

## Wyoming Strategic Plan/Annual Program Assessment Report/Updated Strategic Plan

State Name: WYOMING

Date Strategic Plan Submitted: February 29, 2012

Timeframe Covered by Strategic Plan: March 1, 2012 – September 30, 2014; October 1, 2013-September 30, 2015

August 30, 2013 – This color indicates changes from August, 2012 – August, 2013

August 30, 2014 – This color indicates changes from August, 2013 – August, 2014

August 30, 2015 - This color indicates changes from August, 2014 – August, 2015

**Overall Goal/Mission of CIP:** *The mission of the Wyoming Children’s Justice Project is to assure timely and fair outcomes for abused and neglected children who are before the juvenile courts.*

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### **August 2012 Update:**

**Major developments and changes challenge the Wyoming Children’s Justice Project to create opportunities and adapt.**

**Change in Children’s Justice Project (CJP) leadership:** Since the Wyoming Supreme Court received its initial award of the court improvement grant in July 1999, the Children’s Justice Project (formerly the Court Improvement Project) has flourished under the leadership of the same dedicated Justice and diligent Coordinator. By the end of 2012, both of these key leadership positions will have turned over; the Coordinator having resigned at the end of March, and the Justice retiring at the end of September. A new Coordinator, bringing broad knowledge of state government including child protective services from legislative program evaluation research and recent experience in the state’s education continuum, attended the 2012 Court Improvement Program Meeting at the end of June and began in July. While inestimable Project knowledge and experience will be lost with the departure of the long-time Coordinator and Justice, most members of the Advisory Group and the Project consultant remain in place to maintain continuity. The changes brought opportunities for new ideas and approaches to the issues challenging permanency for children in care. Nonetheless, this change in leadership affected timeframes and perhaps lead to modifications of the strategic plan.

**State partners are less able to provide funds to match CIP Grant:** The State of Wyoming, with its high dependence upon revenue from energy resources, was better able to withstand budgetary pressures than most states until the price of natural gas declined. Now, state economists predict that if the ten-year low in natural gas prices persists, it could not only slash government’s revenue but, consequently, affect the state’s overall economy to a great extent. As a result, the Governor required all state agencies, as well as the judicial branch, to develop budgets with 8% cuts for the Legislature to consider. All of our partnering agencies proposed cuts related to training, with the Wyoming Guardians *Ad Litem* (GAL) Program eliminating its entire training budget, including professional fees for speakers and facilities. The Office of the Attorney General has also proposed reducing dues and registration fees which will affect CLE opportunities for attorneys and reducing contracted funds which will limit funds available to pay conference speakers. The Department of Family Services faces even deeper cuts, having proposed to reduce its protective services unit by 10 positions, as well as its professional services budget by 8%. A significant portion of in-kind match, as well as funding, came from these programs in contributions toward funding the annual Children’s Justice Conference.

**No updates or changes to the strategic plan in this submission:** There are no changes proposed at this point for the strategic plan. The CJP Advisory Council met in September and reviewed the plan to determine if there is a need for modifications. In light of the training received at the annual CIP conference, more informed effort will be devoted to developing CQI measurements appropriate to Strategic Plan Outcomes.

### **August 2013 Update:**

With a new CJP Chairman and Coordinator starting, the CJP Advisory Council voted to hold a retreat to focus upon the strategic plan and priorities, including a budget review (Sept. 14, 2012 CJP Advisory Council minutes). After a November 14, 2012 retreat with a facilitator from the National Resource Center on Legal and Judicial Issues, the Advisory Council set up sessions to review the strategic plan. During the follow-up December 5 meeting to review the Strategic Plan, Outcomes 1-3 were reviewed. Another work group met on February 1 to continue reviewing the plan, and covered Outcomes 4-7. A final review session was held July 22, 2013. During the sessions, the Advisory Council Strategic Plan Review Committee identified the following as the Strategic Plan top priorities:

#### **Training:**

- Conduct two regional trainings, based upon what data indicate are issues and what the stakeholders in the region say are pertinent issues. There will be no annual Children’s Justice Conference in 2013, but will plan one for 2014.
- Delay updating the *Wyoming Child Welfare Legal Resources Manual*, revised 2<sup>nd</sup> edition – this until CJP can determine how well it is used, which indicates a survey of potential users.
- Develop/reactivate CASA Training grant process.
- Contribute matching funding for an on-line GAL Handbook and video training modules, being developed in response to recommendations in the 2011 CJP commissioned evaluation of the Wyoming Guardians *Ad Litem* Program.

**Data:**

- Develop CQI capability. This includes working closely with DFS to see what federally required data it has in WYCAPS, coordinating a Data Committee to become knowledgeable about available data from DFS as well as that emerging from the WYUser system. Each project undertaken will need to have a data collection component added to determine its efficacy. *Below is from the Court Improvement Program Instructions:*
  1. State courts receiving CIP grants are now required to implement approaches for CQI to ensure that proceedings related to child abuse and neglect promote:
    - a. due process of law;
    - b. timely, thorough and complete court hearings;
    - c. high quality legal representation to parents, children and title IV-B/IV-E agencies, both in and out of court, in an ongoing fashion; and
    - d. engagement of the entire family in court processes relating to child welfare, family preservation, family reunification and adoption.

**Basic:**

- Enhance marketing of available CJP resources. This includes publications as well as scholarships and CASA grants.
- Coordinate at least quarterly CJP Advisory Council meetings. Schedule the meeting dates for the full year at one time so that members can better schedule them into their calendars. Expand membership to include two tribal members, one each from the Eastern Shoshone and Northern Arapaho tribes.

**August 2014 Changes:** CJP successfully completed the following goals in FFY13: Goal #2 under Outcome 1 (Developed CQI Capacity), Goal #6 under Outcome #1 (Completed the Managing with Data Re-Entry Project) and Goal #3 under Outcome #2 (Completed the GAL Handbook and Training Modules). CJP has eliminated Goal #3 under Outcome #3: Appointment of Counsel. Outcome #5 (Educational Stability) continues to remain postponed.

**August 2014 Summary/General Overview:**

CJP experienced a change in leadership after the resignation of the CJP Coordinator in August, 2013. A new CJP Coordinator was hired in October, 2013. The CJP Advisory Council met in October (2013), January (2014), March (2014), June (2014) and August (2014). A majority of FFY13 was focused on implementation of CQI and organization of the 2014 Children’s Justice Conference; however, as outlined below, much was accomplished in addition to these large projects.

**Training:**

- The 2014 Children’s Justice Conference was held in Casper, Wyoming on June 25-27, 2014. CJP and agency partners plan to host a 2015 and 2016 Children’s Justice Conference.
- The GAL Handbook and on-line training modules (including competency tests) were completed and are now mandatory training for employed and contracted GALs in Wyoming.
- CJP updated several publications, including *Hearing Checklists* (2004), *Your Rights – A Guide to Juvenile Court in Wyoming for Children and Youth* (2009) and *Practice Guidelines for Attorneys Representing Attorneys in Abuse, Neglect and Termination of Parental Rights Proceedings* (2012); the *Handbook for Parents, Guardians and Custodians on Child Abuse and Neglect Proceedings* was translated into Spanish. In 2015, CJP plans to update all publications produced prior to 2010. CJP delayed updating the *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* pending survey of potential users and copyright issues with the American Bar Association and will reconsider updating this publication in FFY14.
- In 2014, CJP renamed the “Excellence Award” after retired Justice Michael Golden who is a role model and advocate for improving Wyoming’s child welfare system. At the 2014 Children’s Justice Conference, a special ceremony was held to recognize Justice Golden, change the name of the award to the “Golden Award” and bring awareness to the award. During the special ceremony, past recipients of the Excellence Award were recognized. CJP plans to prominently recognize those who have made a significant contribution to children and families in Wyoming and to use this award and other strategies to bolster morale amongst Wyoming stakeholders working in the juvenile justice system.

**Data:**

- CJP developed CQI capability and worked closely with DFS to collect and analyzed data from WYCAPS and WyUser to report FFY2013 statewide baseline data. A CQI/Data Committee was formed and worked to complete an audit of TPR files in October (2013) to generate statewide timeliness data for FFY2013. The CQI/Data Committee is currently analyzing timeliness data by judicial district. This information will be used to develop targeted interventions in 2015, for implementation in 2016. As part of this process, CJP is working to “catalog” and share common and best practices in Wyoming’s juvenile courts. Initial common/best practices will be shared with district and circuit courts judges at the CJP Judges’ Breakfast on September 10, 2014 (during the state Bar Convention).
- The CJP Coordinator participated in the CQI Training Academy through the Children’s Bureau (with DFS colleagues).
- CJP contracted with Chad Shaver to provide WYCAPS data analysis and CQI processes.
- CJP assisted DFS in an audit of Northern Arapahoe DFS case files.
- CJP participated in DFS CQI CFSR case file audits and will continue to assist DFS as it conducts CFSR case file audits in 2015.

**Basic:**

- CJP enhanced marketing efforts of CJP publications by revamping the CJP website to include pictures and summaries of all publications. Publications can now be downloaded or ordered directly from the website: <http://www.courts.state.wy.us/Initiatives/CJP>. Over 1100 CJP publications were distributed statewide between October 1, 2013 and August 1, 2014.
- CJP developed an access database to track publication orders and streamline shipping processes.
- CJP launched a “judicial relations” effort which consists of in-person meetings between the CJP Coordinator, DFS Administrator and District Court Judges to promote CJP. CJP and DFS met with two district court judges in FFY13.
- CJP (in partnership with the GAL program) sponsored (via scholarship) 28 Wyoming attorneys and judges to attend the NACC Conference in Denver, CO (August, 2014). CJP will continue to offer judge and attorney scholarships to national conferences.
- CJP coordinated frequent CJP Advisory Council meetings and scheduled future meetings through 2016; meetings have been strategically scheduled to coincide with CQI activities and review of the Strategic Plan.
- CJP expanded Advisory Council membership to include Terri Smith (enrolled tribal member - Northern Arapaho tribe).

**August 2015 Changes:** In November, 2014, the Wyoming Supreme Court welcomed a new State Court Administrator, Lily Sharpe. Ms. Sharpe was appointed to the Children’s Justice Project (CJP) Advisory Council in December, 2014 as an ex-officio member. The CJP Advisory Council met on August 27, 2015 to review and approve this 2015 strategic plan update. CJP has made significant progress (in collaboration with Wyoming Department of Family Services (DFS) and Guardian *ad Litem* Division (GAL Division)) around Continuous Quality Improvement (CQI) and IV-E and CFSR Review related goals. While CQI and CJP involvement in CFSR and IV-E reviews will always be “ongoing”, CJP has succeeded in meeting Goals #1 and #2 under Outcome 1 (Development and Implementation of CQI) and Goal #5 under Outcome 1 (Participation in the next CFSR Review/PIP and IV-E Review/PIP). CJP has completed Goals #4 and #7 under Outcome 2 related to the development of a GAL Handbook and the establishment of CQI processes to monitor quality legal representation indicators. The GAL Handbook and on-line, interactive training modules were released in January, 2014 and all contracted and employed GALs were required to read the handbook, watch on-line training modules and complete a competency test by December, 2015. Related to Goal #7, CJP and the GAL Division partnered together to share CQI data and conduct strategic planning with GAL supervisors in June, 2015. The GAL supervisors were able to use this information to set very specific goals around the timeliness of client meetings, adjudications and permanency hearings. For example, “within one year, in 100% of all GAL cases, the GAL will have met with the client within 30 days.” CJP has completed Goal #2 under Outcome 5 related to improving knowledge of educational stakeholders, specifically, CJP developed training material (*A Handbook for Educators*) to increase knowledge of fostering connections education stability requirements, successes and barriers. CJP has completed and surpassed Goal #4 under Outcome 6, related to exploring data sharing with DFS. CJP and DFS have entered into a joint contract with a data consultant to more easily collect, share and analyze data; this contract is in place through June, 2016. CJP has completed Goal #1, under Outcome 7 and has developed a targeted marketing effort to make the availability of CJP publications known. CJP has updated the publications website and launched a marketing campaign called “the Light Box – Shining a Light on Wyoming Juvenile Court” to increase awareness and availability of all CJP publications. CJP added a new goal under Outcome 1 “Participate in the Wyoming Human Trafficking Task Force.”

