent to Parent Program (P2PP) Leadership Team comprised of veteran parents and stakeholders from each of the child welfare-related systems in the 3 counties.</p> <p><b>Accomplishments: COMPLETED.</b> Each county developed strong Parents for Parents Leadership Teams that took ownership for developing the program at their sites, and continue to assume responsibility for oversight and support. Participants include representatives of the County Superior Court, Office of the Attorney General, Office of Public</p>	Basic and data.	The court, Catalyst for Kids, FJCIP Coordinator, CASA, Children's Administration, AAG, OPD, CIP Data Staff and Director.	Sept. 2012	P2PP Leadership Team will help plan and form the P2PP in each of the 3 counties.	With a successful P2PP in these three counties, data should indicate increased compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.	CA-AOC data exchange; case reviews; surveys; stakeholder interviews.	Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys, and P2PP staff, including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.

Defense Parent Representatives and Social Workers, Children's Administration, CASA, and local community service organizations							
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<b>Measurable Objective #2: Snohomish, Spokane, and Thurston Counties will have an organization to sponsor the P2PP.</b>							
<p>Catalyst for Kids will work with the Leadership Team to identify an organization (e.g., court) to sponsor the project.</p> <p><b>Accomplishments: COMPLETED.</b>  The Parents for Parents Program in Spokane County is sponsored by the Spokane County Superior Court. In Snohomish County the YWCA is the program sponsor and in Thurston County the Family Education and Support Center is the program sponsor. The courts in Snohomish County and Thurston County serve as strong partners and collaborators.</p>	Basic and data.	The court, Catalyst for Kids, FJCIP Coordinator, CASA, Children’s Administration, AAG, OPD, CIP Data Staff and Director.	Sept. 2012	P2PP sponsor will be identified in each of the 3 counties.	With a successful P2PP in these three counties, data should indicate increased compliance with court-ordered service plans, increase in parents’ compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.	CA-AOC data exchange; case reviews; surveys; stakeholder interviews.	Parents, judicial officers, CASA, CA caseworkers, AAGs, parents’ attorneys, and P2PP staff, including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.
<b>Measurable Objective #3: Snohomish, Spokane, and Thurston Counties will have written guidelines on starting a P2PP.</b>							
Catalyst for Kids will collaborate with King County P2PP leadership to develop a written P2PP start-	Basic and data.	Catalyst for Kids, CIP Data Staff and Director, King County P2PP Leadership.	Aug. – Sept. 2012	Written start-up guide will be provided to CIP Director and each of the 3 counties.	With a successful P2PP in these three counties, data should indicate increased	CA-AOC data exchange; case reviews; surveys; stakeholder interviews.	Parents, judicial officers, CASA, CA caseworkers, AAGs, parents’ attorneys, and P2PP staff,

<p>up guide.</p> <p><b>Accomplishments:</b> COMPLETED.</p> <p>With consultation and support from the King County Parents for Parents Program, Catalyst for Kids developed a <i>Parents for Parents Program Start-Up Guide</i> and provided copies of this guide to Leadership Teams from each of the participating counties. Each Leadership Team received three hours of training and continuing consultation, as needed, on program start up. Leadership teams from each of the counties customized the guidelines to reflect the unique situations within each of their communities while retaining the essential elements of the program.</p>					<p>compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.</p>		<p>including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.</p>
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**Measurable Objective #4: Snohomish, Spokane, and Thurston Counties will develop a P2PP that incorporates essential program standards and builds on and integrates interests and resources.**

Catalyst for Kids will work with the P2PP Leadership Team to identify local	Basic and data.	Catalyst for Kids, CIP Data Staff and Director, P2PP Leadership	Aug. – Sept. 2012	Local resources will be identified, recruited, and provide support to new P2PPs in each	With a successful P2PP in these three counties, data should indicate	CA-AOC data exchange; case reviews; surveys; stakeholder	Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys,
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<p>programs and resources currently supporting veteran parents; support coordination of efforts and integration of programs wherever possible.</p> <p><b>Accomplishments: COMPLETED.</b> Each of the three counties has developed a P4P Program that incorporates essential standards and integrates local interests and resources. In each county, size of the county, number of families referred to the dependency court, variety in community service providers, and idiosyncrasies in CA and court processes influenced the development of the local program.</p>		<p>Teams from the 3 counties.</p>		<p>of the three counties.</p>	<p>increased compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.</p>	<p>interviews.</p>	<p>and P2PP staff, including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.</p>
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**Measurable Objective #5: Snohomish, Spokane, and Thurston Counties will receive training and technical assistance on starting up and implementing a P2PP.**