**Training:** The 2015 Children’s Justice Conference was held in Casper, Wyoming on June 24-26, 2015. During the conference, the Golden Award was presented to the Honorable Steven Cranfill and an outstanding guardian *ad litem*, parent attorney and child welfare worker were recognized. CJP has updated all existing publications (with the exception of the *MDT Handbook* and *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* ). CJP released a new publication “A Handbook for Educators” and is currently working on a WYUSER manual and Prosecutor’s Handbook.

**Data:** CJP continues to implement CQI, working in collaboration with DFS and the GAL Division. The CJP Coordinator has participated in several rounds of mock IV-E and CFSR reviews. As mentioned above, CQI related activities are going well.

**Basic:** CJP continues to market and track CJP publication requests. Over 1500 CJP publications were distribute statewide between October 1, 2014 and August 1, 2015. CJP has continued with judicial relations efforts and presented data and CQI results to all district court judges in December, 2014. CJP awarded 15 scholarships to Wyoming attorneys and judges. CJP will present to the district court judges during the State Bar Convention on September 9, 2015. CJP will also present to the Wyoming district court judges' judicial assistants on September 8, 2015 in Rawlins, Wyoming to discuss the timely scheduling of abuse and neglect cases and will also present CQI data to the Wyoming County and Prosecuting Attorneys Association on September 22-24 in Laramie, Wyoming.

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### **Outcome 1: Strengthened collaboration among the Children's Justice Project, the Courts, the Department of Family Services, the Tribes and other key stakeholders who serve children in foster care/juvenile court.**

**Need Driving Activities and Data Source:** The WY CFSR conducted in 2008 identified areas needing improvement in the safety, permanency and well-being of children and youth in the foster care system. Over the last few years, CJP has worked with DFS to develop and implement relevant court activities in the Program Improvement Plan (PIP) which were aimed at improving overall outcomes for children/youth in the system. CJP recognizes the need to strengthen its collaboration with DFS and other stakeholders and to proactively monitor child welfare data which will better inform improvement efforts. According to the latest PIP report, Permanency Outcome 1, Item 7 remains an area needing improvement. Item 7 involves whether the child's permanency goal is specified, whether permanency goals were established in a timely manner, whether permanency goals were appropriate, whether child was in foster care 15 of last 22 months, and whether TPR was filed in a timely manner. CJP plans to focus its efforts on collaborating with several stakeholders to implement activities aimed at addressing the underlying issues affecting this permanency outcome. Currently, two representatives from DFS serve on the CJP Advisory Council and many other DFS representatives serve on various other committees. CJP has had great success in gaining DFS and other key stakeholder support to identify and implement activities aimed at improving outcomes. In FY2012, CJP will continue and enhance its partnership with DFS.

**Measurable Objective:** CJP will hold quarterly advisory council meetings to review the status of the strategic plan and to review available court and DFS permanency data. CJP will hold regular meetings with DFS and other identified stakeholders to monitor CFSR permanency data and to continuously strategize efforts aimed at meeting the overall CFSR goals of safety, permanency and well-being. At a minimum, CJP will plan to meet with the stakeholders on a quarterly basis to identify mutual areas of concern and to develop shared goals related to permanency.

**Strategic Category:** Systemic Reform

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### **Outcome 1 – Strengthened collaboration among the Children's Justice Project, the Courts, the Department of Family Services, the Tribes and other key stakeholders who serve children in foster care/juvenile court.**

#### **August 2012 Update:**

**Significant Accomplishments:** The new state coordinator received team training and participated in a regional file review in preparation for the state's next the federal Title IV-E review, scheduled for April 15-19, 2013. This experience, which will continue in subsequent statewide training, provides the new coordinator with opportunities to strengthen collaboration and communication with DFS personnel as well as to see how court orders tie into the eligibility process for Title IV-E. This experience also will provide insight on how CJP can monitor child welfare data to inform improvement efforts in court-related processes that affect children in foster care. For example, CJP will determine if there are opportunities to receive aggregate reports from the DFS data system, Wyoming Children's Assistance and Protection System (WYCAPS), to identify elements of the PIP Permanency Outcome #1 (specification of permanency goal, timely establishment of appropriate permanency goals, determination of time in foster care, and timely filing of TPR) that can help in addressing underlying issues affecting permanency outcomes. In June, the CJP coordinated with the Wyoming Guardians *Ad Litem* Program and the Department of Family Services to sponsor a fifth successful Children's Justice Conference. Of the 352 attendees, 124 were DFS employees and 40 were GAL Program attorneys. Other attendees included 2 judges, 7 assistant attorneys general, 11 parent attorneys, 4 public defenders, 12 prosecutors, 11 Court Appointed Special Advocates (CASA) and 45 attorneys not in any of the previously noted categories. In addition, there was broad representation from community child services organizations from throughout the state, including school districts, placement providers, and counseling centers as well as a large contingent of students from the University of Wyoming College of Law. The conference was focused upon "putting the pieces together," by moving from theory to practice and including and offered three tracks: permanency for children,

skills training, and data. To date, the CJP Advisory Council has met twice in 2012, with a third quarterly meeting scheduled for September 14. In its meetings, the Council has heard reports from its working committees, including Parent Legal Representation; Training; Model Jury Instructions for Neglect Cases and Termination of Parental Rights (TPR) Cases, Multidisciplinary Team Guidebook, and Education, Courts and Child Welfare. These committees all have representation from the key stakeholder groups as well as CJP Advisory Council members. In addition, a significant amount of Advisory Council effort was focused upon reviewing an evaluation of the Wyoming GAL system that it contracted to have done by the National Association of Counsel for Children (NACC). Through these meetings, DFS and other identified stakeholder represented on the Advisory Council have worked through the committees to further efforts designed to meet the goals of safety, permanency, and well-being for Wyoming children involved in care. The interruption in the coordinator position has affected the CJP's efforts to monitor CFSR permanency data, but renewed effort will be put forth in that effort going forward. The new coordinator has knowledge of the DFS data system from previous work, and contacts within the Department. The CJP has been working with the tribes in the state and has identified an individual to serve on the Advisory Council. Plans are to have this individual attend the September 14 meeting. The Chief Justice, Court Administrator, and new CJP Coordinator attended a June joint meeting of the Legislature's Joint Judiciary Committee and Select Committee on Tribal Relations in Ethete, on the Wind River Reservation. Tribal contacts were made and information exchanged. The Tribal Court has a Juvenile Court with exclusive jurisdiction over tribal juveniles.

**August 2013 Update: Additions or changes**

While implementing the Continuous Quality Improvement (CQI) Process was listed as an activity in the 2012 Strategic Plan, CJP has found that significant preliminary work needs to be done in order to do that. This work, to be undertaken in the next year, is to systematically develop the capacity to identify, assemble, analyze, and interpret data from the child welfare agency (Department of Family Services/DFS) administrative data system relevant to CJP objectives. This may entail contracting for this expertise since the neither the Court nor its partner child welfare agency have sufficient staff to support the CQI process with current resources. This activity is also discussed in Outcome #6. The statewide court case management system (Wy User) will have minimal data to report on the national court measures (Toolkit timeliness measures) until it is fully implemented in the Courts in 2015. Six meetings of the Advisory Council occurred in FFY 2013. A CJP Advisory Council retreat to review priorities was held in Nov. 2012; additional Strategic Plan Review sessions were held in Dec. 2012, and February and July 2013. Advisory Council meetings were held in January and June, 2013. However, as implied above, the meetings did not involve data monitoring to the extent envisioned. In collaboration with DFS, CJP is working on *Managing with Data Roundtable* project, which will be a model upon which to apply CQI. This work is being under the guidance of the National Resource Centers for Child Welfare Data and Technology and for Legal and Judicial Issues. The Wyoming team is working on a project on Placement Re-entry Within 12 Months of Exit. The state has a high rate of re-entry into care (statewide, high for juveniles and in some counties, high for children in dependency cases). CJP will work with DFS collaborators on the project, with an emphasis on child dependency cases, to determine, for example, whether there is adequate focus upon reasonable efforts to prevent the repeated removal. The CJP Advisory Council has also taken on an issue that came to light in the Wyoming DFS 2013 IV-E Review involving court orders that do not specify that DFS personnel have had opportunity to provide input and recommendations regarding the specific placements of children. The Council, including 3 District Judge members, carefully deliberated upon this issue and determined a course of action to address it involving communication with the District/County Attorneys, who prepare the orders.

**August 2014 Update:**

As mentioned above, the CJP Advisory Council met five times in FFY13 and all Advisory Council meetings involved data discussions. The March 2013 Advisory Council meeting was specifically dedicated to discussion and decision making related to future CQI activities. CJP has completed the necessary preliminary work needed to implement CQI and has a solid CQI plan in place. CJP received technical assistance and contracted with a consultant to assist in the identification, assembly, analysis and interpretation of DFS and court data. Specifically, in November, 2014, CJP requested and received technical assistance from JBS International/ABA to assist in the development of a CQI plan. In January, 2014, CJP hired Chad Shaver as a CQI consultant. CJP has successfully developed processes to collect, analyze and report all required data. CJP was able to utilize data from WyUser (in addition to DFS data) to produce baseline timeliness data. CJP developed and distributed the *2013 CQI Data Report* which summarizes Wyoming's baseline timeliness and quality indicators. This report can be found at: [http://www.courts.state.wy.us/Documents/CJP/2013\\_Data\\_Report.pdf](http://www.courts.state.wy.us/Documents/CJP/2013_Data_Report.pdf). CJP has preliminarily identified judicial districts with strong timeliness data and is working to catalog and share these common/best practices with other judicial districts, in an attempt to "hold" or reduce statewide time to permanent placement numbers. CJP will continue to review data and develop interventions that will be implemented through 2015. CJP and DFS completed the *Managing with Data Roundtable Project* related to Placement Re-Entry rates and reported these findings to the Advisory Council in October, 2013. This project produced data that will eventually be considered as part of broader CQI analysis. For example, re-entry rates will eventually be compared against a judicial district's time to "reunification" as part of the development of interventions to reduce time to permanent placement. CJP continues to support DFS in CFSR and IV-E related activities.