<p>Catalyst for Kids will provide each county with 40 hours of training and technical assistance provided by a P2PP-</p>	<p>Basic, training, and data.</p>	<p>Catalyst for Kids, CIP Data Staff and Director, CITA</p>	<p>Sept. – Dec. 2012</p>	<p>P2PP veteran parents in each of the 3 counties will be trained.</p>	<p>With a successful P2PP in these three counties, data should indicate increased compliance with</p>	<p>CA-AOC data exchange; case reviews; surveys; stakeholder interviews.</p>	<p>Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys, and P2PP staff, including veteran</p>
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<p>experienced professional.</p> <p><b>Accomplishments: COMPLETED.</b></p> <p>All three counties received the following training:</p> <p>1) Leadership Teams from each county received three hours of training on the P4P Start Up Guide</p> <p>2) Veteran Parents and professional leads from each county participated in one full day of training in Seattle.,</p> <p>3) Training on the Parents for Parents data collection and reporting</p> <p>4) Follow up consultation following the beginning of the direct service provision</p> <p>5) Individual consultation and Technical Assistance</p>					<p>court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.</p>		<p>parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.</p>
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<p>as needed.</p> <p>Training was provided by a highly experienced veteran parent lead from the King County Parents for Parents program, and by various professionals experienced with the Parents for Parents Program. The supervisor of the King County Parents for Parents Program, provided consultation to each organization.</p>							
<p>Catalyst for Kids will provide each county with 20 hours of technical assistance in implementing P2PP, including program shadowing, provided by experienced King County P2PP veteran parents.</p> <p><b>Accomplishments: COMPLETED.</b> See above.</p>	<p>Basic, training, and data.</p>	<p>Catalyst for Kids, King County P2PP veteran parents, CIP Data Staff and Director, CITA</p>		<p>P2PP veteran parents in each of the 3 counties will have technical assistance as needed.</p>	<p>With a successful P2PP in these three counties, data should indicate increased compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP,</p>	<p>CA-AOC data exchange; case reviews; surveys; stakeholder interviews.</p>	<p>Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys, and P2PP staff, including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form</p>

					parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.		of survey and possibly interviews, with feedback going to the P2PP Leadership Team.
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**Measurable Objective #6: Snohomish, Spokane, and Thurston Counties will have the means to provide payment for part-time veteran parent leadership as well as program and administrative costs.**

<p>Catalyst for Kids will provide each county with funding to provide 320 hours of program leadership and service (decisions on how to allocate funds to be made by local leadership teams) and to provide for additional program and administrative costs.</p> <p><b>Accomplishments: COMPLETED.</b> CIP basin funding was provided to assist counties in their initial efforts in providing services, with the expectation that the counties will find additional and alternative funding streams to continue the work following the completion of the contract. All counties are seeking</p>	Basic, training, and data.	Catalyst for Kids, P2PP Leadership Teams from the 3 counties, CIP Data Staff and Director, CITA	Sept. – Dec. 2012	P2PPs in each county will have funding for running their programs.	With a successful P2PP in these three counties, data should indicate increased compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are	CA-AOC data exchange; case reviews; surveys; stakeholder interviews.	Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys, and P2PP staff, including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.
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additional funding. In each of the counties, some funds have been identified to continue the program past the completion of the grant funding.					reassured that they are not alone.		
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**Measurable Objective #6: The P2PP in all program locations will serve as foundations for expanded veteran parent advocacy work that is emerging in Washington State.**