**August 2015 Update:** CJP continues to implement CQI and review "timeliness" data routinely. Time to permanent placement data is collected and reviewed every 6 (six) months; time to 1<sup>st</sup> and subsequent permanency hearings, time to filing of TPR petitions and orders terminating parental rights data is reviewed annually. CJP is able to review this data from a statewide and individual judicial district perspective;

this data is used to develop and implement targeted interventions. CJP continues to collaborate with DFS and the GAL Division in the collection and review of data, validation of data through case file reviews, and other CQI activities. CJP and the GAL Division worked together to facilitate strategic planning with GAL supervisors; many of the identified goals are focused on improving timeliness measures. As previously mentioned, the CJP Coordinator participated in several rounds of mock IV-E and CFSR reviews. For future mock CFSR reviews, DFS and CJP are tentatively planning to appoint the CJP Coordinator as a secondary Quality Assurance (QA) team member rather than initial reviewer; this allows the CJP Coordinator access to additional cases and allows for identification of statewide trends. CJP also assisted in the development of the DFS 5-Year State Plan (Child and Family Services Plan (CFSP)) and Annual Progress Services Report (APSR). CJP added a new goal “participate in the Wyoming Human Trafficking Task Force.” CJP assisted in the identification and scheduling for 2 district court judges and 2 legislators to attend the National Summit on Human Trafficking and the State Courts (October, 2015).

<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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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>Implement Continuous Quality Improvement (CQI) process</b> CJP has successfully implemented CQI. CJP continues to implement CQI.	Basic Training Data	Responsible Party: CJP Partners: Courts, DFS, GAL Program, parent attorneys, and other stakeholders identified over the next two years	Completed Ongoing	Meet with stakeholders 2-4 times/year to identify, inform and systemically monitor implementation of strategic plan activities and foster care/juvenile court data	Improved safety, permanency and well-being of children in juvenile court/foster care	Court data DFS data GAL data	CJP Advisory Council, Courts, DFS, Sweetwater County Children’s Justice Project, GAL Program. Inform additional stakeholders via meetings, newsletter and conferences
<b>Develop Continuous Quality Improvement (CQI) capacity so that CQI can be implemented.</b> This goal has been completed. CJP has implemented CQI , shared all data with the Advisory Council and distributed (statewide) baseline timeliness and quality data. The CQI/Data Committee is working to generate timeliness data broken down by judicial district to better target interventions. CJP continues to implement CQI.	Data	CJP – responsible party. Partners: Supreme Court, DFS, GAL Program, Clerks of Court, CASA Programs	FFY 2014 – 2015 Completed Ongoing	Using the data, CJP will develop and implement a CQI system to identify data that will serve as baselines to drive CJP activities. Baseline data and data for FFY13, FFY14 and half of FFY15 is being used to drive CJP activities.	Without having data, it is unknown what specific outcomes will be targeted for improvement. CJP has started to focus CJP activities in judicial districts with “time to permanent placement” over the statewide baseline.	WYCAPS - DFS data WYUser – Court Data / Weighted Case Load Studies GAL system - TBA CJP uses data from WYCAPS, WYUSER and GAL case file audits. Data from mock IV-E and CFSR Reviews is used to validate court data.	Initially, the data will be shared with the CJP Advisory Council, which will advise on the how the findings are to be shared. It is anticipated that it will be more broadly distributed once the data is deemed to be comprehensive and accurate. Data is shared with DFS, GAL Division, Attorney General’s Office, judges, and prosecutors.
<b>Continue quarterly CJP Advisory Council meetings to monitor data</b>	Basic	Responsible Party: CJP Advisory Council	On-going	CJP will meet at least four times/ year to	Increased awareness of outstanding CFSR issues	Advisory Council minutes/CJP will track meetings and data	CJP Advisory Council

<p><b>and strategic plan progress.</b> Six meetings of the Advisory Council/Strategic Plan Review Committee occurred in FFY 2013, although the meetings did not involve data monitoring to the extent envisioned.</p> <p>The Advisory Council met five times in FFY2013. These meetings involved data monitoring and discussion; the March, 2013 Advisory Council meeting was dedicated to CQI; the August, 2014 Advisory Council meeting was dedicated to review of the strategic plan; future meetings (through 2016) have been scheduled to coincide with CQI and Strategic Plan activities.</p> <p>The Advisory Council met four times in FFY2014 on the following dates: December 18, 2014, March 20, 2015, June 26, 2015 and August 27, 2015. The Council will also meet on December 17, 2015.</p>		(see list of members)		<p>oversee implementation of strategic plan and monitor permanency data. Continue to identify areas of need.</p>	<p>and achieving goals and outcomes in strategic plan</p>	<p>trends</p>	
<p><b>Continue to expand committee membership based on need identified via activities identified in strategic plan.</b></p> <p>The Advisory Council identified needs for additional members: Tribal representatives have been identified and we are awaiting their official appointment. Neither a mental health provider nor an educational representative has been appointed.</p> <p>In December, 2013, a tribal representative (Terri Smith – Northern Arapaho Tribe) was</p>	<p>Basic Training Data</p>	<p>Responsible Party: CJP Advisory Council</p>	<p>On-going</p>	<p>Committees will meet at least four times/year until activities are completed Tribal member appointed. Mental Health Provider and Education Rep. A Mental Health Provider and Educational Representative have not yet been appointed.</p>	<p>Increase knowledge base of committees for better decision making</p>	<p>CJP will track committee work through meeting attendance and minutes</p>	

appointed to the Advisory Council.							
<p><b>Participate in the next CFSR Review/PIP and IV-E Review/PIP</b></p> <p>CJP participated on the IV-E preparation team, as well as the entrance and exit interviews. Develop and implement actions to address court order issues that IV-E Review found.</p> <p>CJP participated in an audit of Northern Arapahoe files (January, 2014), the April, 2014 CFSR meeting and conducted case file audits (as part of initial CFSR reviews) in July, 2014. Wyoming is scheduled for a CFSR Review in 2016 and preparation for the review will occur in 2014 and 2015.</p> <p>CJP participated in multiple mock IV-E reviews and CFSR reviews in FFY14. CJP also participated in the development of the DFS 5-Year State Plan (CFSP) and APSR.</p>	Basic	<p>Responsible Party: CJP, DFS</p> <p>Partner: WY County &amp; Prosecuting Attorneys Assn.</p>	2014 2015 Completed and ongoing	<p>CJP will participate in next CFSR preparation team and review team and participate in the entrance and exit interviews. CJP will work with DFS and prosecuting attorneys to draft order language. The CJP Coordinator participated in mock CFSR reviews in July, 2014 and July, 2015 and IV-E reviews in July and August 2015; which included review of files, instrument scoring and interviews. Additional reviews are scheduled through the year.</p>	<p>IV-E Reviews will not identify the issue relative to placement decisions. The CJP Coordinator's participation in mock CFSR reviews and IV-E reviews has identified potential roadblocks and solutions to permanency. Additionally, through this process, CJP has modified our CQI process and will begin tracking time to and between review hearings. Future plans to appoint CJP Coordinator as secondary QA reviewer with access to more cases to better identify statewide trends.</p>	IV-E Reviews CFSR Reviews	<p>CJP Advisory Council, DFS, County &amp; Prosecuting Attorneys, District/Juvenile Judges, and other key stakeholders</p>
<p><b>Participate in the Managing with Data project with DFS, focused up children who re-enter care within 12 months of exit.</b></p> <p>This project was completed and the results were distributed to the Advisory Council in October, 2013.</p>	Basic	Responsible Party: CJP, DFS	2014	CJP will review case files, assist in data analysis and report presentation.	Reduce the number of children who re-enter care in 12 months.	DFS- WYCAPS	Results will be shared with CJP Advisory Council to determine further dissemination and determination of action steps.
<p><b>Participate in the Wyoming Human Trafficking Task Force</b></p>	Basic, Training and Data	Responsible Parties: CJP, DFS, Attorney General's Office- Division of Victim's Services	2016	CJP will participate in quarterly taskforce meetings and develop an action plan.	Identify the number of human trafficking victims in Wyoming. Assist in providing training to judges, prosecutors and law enforcement.	WyUser – Court Data DFS-WYCAPS	Results will be shared with the CJP Advisory Council to determine next steps.

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**Outcome #2: Enhanced legal representation for children and youth in the juvenile court system.**

**Need Driving Activities and Data Source:** In FY2011, the Children's Justice Project contracted with the National Association of Counsel for Children (NACC) to conduct an evaluation of the Wyoming Guardian ad Litem Program and the quality of legal representation afforded to children and youth in the juvenile court system. The NACC completed the evaluation in January 2012 and found several strengths of the current program/system as well as opportunities for improvement. The areas identified as needing to be addressed include 1) confidentiality and conflicts of interest issues, 2) supervision/mentoring of attorneys, and 3) attorneys establishing meaningful relationships with their clients. The NACC's recommendations include 1) Maintain the GAL Program as a permanent statewide program; 2) Develop a joint protocol to govern financial and IT administration of the GAL Program to ensure compliance with state confidentiality laws and existing conflict of interest policies between the GAL Program and the Public Defender's Office; 3) Develop a case management database which will check for conflicts; 4) Restructure the program so that the Public Defender and GAL Program are two co-equal divisions; 5) Adopt caseload and compensation standards after Massachusetts model by using more staff attorneys instead of panel attorneys; 6) Adopt additional requirements to become a GAL; 7) Adopt policy to ensure GAL Program is responsible for GAL representation in TPR cases; 8) Adopt policy on GALS in CHINS and delinquency cases; 9) Place more emphasis in helping attorneys successfully advocate for clients and within practice standards and less emphasis on capping billable hours including assisting attorneys to develop relationship with clients, develop mandatory system for supervision and mentorship, offer multi-session series of trial skills, 10) Conduct focus groups with current and past clients to improve relationships between attorneys and clients; 11) Place greater emphasis on the use of independent experts and develop multi-disciplinary approach to child advocacy, and 12) Develop appellate advocacy. (Source: Evaluation of the Wyoming Guardian ad Litem Program, National Association of Counsel for Children, January 2012). In March, the CJP Advisory Council will review the NACC's findings and recommendations. CJP will support the GAL Program's efforts in addressing the recommendations over the next two years. Also, CJP will collaborate with the GAL Program to determine the CQI process to monitor the quality legal representation of children in order not to duplicate existing efforts. CJP will continue to partner with the GAL Program in offering training opportunities and scholarship assistance to GALs in order to increase their specialization in child welfare issues. CJP publications will be updated and disseminated to GALs as needed. In addition, CJP will offer sub-grant opportunities to the Wyoming CASA programs in order to further their advocacy for children/youth.

**Measurable Objective:** CJP will support the GAL Program in its efforts to address the NACC recommendations and will collaborate to develop a CQI process to monitor the indicators of quality representation for children/youth.

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

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**August 2012 Update:****Outcome #2: Enhanced legal representation for children and youth in the juvenile court system.**

**Significant Accomplishments:** In March, the Director of the Wyoming GAL Program, who is also a CJP Advisory Council member, led the Council through a review of the National Association of Counsel for Children (NACC) evaluation of the state's GAL program, and provided members with information about the steps being taken to address recommendations. Among the changes noted were that the GAL program will not permit attorneys to be GALs and public defenders as of July 1, 2012, GALs will not represent children in CHINS cases, and there will be a set fee for cases rather than paying GALs by the hour. The program will be collecting data showing GAL attorneys' contact with their clients, and an on-line system is being developed to assist with supervision. Cases set for permanency reviews will be flagged. In addition, the program will hire a permanency attorney to serve as GAL in termination of parental rights cases and appeals.

CJP will support the GAL Program's efforts in addressing the recommendations over the next two years, and continue to receive regular reports of progress. Now that a new coordinator has been hired, collaborative efforts to determine a CQI process to monitor the quality of legal representation of children will be initiated.

As noted under the Outcome 1 response, the June Children's Justice Conference provided 40 GAL program attorneys with training, and an additional scholarship was awarded to the GAL Program Director to attend the National Child Welfare, Juvenile and Family Law Conference (NACC) in August. One of the challenges for the CJP discussed earlier in this update is that the Wyoming GAL Program has eliminated its entire training budget, including professional fees for speakers and facilities. This development assures that CJP will have a ready audience for its training offerings and a willing partner in developing regional trainings, as well as applicants for scholarship assistance for training specializing in child welfare issues.

CJP also has thus far awarded sub-grants to two CASA organizations to provide funding for staff and volunteer advocates to receive training.

**August 2013 Update: Additions or changes**

The Guardian *Ad Litem* Program director position turned over during the last year. However, since the new director is an individual with long connections to the CJP program, the change was not disruptive to this valuable partnership. However, the loss of the expertise and in-kind as well as cash contributions to organizing and holding the annual Children’s Justice Conference was a setback to CJP. In 2012-2013, the GAL Program developed a Training Plan for GAL Attorneys through which it committed to providing panel GALs with resources required to meet their annual Program Certification requirement, and dedicated its training budget to this plan. The Program still welcomed CJP-funded scholarships for GAL attorneys to obtain training, including in-state training.

A new activity approved by the CJP Advisory Council in June is to enter into a partnership with the GAL Program to provide funding to develop a handbook (both hard copy and web-based) and video training modules that will provide high-quality training to attorneys seeking the live hours necessary to become a GAL. The training materials will be designed specifically for GALs and other attorneys working in the child welfare field. A CQI element will be employed to gather feedback about the usefulness of the handbook and video modules; to determine what percentage of the material is being retained and modify the training in response to results. Further, The training materials can be modified for others stakeholders, such as CASA, parent attorneys, and County Attorneys, with less expense because GAL and CJP will own them. The CJP also renewed its support for providing training sub-grants to CASA programs to enhance advocacy skills and knowledge for volunteers. Six area CASA representatives attended the CJP-sponsored Regional Training on Mental Health Issues in Juvenile Court in November in the northeast part of the state, but without a Children’s Justice Conference to attend, no scholarships were necessary to support CASA volunteer attendance. Instead, CJP provided sub-grants to CASA organization to obtain CASA Manager™ software (See Objective 6).

**August 2014 Update:**

CJP continues to support the Guardian *ad Litem* (GAL) Program in its efforts to address the NACC recommendations. CJP and the GAL Program have a strong relationship and the GAL Program contributed significant match to CJP in FFY2013; the GAL Program and CJP worked closely together to complete the following projects: (1) GAL Handbook and Training Modules; (2) GAL Pre-Conference (held prior to the 2014 Children’s Justice Conference); (3) 2014 Children’s Justice Conference; (4) Scholarships to the NACC Conference in Denver (August, 2014); (5) CQI/Data Committee Activities (the GAL Program Director and GAL Permanency Attorney are members of the CQI/Data Committee and participate in all aspects of CQI); (6) BlogTalk Radios Webinars; and (7) Review and updating of CJP publications. The completion of the GAL Handbook and Training Modules is significant in that all contracted and employed GALs must complete the training and are required to take competency tests after completing the training. CJP (in partnership with the GAL program) sponsored (via scholarship) 28 Wyoming attorneys and judges to attend the NACC Conference in Denver, CO (August, 2014). CJP will continue to offer judge and attorney scholarships to national conferences. CJP did not offer sub-grants to CASA organizations between October, 2013 – August, 2014. However, CJP plans to offer up to five sub-grants to CASA Programs in FFY2014 to assist in the completion of court observations instruments, which will collect data on quality indicators. CJP updated several publications, including *Hearing Checklists* (2004), *Your Rights – A Guide to Juvenile Court in Wyoming for Children and Youth* (2009) and *Practice Guidelines for Attorneys Representing Attorneys in Abuse, Neglect and Termination of Parental Rights Proceedings* (2012); the *Handbook for Parents, Guardians and Custodians on Child Abuse and Neglect Proceedings* was translated into Spanish. In 2015, CJP plans to update all publications produced prior to 2010. CJP delayed updating the *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* pending survey of potential users and copyright issues with the American Bar Association, which will be reconsidered in FFY15. CJP has the ability to collect data on the following “quality legal representation” indicators and is considering the collection of the following data in FFY14: (1) timing of appointment of counsel; (2) timeliness of pleadings; and (3) continuity of counsel throughout the life of the case.

**August 2015 Update:** CJP continues to partner with the GAL Division to conducted case file audits, strategic planning and trainings (including a BlogTalk radio presentations and a pre-conference in June) in 2014; the GAL Division is part of all CQI/Data Committee activities. CJP awarded 15 scholarships to Wyoming attorneys and judges, including GALs. CJP has updated all existing publications (with the exception of the *MDT Handbook* and *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* ). CJP released a new publication “A Handbook for Educators” and is currently working on a WYUSER manual and Prosecutor’s Handbook.

<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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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>Support the GAL Program’s efforts to</b>	Basic	Responsible Party:	12/12	CJP will support GAL	Majority of	GAL Program report/data	GAL Program Director

<p><b>address the findings/recommendations of the NACC report</b></p>		<p>CJP Advisory Council, GAL Program Partners: DFS, Courts</p>	<p>Ongoing</p>	<p>program in addressing recommendations as identified</p>	<p>recommendations are adopted</p>		<p>and State Deputy Public Defender serve on CJP Council and will provide periodic updates</p>
<p><b>Attorney Scholarships</b> Reaffirmed providing attorney scholarships and making attorneys aware of the availability of scholarships. Two scholarships were provided to GAL attorneys to attend National Child Welfare, Juvenile and Family Law Conferences. 28 Attorney/Judge Scholarships were provided to attend the NACC Conference (Aug. 2014), including a Legal Aid of Wyoming, Inc. attorney working on the Wind River Reservation (Viola St. Clair). CJP provided 15 scholarships to attorneys and judges in FFY14; 7 GALs were awarded scholarships.</p>	<p>Basic</p>	<p>Responsible Party: CJP  Partners: GAL Program and GALs</p>	<p>On-going</p>	<p>Result: Attorneys up to date on trends, strategies, law, and best practices  Train-the-trainer program supports sharing knowledge with colleagues</p>	<p>Up to 3 GALs awarded scholarships</p>	<p>Records kept of how many attorneys attended national/state conference</p>	<p>CJP provided data on how many attorneys received scholarships</p>
<p><b>Continue to partner with GAL program to offer on-going quality training/education opportunities programs for new and experienced attorneys:</b> *Webinar training *Annual conference *Regional training *Newsletter CJP hosted eight BlogTalk Radio webinars in FFY2013; organized the 2014 Children’s Justice Conference; helped sponsor a GAL pre-conference prior to the 2014 Children’s Justice Conference; and is working to update</p>	<p>Basic Training</p>	<p>Responsible Party: CJP  Partners: GAL Program, DFS, UW College of Law, Tribes, Education, Health, CASA, parent attorneys, guardians ad litem, Courts, foster parents</p>	<p>On-going</p>	<p>BTR – sponsor nine trainings/year Co-sponsor annual conference with GAL Program and DFS Sponsor two regional trainings/year Bi-monthly newsletter is primary source for communicating with GALs on training opportunities, court decisions, and available tools and resources. Result: Improved</p>	<p>Train up to 30 GALs/year  All GAL Division attorney contractors (25) and employees (7) are required to attend the Children’s Justice Conference and GAL pre-conference.</p>	<p>Training evaluations/documentation as to how many GALs attended.</p>	<p>Evaluations shared with CJP/CJP Training Committee/GAL Program/CJP Annual Conference Planning Committee Evaluations from the BlogTalk Radio and 2014 Children’s Justice Conference were very positive and were shared with the CJP Training Committee. Evaluations from the BlogTalk Radio and 2015</p>

and regularly distribute newsletters. CJP hosted seven BlogTalkRadio webinars in FFY14.				quality representation for children/youth through increased knowledge of current law, policy, best practices, and trends.			Children's Justice Conference were very positive and were shared with the CJP Training Committee.
<p><b>Partner with the GAL Program to Develop a handbook (both hard copy and web-based) and video training modules</b></p> <p>This Project was completed; the training is mandatory for employed and contracted GALs in Wyoming and requires the completion of competency tests. In December, 2014, all employed and contracted GALs were required to have completed the training and taken a competency test; all GALs passed the test at a 90% or above. CJP and the GAL Division continue to partner to update the GAL Handbook and video trainings when needed.</p>	Training	Responsible GAL Program  Partners: CJP	2013-2014  Completed	High-quality training to attorneys seeking necessary live training hours to become a GAL	NACC recommended that GAL Program should offer training programs and workshops in specific areas (such as substance abuse). When the study was conducted their training video website page had no content	GAL Program stakeholder surveys	CJP, GAL Program, District Judges, CASA Programs The online training software tracks the dates and times each GAL logged into the training; the software tracks test results. All GALs passed the competency test with a 90% or above.
<p><b>Provide CASA training sub-grants to enhance advocacy skills for volunteers serving children/youth</b></p> <p>Provide up to 5 sub-grants to CASA programs to improve advocacy skills/knowledge. Provide up to 5 sub-grants to CASA programs to assist in the collection of "quality hearing" data through the completion and submission of court observation instruments. This project is on hold, pending federal technical assistance.</p>	Basic	Responsible Party: CJP  Partners: CASA	On-going	Provide up to 5 sub-grants to CASA programs intended to improve knowledge/advocacy of children	N/A  Improve CASA volunteer advocacy skills/knowledge  Gather data on quality indicators.	N/A	CJP
<p><b>Update publications as needed/Identify new resources for GALs</b></p>	Basic Training	Responsible Party: CJP	On-going	Update all CJP publications as needed, identify new resources	N/A	N/A	CJP

<p>5 Publications were updated; In FFY2014, CJP plans to update all publications produced prior to 2010. All CJP publications (with the exception of the MDT Handbook and Legal Resource Manual) have been updated.</p>		<p>Partners: GAL Program</p>		<p>as issues arise</p>			
<p><b>Establish CQI process to monitor quality legal representation indicators.</b> This has not been accomplished.</p> <p>CJP has the ability to collect data on the following “quality legal representation” indicators and is considering the collection of the following data in FFY14: (1) timing of appointment of counsel; (2) timeliness of pleadings; and (3) continuity of counsel throughout the life of the case. Additionally, CASAs will be used to collect “quality legal representation” data through the use of court observation instruments, see Goal #5 above. In FFY14, CJP and the GAL Division partnered to conduct case file audits and strategic planning. This court observation portion of this goal is on hold, pending federal technical assistance.</p>	<p>Basic</p>	<p>CJP Partner: GAL Program</p>	<p><del>3/13</del></p>	<p>Improve quality of legal representation for children/youth</p>	<p>Improved quality representation based on selected quality indicators The GAL Division conducted an extensive audit of GAL files. CJP and the GAL Program then partnered together to share combined CQI data and conduct strategic planning with GAL supervisors. The GAL supervisors were able to use the combined data to set very specific goals around the timeliness of client meetings, adjudications and permanency hearings. For example, “within one year, in 100% of all GAL cases, the GAL will have met with the client within 30 days.”</p>	<p>GAL Program stakeholder</p>	<p>CJP, GAL Program The GAL Division (in collaboration with CJP) developed an 11 page action plan with a schedule for completion of seven (7) goals. The GAL Division and CJP will monitor completion of the goals via continued case file audits through 2016.</p>

### **Outcome #3: Enhanced legal representation for parents in the juvenile court system.**

**Need Driving Activities and Data Source:** In FY2011, the ABA Center on Children and the Law conducted a study to evaluate legal representation of parents in the juvenile court system. The evaluation findings indicated the following: 1) Most attorneys have the skills necessary for in-court trial advocacy and consistently represent their clients at critical MDT meetings; 2) Parents' attorneys are not required to attend initial or ongoing training as a condition of receiving contracts or appointment to represent parents; 3) Compensation is not uniform from county to county; 4) Parent representation is funded by the county with state structural support – resulting in uneven quality representation; 4) Current parent-attorney relationships are weakened by a lack of communication and inadequate advocacy between courtroom hearings; 5) Appointment of attorneys is not handled in a consistent fashion around the state, resulting in many parents going unrepresented at the shelter care hearing. (Source: Legal Representation for Parents in Child Welfare Proceedings: An Analysis of Wyoming Practice, ABA Center on Children and the Law, 2011). In the fall 2011, CJP adopted an action plan to address the key findings of the study. Since then, the Parent Legal Representation Committee has prioritized its recommendations over the next two years as follows: 1) Draft court rules and/or legislation addressing the need for timely appointment of parent attorneys; 2) Enhance training opportunities for parent attorneys; 3) Improve discovery; 4) Explore adopting standards of practice; and 5) Evaluate quality representation/needs of parent attorneys. It is anticipated the CJP will implement the accepted recommendations over the next two years. Over the next nine months, CJP will work with the CJP Parent Legal Representation Committee to develop a CQI process to monitor the quality legal representation of parents. CJP will continue to offer training opportunities and scholarship assistance to parent attorneys in order to increase their specialization in child welfare issues. CJP publications will be updated and disseminated to parent attorneys as needed.