<p>Catalyst for Kids will collaborate with P2PP leadership teams in program counties in the development of strategies to legislative requirements in SB 6555 (Family Assessment Response (FAR)) and SHB 2264 (Performance Based Contracting (PBC)), both pieces of child welfare legislation passed in 2012, that specifically require the involvement of veteran parents in their implementation.</p> <p><b>Accomplishments: COMPLETED.</b></p> <p>Parents for Parents provides a framework and infrastructure for parent advocacy</p>	Basic, training, and data.	Catalyst for Kids, all P2PP Leadership Teams, CIP Data Staff and Director, Children’s Administration, CITA	Sept. – Dec. 2012	Courts and local CA offices will have veteran parents on established local committees for legislative implementation.	With a successful P2PP in these three counties, data should indicate increased compliance with court-ordered service plans, increase in parents’ compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P2PP, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.	CA-AOC data exchange; case reviews; surveys; stakeholder interviews.	Parents, judicial officers, CASA, CA caseworkers, AAGs, parents’ attorneys, and P2PP staff, including veteran parents, will receive surveys as to the effectiveness of the P2PPs in the three counties. Answers to the surveys will be conveyed to the P2PP Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P2PP Leadership Team.
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<p>work in every county in which it is implemented. It develops the capacity of veteran parent leadership, and it creates within the (sometimes skeptical) community an appreciation for the roles that veteran parents can play. Child welfare reform efforts are increasingly acknowledging the strengths that veteran parents bring to table. Two of the three initial DSHS Family Assessment Response (FAR) pilot sites are in Snohomish and Spokane Counties. Catalyst for Kids is in communication with the soon to be implemented FAR Program staff regarding potential roles for veteran parents. Strong veteran parent programs in both of these sites increases</p>							
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<p>the likelihood that veteran parents will play some significant roles.</p>							
<p><b>Measurable Objective #7: Increase the number of counties that will have Parents for Parents Program.</b></p>							
<p>Currently the Parents for Parents (P4P) program is successfully functioning in King, Pierce, Snohomish, Spokane and Thurston Counties. As funding allows, Catalyst for Kids (part of the Children's Home Society) will develop a P4P program in other interested counties.</p>	<p>Basic.</p>	<p>The court, Catalyst for Kids, FJCIP Coordinator, CASA, Children's Administration, AAG, OPD, CIP Data Staff and Director.</p>	<p>Ongoing</p>	<p>P4P Leadership Team will help plan and form the P4P program in each interested county.</p>	<p>With a successful P4P programs, data should indicate increased compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing, and increased participation by the mother at key court events. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P4P, parental anxiety is reduced about the dependency process, parental perceptions of CPS are improved, and parents are reassured that they are not alone.</p>	<p>CA-AOC data exchange; case reviews; surveys; stakeholder interviews.</p>	<p>Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys, and P4P staff, including veteran parents, will receive surveys as to the effectiveness of the P4P in the participating counties. Answers to the surveys will be conveyed to the P4P Leadership Team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of survey and possibly interviews, with feedback going to the P4P Leadership Team</p>

**Outcome #7: Identification of the characteristics and needs of cross-over youth to inform policy and program**

**development, with the hope of effective interventions.**

**Need driving activities and data source:** Recent studies have shown that contact with the child welfare system was associated with offender referrals at a younger age, longer time spent in detention, more serious offending and greater likelihood of repeat offending; King County 2011 Doorways to Delinquency report, NCJJ and MacArthur

**Strategic Category:** X Capacity Building X Court Function Improvement X Systemic Reform

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Target Improvement</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<b>Data Source</b> <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	<b>Feedback Vehicle</b> <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
<b>Measurable Objective #1: Determine the risks and needs of cross-over youth through better cross-agency information sharing and recommendations for effective interventions in order to reduce the burden of multi-system involvement on children and families.</b>							
Gather data to provide descriptions at the county-level of characteristics and outcomes of youth involved in more than one system, i.e. Children's Administration, Dependency Courts, and Juvenile Justice systems.	Data.	WSCCR, CA, WAJCA, CCFC, Courts, FJCIP, FJLC	Ongoing.	Provide local level information for stakeholders to better understand the increased risk level and have information needed to look at how to reduce overlap and negative outcomes and improve treatment services to youth and families. Also look at how case handling systems overlap to develop the means for creating a more efficient and family friendly juvenile system.	Establish baseline for future tracking.	Famlink, SCOMIS, JCS	Reports and presentations will be given to courts, CA, AG, CASA, WAJCA, CCFC, FJCIP, and FJLC. The report to the courts will be shared with members of the legislature.