**Measurable Objective:** In the fall 2011, CJP adopted an action plan to address the key findings of the study. Since then, the Parent Legal Representation Committee has prioritized its recommendations over the next two years as follows: 1) Develop court rules and/or legislation addressing the need for timely appointment of parent attorneys; 2) Enhance training opportunities for parent attorneys; 3) Improve discovery; 4) Explore adopting standards of practice; and 5) Evaluate quality representation/needs of parent attorneys. It is anticipated the CJP will implement the recommendations over the next two years. During this time, CJP will develop a CQI process to monitor the implementation of these activities and the indicators of quality representation for parents.

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

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### **Outcome #3: Enhanced legal representation for parents in the juvenile court system.**

#### **August 2012 Update:**

**Significant Accomplishments:** A fourth edition of the CJP *Handbook for Parents, Guardians and Custodians on Child Abuse Proceedings (Parent Handbook)* accompanied by a DVD entitled "Success is in Your Hands" (parent legal representation) was completed and unveiled at the June Children's Justice Conference. Two CJP Committees worked diligently to produce the DVD for presentation in June. Response to the new edition with the DVD produced specifically to complement the handbook and reflect state procedures has been tremendous, with entities and individuals all over the state requesting copies. The CJP approached the Permanent Rules Advisory Committee/Juvenile Division with a proposal for the appointment of parent provisional counsel for shelter care hearings. While this Division thanked the CJP for bringing the concern up for discussion, it voted unanimously that the proposal not be adopted. The Division noted the lack of evidence of any problems resulting from parents appearing at these first hearings without counsel, and that judges were advising parents of their rights to counsel and providing necessary paperwork for attorneys to be quickly appointed to represent those parents who wanted court-appointed counsel. The cost, which would be borne by the counties, was also noted as a concern. The CJP Parent Legal Representation Committee has completed *Proposed Practice Standards for Attorney Representing Parents in Abuse, Neglect, and Termination of Parental Rights Cases*. These Standards will be presented to the CJP Advisory Group at its September 14, 2012 meeting for its adoption. At that point, the CJP will be positioned to announce the availability of the Standards and the Committee will continue its involvement by developing and providing training on them. A CQI measure will be the number of parent attorneys that receive training. The CJP Blog-Talk Radio training series continued, with monthly sessions in January – May and sessions scheduled to resume in September. Topics covered that pertain to parent representation include Representing Fathers in Child Welfare Cases, Multi-disciplinary Teams, and Expungements and Fair Hearings. In addition, several sessions at the June Children's Justice Conference were applicable to parent representation, including *Kinship Placement and Working With Dads*, *Substance Abuse Assessments and Evaluations*, *Family Finding Tools*, and *Collaboration Vs. Zealous Advocacy*. There was a special pre-conference for Parent's Attorneys, featuring the following presentations: *Discovery in Child Protection Proceedings* and *Advocacy for the Parent: Who Really is Between That Rock & a Hard Place?* These sessions were presented by attorneys in the Attorney General's office and private practice, and a nationally recognized expert in child welfare law. As noted above, 11 conference attendees identified themselves as parent attorneys.

**August 2013 Update: Additions or changes**

The CJP Parent Legal Representation Committee completed *Proposed Practice Standards for Attorney Representing Parents in Abuse, Neglect, and Termination of Parental Rights Cases* and the CJP Advisory Council adopted them at its September 14, 2012 meeting. All district Judges received copies of the Guidelines in December 2012, along with a letter from the CJP Advisory Board Chairman, Justice William Hill, introducing the *Guidelines* as being developed in response to the 2011 analysis of legal representation for parents in child welfare proceedings. CJP offered training on the *Guidelines* through two webinar series in early 2013, and another training session will be offered at the Wyoming State Bar Association Meeting in September 2013. Also at that time, CJP will present on the *Guidelines* at the annual Judge’s Breakfast, traditionally hosted by CJP. CJP mailed copies of the *Guidelines* to more than 90 attorneys from throughout the state whom Courts identified as being those appointed by judges to represent parents. In addition, copies were provided to Courts to hand out to attorneys when they are appointed. Developing a CQI measure showing how the *Guidelines* have improved practice has yet to be developed and implemented.

**August 2014 Changes/Updates:** In October, 2013, the CJP Advisory Council voted to eliminate Goal #3 under Outcome #3: Appointment of Counsel. The BlogTalk Radio webinars and 2014 Children’s Justice Conference included specialized topics and breakouts for GALs and parents’ attorneys. A full list of trainings can be found at: <http://www.courts.state.wy.us/Initiatives/CJP> under the “Training Tab”. The CJP Parent Legal Representation Committee updated the *Practice Standards for Attorney Representing Parents in Abuse, Neglect, and Termination of Parental Rights Cases* to include a section on appropriate billing practices. CJP offered training on the *Practice Standards* at the 2014 Children’s Justice Conference. CJP conducted a survey of all Wyoming counties to gather updated information related to the ABA recommendation on the formation of an administrative structure for parent’s representation in Wyoming. These survey results were shared with the Advisory Council at the June, 2014 meeting. The Council approved bringing the parents’ attorney survey and information to the District Court Judges, Prosecutors, County Commissioners and other stakeholders. CJP is conducting additional research to compile information about administrative structures in other states. CJP plans to reevaluate the current membership of the Parent Legal Representation Committee to include parent attorneys from other parts of the state, a representative from DFS and others that the CJP Advisory Council may recommend. As mentioned above, CJP has worked to develop CQI capacity and has the ability to collect data on the following “quality legal representation” indicators and is considering the collection of the following data in FFY14: (1) timing of appointment of counsel; (2) timeliness of pleadings; and (3) continuity of counsel throughout the life of the case. In FFY14, CJP plans to utilize CASAs to administer court observation tools to collect additional data related to quality legal representation.

**August 2015 Changes/Updates:** The BlogTalk Radio webinars and 2015 Children’s Justice Conference included specialized topics and breakouts for GALs and parents’ attorneys. A full list of trainings can be found at: <http://www.courts.state.wy.us/Initiatives/CJP> under the “Training Tab.” CJP received feedback from the district court judges indicating no need for an administrative structure for parent attorneys in Wyoming, as a result of this feedback, this goal has been delayed. Additional members have been added to the Parent Legal Representation Committee. In 2015-2016, CJP plans to develop a robust skills based training for parent attorneys (similar to training provided to GALs in 2015). CJP continues to collect data on quality legal representation, but the court observation portion of the goal has been postponed pending federal technical assistance.

<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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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> Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.
<b>Continue to provide/enhance training/education opportunities for parents’ counsel through:</b> *Annual conference *Regional training *Webinar training *Attorney scholarships *Newsletter	Basic Training	Responsible Party: CJP/CJP Training Committee  Partners: Parent attorneys, UW College of Law, Courts, DFS, Attorney	On-going	BTR – sponsor nine trainings/year with three specialized trainings for parent attorneys. Sponsor annual conference with specialized workshops	Train up to 30 parent attorneys/year through various training opportunities.	Training evaluations/documentation of how many attorneys attended.	Evaluations shared with CJP Advisory Council/CJP Training Committee/CJP Annual Conference Planning Committee

←Modification: Develop 2 Regional Trainings around Judicial Districts, or within 2 hours driving of intended audiences. Focus trainings on issues of interest to the individual regions (engage DFS District Managers); Focus topics on data elements that CIP requires to be reported.

<p><b>*Listserve</b></p> <p>Since Sept. 2012, CJP offered 7 webinar 1-hour trainings, each approved by the Wyoming State Bar for 1 CLE :</p> <ol style="list-style-type: none"> <li>1. What Do I Really Have to Know About ICWA?</li> <li>2. 2012 Child Welfare Supreme court Decisions and Laws</li> <li>3. Immigration Issues in Juvenile Court</li> <li>4. Representing Parents in Child Welfare Cases Part 1</li> <li>5. Overview of the New Practice Guidelines for Attorneys Representing Parents in Abuse, Neglect, and Termination of Parental Rights Cases</li> <li>6. Trends in Youth Residential Treatment 1999-2012</li> <li>7. CASA: I Am For The Child</li> </ol> <p>Email notices of these trainings were sent to more than 150 attorneys who have been identified as representing parents.</p> <p>CJP hosted eight BlogTalk Radio webinars in FFY2013 approved by the Wyoming State Bar for 1 CLE and organized the 2014 Children's Justice Conference. BlogTalk Radio topics included: (1) Kinship Placements: Overview of Social Work and Legal Issues; (2) 2013 Child Welfare Law Update: A review of the recent U.S. Supreme Court; (3) Working with Incarcerated Parents; (4) Permanency Roundtables 101; (5) Permanency</p>		<p>General's Office, Prosecutor's Office, GAL Program, CASA Directors</p>		<p>for parent attorneys. Sponsor two regional trainings/year and invite parent attorneys. Bi-monthly newsletter and listserv are the primary sources for communicating with parent attorneys on training opportunities, court decisions, and available tools and resources.</p> <p>Result: Improved quality representation for parents through increased knowledge of current law, policy, best practices, and trends.</p> <p>The 2014 Children's Justice Conference included specialized breakouts for parents' attorneys and GALs, including: Attorney Billing and Parent Attorney Billing: Ethical and Practical Considerations.</p> <p>Continue to host an annual Children's Justice Conference with a parent attorney pre-conference. Develop a 3 hour skills based training and training manual (with example</p>			
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<p>Hearings; (6) Children in Court Update; (7) Guardianships; and (8) Domestic Violence: Best Practices and Policies. Email notices of these trainings were sent to more than 150 attorneys who have been identified as representing parents. CJP hosted seven BlogTalk Radio webinars in FFY2014. Additionally, a parent attorney preconference was offered before the 2015 annual Children's Justice Conference. In 2015-2016, CJP plans to develop a robust parent representation training.</p>				<p>pleadings) to train parent attorneys. 3 regional training will be held by September 30, 2016.</p>			
<p><b>Appointment of Counsel</b></p> <p>The Advisory Committee Juvenile Division of the Board of Judicial Policy and Administration voted unanimously 4/23/12 not to adopt the CJP proposal for the appointment of standby counsel at shelter care hearings. The CJP Advisory Council has not yet decided whether to continue to pursue this court rule. The CJP Advisory Council voted on October 25, 2013 to remove this goal from the Strategic Plan.</p>	<p>Basic</p>	<p>Responsible Party: CJP/CJP Parent Legal Representation Committee Partners: Courts, UW College of Law, parents attorney, UPLIFT, DFS, Attorney General's Office, Prosecutor's Association</p>	<p>7/13</p>	<p><b>Court Rule Adopted</b></p> <p>Result: More parents represented at shelter care/initial court hearings</p>	<p>Data showing rate of representation at shelter care/initial hearings</p>	<p>Court appearances</p>	<p>CJP, Courts, newsletter, training events</p>
<p><b>Standards of Practice</b></p> <p>The CJP Advisory Council adopted the <i>Practice Guidelines for Attorneys Representing Parents in Abuse, Neglect and Termination of Parental Rights Cases</i> in September 2012. Copies of the <i>Practice Guidelines</i> provided to more than 90 attorneys from throughout the state whom</p>	<p>Basic Training</p>	<p>Responsible Party: CJP/CJP Parent Legal Representation Committee Partners: Supreme Court, District Courts, UW College of Law, parents attorney, UPLIFT, DFS, Attorney</p>	<p>9/12</p>	<p>Adoption of Standards of Practice Result: Improved legal representation for parents</p>	<p>Improved data on quality legal representation indicators</p>	<p>Court observations/self-evaluations</p>	<p>CJP, CJP Parent Representation Committee, parent attorneys, newsletters, training events</p>