## ADDENDUM

### Key to Abbreviations and Acronyms Used in Washington State Strategic Plan

**AAG – Assistant Attorney General.** The Attorney General’s office provides representation for Washington State agencies, including Children’s Administration. In almost all jurisdictions, the AAG represents Children’s Administration in dependency and termination cases under Chapter 13.34 RCW.

**AOC – Administrative Office of the Courts.** AOC is the administrative arm of the Washington State Supreme Court. Its mission is to advance the efficient and effective operation of the Washington judicial system. AOC manages the three CIP grants.

**CA – Children’s Administration.** CA is the child welfare agency in Washington State and is part of the Department of Social and Health Services.

**CASA - Court appointed special advocate.** A responsible, neutral third party who represents the best interest of children/youth in a dependency or termination action under Chapter 13.34 RCW.

**CCFC – Commission on Children in Foster Care.** A commission established by the Washington State Supreme Court, whose mission is to provide all children in foster care with safe, permanent families in which their physical, emotional, intellectual, and social needs are met; whose value statement is that all children need safe, permanent families that love, nurture, protect and guide them; and whose tactical goals are to improve collaboration between the courts, child welfare partners and the education system to achieve the mission. The CCFC is co-chaired by a sitting or retired Supreme Court justice and the assistant secretary of Children’s Administration.

**CITA – Court Improvement Training Academy.** CITA’s mission is to create a learning community comprised of judges, lawyers, and other professionals involved in the juvenile court dependency process. This learning community will bring together innovative research and practical solutions to improve the operations and decision-making in courts in actions under Chapter 13.34 RCW. CITA is primarily responsible for implementing the requirements of the CIP Training Grant.

**CJC – Children’s Justice Conference.** The CJC is one of the largest conferences in the Northwest related to issues of child maltreatment. This multi-disciplinary gathering is a vital resource for obtaining current information and best practice interventions. CIP pays all expenses for superior court judicial officers related to attendance at CJC.

**CJTF – Children’s Justice Task Force.** CJTF was created pursuant to the Child Abuse Prevention and Treatment Act. CJTF recommends programs for the safety and protection of children and plans the annual Children’s Justice Conference. Representatives from a diverse array of agencies, organizations and service providers statewide serve on CJTF. CIP staff serves as consultant to the CJTF.



**CQI – Continuous Quality Improvement.** CQI means using data to identify, inform and systematically monitor the implementation and results of programs and interventions in an ongoing fashion.

**DSHS – Department of Social and Health Services.** DSHS is the executive department responsible for overseeing Children’s Administration.

**DTR – Timeliness of Dependency Case Processing in Washington State Annual Report.** The annual DTR compiles data on six timeliness measures in dependency case processing. It was mandated by the Legislature in 2007 and has served to inform policy makers as they create and shape the State’s dependency laws in an effort to improve the outcomes for children in the dependency system. It has also helped the courts to track their own progress in meeting the performance measures that have been developed to address the most pressing problems facing those who are involved in or working in the child welfare system.

**DTR AC – Dependency Timeliness Report Advisory Committee.** A group of child welfare partners convened to provide input as to the future path of both the Dependency Timeliness Report (written) and the Interactive Dependency Timeliness Report (online). Representatives from the Washington State Center for Court Research, the CIP Data Staff and Director, the Courts, Family and Juvenile Court Improvement Plan Coordinators, Children’s Administration leadership and staff, Attorney General’s Office, Office of Public Defense, and Casey Family Programs.

**FAR – Family Assessment Response.** Washington’s version of a differentiated response, as a result of SB 6555, passed in the 2012 session.