<p>Courts identified as being those appointed by judges to represent parents. In addition, copies were provided to courts. CJP updated this publication to include a section on billing practices.</p> <p>Based on recent Wyoming Supreme Court opinions, the <i>Practice Guidelines for Attorneys Representing Parents in Abuse, Neglect and Termination of Parental Rights Cases (Practice Guidelines)</i> will be updated in 2016; the new parent attorney skills based training will incorporate these <i>Practice Guidelines</i>.</p>		<p>General's Office, Prosecutor's Association</p>					
<p><b>Improved Discovery</b> As noted in the 2012 update, the 2012 Children's Justice Conference held a pre-conference for Parent's Attorneys, featuring a presentation entitled, <i>Discovery in Child Protection Proceedings</i></p> <p>The 2014 Children's Justice Conference included breakouts on discovery motions and strategies.</p> <p>The 2015 Children's Justice Conference (and pre-conference for parent's attorneys) provided some information on discovery. The new parent attorney training will include specific training on discovery.</p>	<p>Basic Training</p>	<p>Responsible Party: CJP/Parent Legal Representation Committee Partners: Courts, UW College of Law, parents attorney, UPLIFT, DFS, Attorney General's Office, Prosecutor's Association</p>	<p>On- going</p>	<p>Completion of training opportunities for parent attorneys and prosecutors on discovery. Result: Better informed parent attorneys and prosecutors on discovery.</p>	<p>Improved discovery</p>	<p>Survey of parent attorneys</p>	<p>CJP, CJP Parent Legal Representation Committee, parent attorneys, Courts, DFS, newsletter, training events</p>
<p><b>Parent Handbook, 4<sup>th</sup> Edition/DVD</b> Update provided in August 2012 update (above). This publication has been translated into Spanish. And a 5<sup>th</sup> Edition has been released. This publication is now routinely mailed out in bulk on a quarterly basis to</p>	<p>Basic Training</p>	<p>Responsible Party: CJP and DVD Subcommittee/Parent Handbook Committee  Partners: Courts, CASA, UPLIFT, DFS,</p>	<p>7/12</p>	<p>Completion of 4<sup>th</sup> edition handbook and companion DVD. Result: Parent attorneys will use the information to educate clients on system. Parents use the</p>	<p>Improved knowledge of court system/advocacy of rights/needs</p>	<p>Survey of stakeholders</p>	<p>CJP/CJP Parent Legal Representation Committee, parent attorneys, newsletter, training events</p>

four (4) DFS locations.		Children's Action Alliance		information to educate themselves on the system.			
<p><b>Attorney Scholarships</b> One scholarship was provided to a parent attorney to attend the 3rd National Parent Attorney Conference, sponsored by ABA Center on Children and the Law, in 2013. The CJP consultant coordinating the Parent Legal Representation Committee also attended this conference.</p> <p>4 parents' attorneys received scholarships to attend the NACC conference in Denver, CO (August, 2014), including a Legal Aid of Wyoming, Inc. attorney working on the Wind River Reservation (Viola St. Clair).</p> <p>4 parents' attorneys received scholarships to attend the 4<sup>th</sup> Annual ABA Parent Attorney Conference in Washington D.C. in July, 2015.</p>	Basic	<p>Responsible Party: CJP</p> <p>Partners: Parent Attorneys</p>	On-going	Improved quality representation for children/youth through increased knowledge of current law, policy, best practices, and trends. Train-the-trainer program supports sharing knowledge with colleagues.	Up to 3 parent attorneys awarded scholarships	Records kept of how many attorneys attended national/state conference	CJP provided data on how many attorneys received scholarships
<p><b>Establish CQI process to monitor quality legal representation indicators</b> This has not yet been done. CJP has the ability to collect data on the following "quality legal representation" indicators and is considering the collection of the following data in FFY14: (1) timing of appointment of counsel; (2) timeliness of pleadings; and (3) continuity of counsel throughout the life of the case. CJP plans to utilize CASAs to administer court observation tools to collect additional</p>	Basic	<p>Responsible Party: CJP /CJP Parent Legal Representation Committee</p> <p>Partners: Parent attorneys, courts</p>	<p><del>3/13</del></p> <p>3/15</p>	Improve quality of legal representation for parents	<p>TBD</p> <p>Neither a data source nor a target improvement has been identified</p> <p>WyUser – Court Data GAL Division case file audit data</p>	<p>Method – TBD</p> <p>Neither a data source nor a target improvement has been identified</p> <p>WyUser – Court Data GAL Division case file audit data</p>	CJP, CJP Parent Legal Representation Committee, parent attorneys

<p>data related to quality legal representation. CJP continues to collect the data outlined above. The court observation portion of this goal has been postponed.</p>							
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**Outcome #4: Improved quality hearings to achieve timely permanency for children and youth.**

**Need Driving Activities and Data Source:** The 2008 CFSR identified the need to improve permanency outcomes 1 and 2 and related case review outcome data related to placement stability and timeliness of permanency. Permanency Outcome 1, Item 7 remains an area needing improvement. Item 7 involves whether the child’s permanency goal is specified, whether permanency goals were established in a timely manner, whether permanency goals were appropriate, whether child was in foster care 15 of last 22 months, and whether TPR was filed in a timely manner. The latest PIP report indicates the improvement goal of .87% has not yet been achieved. (Source: 2008 WY CFSR Final Report; Quarter 6 PIP Report). Over the next two years, CJP will monitor this outcome measure in collaboration with DFS. Specific attention will be made in Sweetwater County where CJP has the ability to monitor both court and DFS data. CJP will also meet with DFS on a regular basis to review statewide permanency data.

**Measurable Objective:** Permanency Outcome 1, Item 7 is achieved. CJP will continue to monitor the data on this Permanency Item over the next two years and will work with DFS to pinpoint court-related barriers in achieving this goal.

**Strategic Category:** Court Function Improvement; Systemic Reform

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**Outcome #4: Improved quality hearings to achieve timely permanency for children and youth.**

**August 2012 Update:**

**Significant Developments:** Another significant loss to the CJP program occurred in July when the Juvenile Court Case Manager, a principal in the Sweetwater County Children’s Justice Project, retired. The half-time position has not been filled and the Wyoming CJP has not yet decided whether to continue funding a position in this county. The Sweetwater Project was to be a pilot project that other courts might adopt, and a CJP strategic plan activity was to name a second pilot court by September. Although this time frame will not be met, this remains a goal. Unfortunately, with state funding - and consequently, District Court and county funding - being cut, the Sweetwater Project was not integrated into budgets other than CJP, so the continued funding of the court case manager position would need to be CIP grant-funded. The Sweetwater Project model is well established, and the retired court case manager is willing to consult with CJP in establishing another pilot, writing standard operations procedures, or mentoring a replacement, when the CJP Advisory Council determines the next steps for this initiative.

Sessions at the June Children’s Justice Conference provided attendees with information to enhance their work to achieve timely permanency for children and youth. These sessions included: *Family Finding Tools, Cross-Over Youth, Family Engagement, and Kinship Placements and Working with Dads.*

The CJP has an active Pattern Jury Instructions Committee with four workgroups: child abuse and neglect, termination of parental rights, CHINS, and juvenile delinquency. The Committee is working with the Wyoming State Bar on this project and is on schedule to complete these instructions by June 2013.

**August 2013 Update: Additions or changes**  
 A comprehensive final report on the Sweetwater County Children’s Justice Project was clear that while the case processing data revealed positive results, all stakeholders attributed those to the work of the CJP-funded CPS case manager, who was the “communications ‘hub’ for court operations in abuse/neglect matters and her diligence in monitoring case flow and nurturing improved communication and coordination among all key parties is central to what has been accomplished.” (G. Halemba, NCJJ, 2011). With state revenue declining and required budget cuts, adding CPS case managers to District Court (or county) budgets is not feasible. The CJP Strategic Plan Review Committee was not in favor of locating court case manager in another district court, nor refilling the position in Sweetwater Co. Thus, for the objective, CJP will need to focus upon continued training of all stakeholders and developing a CQI process that identifies areas of concern.

**August, 2014 Update: Additions or Changes**

The 2014 Children’s Justice Conference focused on timely permanency and was themed, “It’s About Time”. A majority of conference plenaries and breakouts were focused on timely permanency for children and youth and “date wheels” calculating hearings deadlines were distributed to conference attendees. Several BlogTalk Radio webinars were also focused on permanency and/or quality indicators: Permanency Roundtables 101, Permanency Hearings, Children in Court and Guardianships. The 2014 Children’s Justice Conference and BlogTalk Radio webinars provided specialized trainings on ASFA requirements and specialized trainings on Family Engagement, Concurrent Planning, Permanency and ICWA.

A Committee (through the Wyoming State Bar) has been formed and is working to complete these jury instructions, which are set to be released in February, 2015.

CJP has the ability to routinely collect and report data on the following “timeliness” measures: (1) time to permanent placement; (2) time to 1<sup>st</sup> and subsequent permanency hearings; (3) time to Termination of Parental Rights (TPR) petition; and (4) time to TPR Order. In FFY13, Wyoming reported the following baseline timeliness results: 358 days to 1<sup>st</sup> permanency hearing, 283.5 days to subsequent permanency hearing, 523 days to filing of TPR petition, 688 days to TPR order and 288 days to permanent placement. In FFY2014, CJP plans to develop targeted interventions to (1) remain the same or reduce the number of days (median) between the time to first and subsequent permanency hearings, TPR petition and TPR order; 2) reduce the overall statewide time to permanent placement number by 30 days (from 288 days -258 days) and (3) reduce the time to reunification, guardianship and adoption by 30 days in three (3) judicial districts. CJP has preliminarily identified judicial districts with strong timeliness data and is working to catalog and share these common/best practices with other judicial districts. Additionally, CJP plans to develop methods to track additional quality measures beyond number of continuances and number of judges.