**FJLC – Superior Court Judges’ Association Family and Juvenile Law Committee.** FJLC is the largest of the standing committees of the Superior Court Judges’ Association. Its vision is for family and juvenile courts to be responsible, accessible, non-adversarial where possible, inclusive, accountable, fully staffed and adequately funded, and evidence-based. Through that vision, juvenile courts hope to achieve specified outcomes, including but not limited to: providing protection for children, including cross-system youth; assure prompt, appropriate permanent placements for children and promote increased protective living skills for youth; eliminate disproportionalities based on race and gender; and resolve family conflict in a collaborative, problem-solving environment friendly to self-represented parties.

**FJCIP – Family and Juvenile Court Improvement Plan.** FJCIP assists superior courts in improving their family and juvenile court systems, especially in dependency cases, with the goals of: assuring a stable and well-trained judiciary in family and juvenile law; providing consistency of judicial officers hearing all of the proceedings in a case involving one family, especially in dependency cases; and ensuring judicial accountability in implementing specific principles and practices for family and juvenile court. The methods chosen to implement these improvements must be based on Unified Family Court Best Practices.

**IDTR – Interactive Dependency Timeliness Report.** AOC hosts the interactive dependency timeliness report on its secured server. The IDTR addresses the need for frequent and robust data feedback and reporting to the field, as well as create a solution to ‘put the actual data back into the users’ hands’. The IDTR uses Microsoft Excel pivot tables as a user interface that allow the user to view state and individual county data, and to include or exclude specific data ranges or fields for broad comparisons or person/case-specific information. It can be used to summarize, analyze, explore, and present the case data, as well as to ‘drill down’ into the case level raw data for auditing, look ups, case documentation verification, and clean up. The IDTR can be accessed only through a secure environment via the Inside Courts Extranet, and requires username/password credentials.

**OPD – Office of Public Defense.** OPD administers state funds appropriated for the Parents Representation Program for dependency cases, appellate indigent defense services, and criminal trial indigent defense services. The mission of the Washington State Office of Public Defense (OPD) is "to implement the constitutional and statutory guarantees of counsel and to ensure the effective and efficient delivery of indigent defense services funded by the state...." RCW 2.70.005. Established by the Legislature in 1996, OPD is an independent agency of the judicial branch.

**OSPI – Office of Superintendent of Public Instruction.** OSPI oversees K-12 public education in Washington State.

**P2PP – Parent to Parent Program.** The Parent to Parent Program is currently operating in courts in King, Pierce, Kitsap and Grays Harbor Counties. All of these programs began with start-up funding provided through the Court Improvement Program. While each program follows key common elements, factors including funding available and unique community interests contribute to some variation in the program's design and implementation. Program components common to all program sites are:

- Leadership provided by a compensated veteran parent program coordinator
- Program advice and oversight provided by a team of key stakeholders and veteran parent leads
- Veteran parent outreach to incoming parents at the Shelter Care Hearing
- Dependency 101 class, which is a two-hour information session, led by veteran parents and other system stakeholders that educate parents about the dependency system.
- Although not formally a part of the program model, telephone support provided to parents who seek such support.

**PBC – Performance Based Contracting.** SHB 2264 requires that Washington State gradually implement performance based contracting for all child welfare services.

**RA – Regional Administrator.** Children's Administration is divided into three regions, with an administrator directing activities in each region.

**RCW – Revised Code of Washington.** RCWs are the statutory laws of the State of Washington.

**RES – Reasonable Efforts Symposium.** . RES is a locally-convened, CIP-sponsored summit of judicial officers, Children's Administration staff (including social workers), AAGs, CASAs, defense counsel, veteran parents, foster parents, and service providers. Statewide and local planning committees determine the theme of the RES and plan the educational and planning sessions for the RES.

**TPR – Termination of Parental Rights.** A court determination that the person who was the natural or adopted parent of a child no longer has any rights or responsibilities to that child.

**WSSCR– Washington State Center for Court Research.** WSSCR is the research arm of the AOC. It was established in 2004 by order of the Washington State Supreme Court.