**August, 2015 Update:** The 2015 Children’s Justice Conference (organized in collaboration with DFS and GAL Division) was themed, “Primary and Secondary Trauma – Exposed.” A majority of conference plenaries were focused on the effects of trauma on abuse and neglected children, compassion fatigue and vicarious trauma; several breakouts focused on federal and state laws, recent Supreme Court opinions, and DFS/CJP/GAL Division CQI activities. Conference attendees were given CJP publication marketing materials and date wheels (for calculating timely hearings). The 2015 Children’s Justice Conference provided specialized trainings on ASFA requirements, understanding the traumatic effects of delayed permanency, Wyoming’s Practice Model, reasonable efforts, working with relatives, guardianship and adoption proceedings and permanency planning. Several BlogTalk Radio presentations focused on permanency and/or quality indicators: Wyoming’s CFSR Reviews and CQI Activities, Right to a Jury Trial in Wyoming Child Protection and Termination of Parental Rights Cases, and Understanding ICPC and ICJ Interstate Compacts. A Committee (through the Wyoming State Bar) has been formed and is working to complete jury instructions; release of the instructions has been delayed until October, 2015. CJP continues to collect and report on all required timeliness measures. CJP has seen a slight trend up in time to permanent placement (Baseline = 288 days; FFY13=257 days, FFY14=305 days and first half of FFY15 (309 days). CJP has started to implement targeted interventions in judicial districts where times to permanent placement numbers are over the statewide baseline. CJP is conducting more thorough case file audits (in collaboration with the GAL Division) to validate data and develop interventions. The most recent significant intervention included the sharing of CQI data with GAL supervisors followed by strategic planning which resulted in the establishment of very specific goals directed at improving timely permanency hearings. For example, a goal developed as a result of the process was “in 100% of cases [with an appointed GAL], the GAL will petition for a permanency hearing unless the court already set the hearing.” CJP continues to work on the goals set in FFY2014, specifically, CJP plans to develop targeted interventions to (1) remain the same or reduce the number of days (median) between the time to first and subsequent permanency hearings, TPR petition and TPR order; 2) reduce the overall statewide time to permanent placement number by 30 days (from 288 days -258 days) and (3) reduce the time to reunification, guardianship and adoption by 30 days in three (3) judicial districts and develop methods to track additional quality measures beyond number of continuances and number of judges assigned to each abuse and neglect case.

<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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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>
<del>Continue Sweetwater County Children’s Justice Project</del>	Basic Data	Responsible Party: CJP, Sweetwater	On-going	Maintain timeliness of six-month reviews,	Six-month reviews and permanency hearings held	Sweetwater County JCATs court data	Data will be provided to CJP Advisory Council and

		<p>County District Court</p> <p>Partners: Sweetwater County Children's Justice Committee: Courts, DFS, Prosecutor, GAL, parent attorneys, mental health</p>		<p>permanency hearings Improve timeliness of TPR filings Improve time to adjudication Improve quality of court orders Improve permanency outcomes in reunification, guardianships and adoption CFSR Permanency Outcome 1, Item 7. Increase quality of court proceedings with focus on family engagement, due process, quality legal representation</p>	<p>timely in 95% of cases Improve timeliness of TPR filings (establish baseline data) Improve time to adjudication by 5% Permanency orders will be IV-E compliant Permanency outcomes (i.e., reunification, guardianships and adoption) are increased by 1%. Court hearings engage families (establish baseline data) Court addresses due process (establish baseline data) Children and parents receive quality legal representation (establish baseline data)</p>	<p>DFS permanency PIP data  CQI</p>	<p>the Sweetwater County Children's Justice Project on a bi-annual basis</p>
<p><del>Explore feasibility of replicating Sweetwater County pilot court</del></p>	<p>Basic Training Data</p>	<p>Responsible Party: CJP Partners: Courts, DFS</p>	<p>March 2012 – Sept 2012</p>	<p>Second pilot court identified</p>	<p>Baseline data collected</p>	<p>Pilot site court juvenile data</p>	<p>CJP Advisory Council will explore replication of second pilot court</p>
<p><b>Provide specialized training on ASFA requirements/TPRs</b></p> <p>The 2014 Children's Justice Conference and BlogTalk Radio webinars provided specialized trainings on ASFA requirements and TPRs. The 2015 Children's Justice Conference and BlogTalk Radio webinars provided specialized trainings on ASFA requirements and</p>	<p>Training</p>	<p>Responsible Party: CJP/Training Committee</p> <p>Partners: Attorney General's Office, GAL Program, DFS, County Attorneys, Parent Attorneys</p>	<p>On-going</p>	<p>Provide specialized training bi-annually to stakeholders on ASFA requirements with special emphasis on and TPR</p> <p>Up to 50 attorneys, judges and/or caseworkers will participate</p>	<p>Stakeholders apply knowledge learned in training</p>	<p>Training evaluation /documentation of # training participants</p>	<p>Evaluation results provided to CJP Advisory Council/CJP Training Committee/DFS</p>

TPRs.							
<p><b>Increase training opportunities on:</b></p> <ul style="list-style-type: none"> <li>*Concurrent planning</li> <li>*Family engagement/connectedness</li> <li>*Permanency (appropriateness of goal, quality of hearings, timeliness of permanency, etc.)</li> <li>*ICPC</li> <li>*ICWA</li> <li>*Diligent search of absent/noncustodial parents</li> </ul> <p>The 2014 Children’s Justice Conference and BlogTalk Radio webinars provided specialized trainings on Family Engagement, Concurrent Planning, Permanency and ICWA. The 2015 Children’s Justice Conference and BlogTalk Radio webinars provided specialized trainings on Family Engagement, Concurrent Planning, Permanency and ICWA.</p>	Training	<p>Responsible Party: CJP/CJP Training Committee</p> <p>Partners: Courts, GALs, parent attorneys, prosecutors, DFS, Tribes, CASA, foster &amp; relative caregivers, child advocacy organizations, parent advocacy groups</p>	On-going	Up to 500 stakeholders will be trained on one or more of the following topics annually: concurrent planning, family engagement, permanency, ICPC, ICWA, diligent search	Training participants apply knowledge learned at training	Training evaluation/documentation of # training participants	Evaluation results shared with CJP Advisory Council, CJP Training Committee and DFS
<p><b>Develop pattern jury instructions for adjudication and TPR trials</b></p> <p>A Committee has been formed and is working to complete these jury instructions. Once completed, CJP will assist with distribution of the instructions. Release of these jury instructions has been delayed until October, 2015.</p>	Basic	<p>Responsible Party: CJP and Wyoming State Bar Association</p> <p>Partners: prosecutors, GALs, defense counsel, parent attorneys, Attorneys General and judicial representation</p>	<p><del>6/13</del></p> <p>2/15</p> <p>10/15</p>	<p>Adopted pattern jury instructions</p> <p>Result: Improved and more consistent trials.</p>	N/A	N/A	CJP will inform stakeholders and WSB will distribute them
<p><b>Establish CQI process for:</b></p> <ul style="list-style-type: none"> <li>*Due process</li> <li>*Timely, thorough, &amp; complete court hearings;</li> </ul>	Basic	<p>Responsible Party: CJP</p> <p>Partners: DFS, GAL</p>	<p><del>10/12</del></p> <p>2/15</p>	CQI process defined	CQI process administered and baseline data gathered for monitoring of quality indicators for	<p>TBD</p> <p>WyUser – Court data /</p>	Development and results of CQI process will be provided to CJP Advisory Council, Sweetwater

<p><b>*High quality legal representation</b>  <b>*Permanency Outcome 1, Item 7</b>  In FFY2014, CJP will develop targeted interventions to (1) remain the same or reduce the number of days (median) between the time to first and subsequent permanency hearings, TPR petition and TPR order; 2) reduce the overall statewide time to permanent placement number by 30 days (from 288 days -258 days) and (3) reduce the time to reunification, guardianship and adoption by 30 days in three (3) judicial districts. CJP plans to develop methods to track additional quality measures beyond the number of continuances and number of judges. CJP has established CQI processes for timely hearings and continues to work to develop processes around due process, thorough and complete court hearings, and high quality legal representation.</p>		Program, Courts	Ongoing		due process, quality court hearings, quality legal representation	Weighted Caseload Study WyCaps – DFS GAL Division case file audits	County Children’s Justice Project, GAL Program, DFS, District Court Judges  CQI data is currently shared with DFS, the GAL Division, Attorney General’s Office, District Court Judges, some prosecutors.
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**Outcome #5: Increase educational stability and success of children in foster care. Outcome 5 is postponed.**

**Need Driving Activities and Data Source:** A Wyoming team (2 judicial representatives and 1 school representative) attended the National Summit on Courts, Child Welfare and Education. Prior to the summit, Wyoming completed the NRCDFC Self Study (Study). Since the summit, a broader committee has been established that includes representatives from all three agencies and other key stakeholders to begin reviewing available data and issues and to determine next steps. The self-study noted concerns among key stakeholders that educational stability is a factor in Wyoming that needs to be addressed. The self-study survey noted lack of foster care placement resources near school, transportation, lack of education credits transferring from residential treatment facilities, changes in staff and leadership at both the local and state levels, funding and differing priorities, not knowing the needs and issues, and lack of data as the biggest challenges. The report also rated education plans as fair or needing considerable improvement by 36% of respondents. It was also noted that Wyoming has only a 10% graduation rate for students attending post secondary education. Court related concerns emerged as well including court orders lacking information regarding the educational needs of children that courts do not always ask about a child’s transportation needs to school, whether changes in school placement have occurred, the youth’s post-secondary education goals, and whether or not school credits will transfer. Thus, it is imperative that Wyoming Courts, DFS and Education are educated on these issues to increase awareness and implement strategies to address the issues. (Source: NRCDFC WY Self Study on Educational Stability; Completed for National Child Welfare, Education, and Courts Summit, 2011).

**Measurable Objective:** Verify data in Wyoming’s NRCPC self-study to determine specific issues statewide from various stakeholders. Increase awareness of educational stability issues for children in care, school attendance, school achievement and high-school graduation rate. Convene summit to determine next steps.

**Strategic Category:** 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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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> Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.
<b>Improve courts, DFS and education/school communication and collaboration</b>	Basic Training	Responsible Parties: CJP, courts, education, local schools, DFS  Partners: GALs, Parent Attorneys, Prosecutors, CASA, foster parent and relative caregivers, members of MDT	2012-2013  <b>On-going</b>	Bi-annual meetings to review WY Self-Study and other available information related to outcomes to education  Provide local and statewide education/training opportunities on Wyoming’s issues and available data	Increased communication and knowledge of issues among the courts, education, local schools, DFS, GALs, Parent Attorneys, Prosecutors, CASA, foster parent and relative caregivers, members of MDT	Available baseline data from Courts, DFS and education/local schools	Courts, DFS and Education Committee will meet quarterly  Committee will update CJP Advisory Council of efforts
<b>Improve knowledge of stakeholders</b>  Develop CJP Publication for Educators. CJP developed and released “A Handbook for Educators”.	Basic Training	Responsible Parties: CJP, courts, education, local schools, DFS Partners: GALs, Parent Attorneys, Prosecutors, CASA, foster parent and relative caregivers, members of MDT, residential treatment centers	<del>2012–2013</del>  12/14  <b>Completed</b>	Develop training material to increase knowledge of fostering connections education stability requirements, successes and barriers  Identify county to convene summit (8/12)	Train up to 30 stakeholders  Convene summit  Increased awareness of education stability issues and success for children in foster care	Training evaluations	Report results of summit to CJP Advisory Council, Courts, DFS, Department of Education, local schools  Report findings of summit in newsletter
<b>Enhance data collection and utilization</b>	Data	CJP, Courts, DFS, education	2013-2016	Improve educational stability and outcomes	Explore opportunities for increased data sharing among the courts, DFS and education	DFS and local school data	CJP Advisory Council, Courts, DFS, Department of Education, local schools

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## Outcome #5: Increase educational stability and success of children in foster care.

### August 2012 Update:

**Significant Accomplishments:** CJP created a Task Force composed of stakeholder from DFS, GAL Program, Wyoming Department of Education (WDE), Court, CJP and two judges and a WDE representative who attended the November 2011 summit on Child Welfare, Education and the Courts, held by the Children’s Bureau and the U.S. Department of Education. The Task Force met once and identified issue to pursue. The Task Force has been dormant since the Coordinator resigned. To further its education accountability efforts, the Wyoming Legislature has enacted legislation and provided funding to develop the capacity to share and access educational information between all education data participants within the state. The evolution of this longitudinal data system may provide opportunities for gathering information on students who are also involved in the Juvenile Court System and to provide the CJP Task Force opportunities to increase data sharing among the courts, DFS, and the WDE.

### August 2013 Update: Additions or changes

The review panel members recommended that with the current amount of work already proposed in the Strategic Plan and the changes occurring with the Department of Education, which is in the midst of contentious state-level governance changes, this is an outcome that should be **postponed until 2014-2015**. CJP should look for ways to support efforts in this area, such as webinars, invitations to regional trainings, and making CJP resources available to schools. It was noted that getting data from the education system is difficult because of the Family Educational Rights and Privacy Act (FERPA).

### 2014 Update: Additions or Changes

The CJP Advisory Council continues to support the postponement of Outcome #5 through FFY2015. In February, 2014, the CJP Coordinator presented information to Wyoming educators participating in the ICivics Program through the Wyoming Supreme Court. Through this presentation, many educators requested and were mailed CJP Publications. Until broader activities resume around Outcome #5, the CJP Advisory Committee approved the commission of a CJP publication written specifically for educators.

**2015 Update: Additions or Changes:** CJP worked with the Wyoming Department of Education to develop and release “A Handbook for Educators.” CJP has initiated conversations with the Wyoming Department of Education, Chief of Staff and hopes to re-establish the CJP Education Taskforce in October, 2015.

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## Outcome #6: Juvenile courts have the capability to track juvenile cases by court automation.

**Need Driving Activities and Data Source:** The last statewide Wyoming Court Reassessment found that Wyoming lacked a statewide case management system for juvenile cases. Without a statewide case management system in place, it is difficult if not impossible to know how the court system is meeting timely permanency for children and youth. Since the reassessment, CJP implemented a case management system in Sweetwater County to collect and analyze comprehensive juvenile court data. Sweetwater County and CJP monitor the data regularly to determine compliance with state statutes and national court measures related to timeliness. The data has proven invaluable for court reform. Another component of the JCATs system that is currently being test piloted in Fremont County is a court order generation program. The purpose of the system is to automate court orders to improve overall quality of court orders for stakeholders. Once the test piloting is complete and all orders are available for generation, CJP plans to work with the project consultant in extrapolating available data and to explore the feasibility of merging the two systems and/or to interface with the statewide district court case management system currently in development. The vision is to streamline the process so that manual entry of juvenile data can be virtually eliminated. The systems will remain operational until the final rollout of the development and implementation of a statewide case management system that is currently being done by the Supreme Court in collaboration with CJP.

**Measurable Objective:** All Wyoming juvenile courts will have an operational tracking system in place by 2015 with the capability to track timeliness measures.

**Strategic Category:** Capacity Building

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## **Outcome #6: Juvenile courts have the capability to track juvenile cases by court automation.**

### **August 2012 Update:**

**Significant Accomplishments:** The Supreme Court Management System, in development for a number of years, began its rollout in August. The system is designed with specific tables to collect the Juvenile Court data elements that the CJP has recommended. By the end of 2012, three Judicial Districts will be using the Court Management System, and the projection is that all 23 will be using the System by January of 2014. Obviously, the implementation of the Court Management System represents an immense challenge for District Courts and for the Supreme Court Technology Division. Not until 2015 will the System have been implemented long enough to produce complete reports. The Sweetwater JCATS Wyoming Program will cease operation, to be replaced by the Supreme Court Management System. Meanwhile, CJP will continue to work with DFS and WDE to explore opportunities for data reporting using the confidential information those agencies currently collect. Also, CJP will renew efforts to identify opportunities for interfacing the Supreme Court Management System and WYCAPS.

### **August 2013 Update: Additions or changes**

As the statewide Court Management System is being implemented, the CJP coordinator has continued meetings with the Court Technology Division to identify potential problems with the system's capability to measure and report on the national court measures (Toolkit timeliness measures). Fortunately, important gaps have been identified and the project consultant has modified the system to address them. As discussed in Objective 1, CJP has determined that a more feasible approach to gathering baseline data will be to systematically develop the capacity to identify, assemble, analyze, and interpret data from the child welfare agency (Department of Family Services/DFS) administrative data system relevant to CJP objectives. This may entail contracting for this expertise since neither the Court nor its partner child welfare agency have sufficient staff to support the CQI process with current resources. This activity is also discussed in Outcome #6. The statewide court case management system (Wy User) will have minimal data to report on the national court measures (Toolkit timeliness measures) until it is fully implemented in the Courts in 2015. Meanwhile, a new activity for CJP is to develop training and/or training materials for District Court Clerks to help them accurately record the child dependency data, and more importantly, work within the court system to ensure that orders for hearings clearly identify what type of hearing is occurring.

### **2014 Update: Additions or Changes**

WyUser became fully operational on March, 2014 and all district courts are now using the new data system. While customized reports are not yet available, CJP has been able to utilize WyUser case docket lists and pleadings information to collect, analysis and distribute timeliness and quality measure information. The CJP Coordinator has submitted "timely hearing" information to be added to the WyUser calendaring mechanisms to allow adjudicatory, review and permanency hearings to be "tickled" for all abuse and neglect cases filed in the state. These juvenile court ticklers will be added to the system in the next twelve months (by September, 2015). The CJP Coordinator met with the district court clerks in February, 2014 and June, 2014 to provide information about CJP, juvenile cases and data collection and analysis. CJP has provided training and materials to District Court Clerks and continues to work with the Court Technology Division to produce standard reports. In FFY15, CJP plans to develop a "User Manual" with juvenile court definitions and instructions as to how to correctly enter data into WyUser and develop at least 1 WyUser "canned" report (containing juvenile case information). CJP and DFS worked together to share time to permanent placement data (from the WYCAPS system) and this same data will be generated and analyzed each October as part of CQI. As mentioned earlier, CJP has contracted with Chad Shaver to provide WYCAPs data analysis and CQI processes. Through these activities and supports, CJP has developed a good understanding of available data. The GAL Program is continuing to develop their data system, which should be operational in 2015. Once operational, CJP will work with the GAL Program to review and compare data collected from the GAL data system. As mentioned above, the CQI/Data Committee was formed and completed an audit of TPR files in October, 2013. Through this Committee, CJP was able to generate and report statewide timeliness measures for FFY2013. The CQI/Data Committee is currently analyzing timeliness data by judicial district. This information will be used to develop targeted interventions in 2015, for implementation in 2016.

**2015 Update: Additions or Changes:** CJP has the ability to review DFS, GAL Division and WyUser data to track specific and relevant data. CJP is currently collecting and reviewing the following data: time to 1<sup>st</sup> permanency hearing; time to subsequent permanency hearing; time to permanent placement; time to filing to TPR; time to TPR; and time to adoption; CJP is working with the GAL Division (through case file audits) to collect time to adjudication and time to review hearing. CJP has established statewide baseline data for the 5 required timeliness measures. CJP has worked with the Court Technology Division to develop 2 reporting functions within WyUser for "abuse/neglect case audits" and "TPR case audits"; this mechanism allows CJP to pull real time data on abuse and neglect and TPR cases statewide. CJP and DFS have entered into a joint contract with a data consultant to more easily collect, share and analyze data. This contract is in place through June, 2016. CJP continues to support the development of the GAL Division data system; CJP contributed \$25,000 to help build reporting mechanisms within the GAL data system. The GAL data system has been developed and it currently being tested. The CQI/Data Committee continues to meet to review data and conduct case file audits. CJP has developed a draft WyUser Manual that provides information to clerks around the entry of juvenile case data in WyUser; the

publication has not yet been released pending WyUser vendor issues.

<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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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>Continue to support Sweetwater data efforts in identifying, collecting and analyzing data via JCATS Wyoming programs</b></p> <p>The Strategic Plan review panel members recommended that with the implementation of the statewide court case management system, Wy User, it was apparent that JCATS would be an additional system for clerks to manage, and thus it is not feasible to continue JCATS.</p> <p>Although the Sweetwater data efforts were discontinued, CJP now has the ability to review DFS, GAL Division and WyUser data to track data. CJP is currently collecting and reviewing a majority of the data outlined under “anticipated outputs and results of activity” on an annual and bi-annual basis.</p>	<p>Data Basic</p>	<p>Responsible Parties: CJP, Sweetwater County District Court, Sweetwater County Children’s Justice Project</p> <p>Partners: National Center on Juvenile Justice and LT Court Tech, Clerks of Court, Courts, DFS</p>	<p>On-going Ended</p>	<p>Continued tracking of timeliness data measures on bi-annual and/or yearly basis including:</p> <ol style="list-style-type: none"> <li>Time to 1<sup>st</sup> permanency hearing</li> <li>Time to subsequent permanency hearing</li> <li>Time to permanent placement</li> <li>Time to filing to TPR</li> <li>Time to TPR</li> <li>Time to adjudication</li> <li>Time to review hearing</li> <li>Time to adoption</li> </ol> <p>These measures will be tracked through the Wy User court management system, but comprehensive data will not be available until</p>	<p>Over the next year:</p> <ol style="list-style-type: none"> <li>Maintain time to permanency hearing at 95% compliance</li> <li>Determine baseline data for time to subsequent permanency hearing</li> <li>Increase time to permanency by 5%</li> <li>Determine baseline data for time to filing of TPR petition;</li> <li>Determine baseline data for time to TPR</li> <li>Improve time to adjudication by 5%</li> <li>Maintain time to review hearings at 95% compliance</li> <li>Determine baseline data for time to adoption</li> </ol>	<p><del>Sweetwater County JCATS Wyoming program</del>            WYUser, statewide court case management system after 2015</p>	<p>Data will be provided bi-annually or yearly to CJP Advisory Council, Sweetwater County Children’s Justice Project Members, and DFS on each of the stated measures</p>

← These remain target improvements that CJP will focus upon in working with DFS data and once the WyUser data becomes comprehensive across the state, which will be after calendar year 2015. CJP has established statewide baseline data for items b, d, e and h and is working to achieve items a, c, f, and g in specific judicial districts.

				2015. CJP is currently collecting this data.			
<p><b>Continue to support/pilot Fremont County JCATS Court Order Generation Program</b></p> <p>This effort was also abandoned because of the implementation of the statewide court case management system.</p>	Data	<p>Responsible Parties: CJP, Fremont County District Court, Fremont County Attorney's Office</p> <p>Partners: National Center on Juvenile Justice</p>	On-going Ended.	<p>Finish test-piloting program and determine feasibility of merging JCATS systems</p> <p>Determine next steps in reporting timeliness data</p>	Over the next two years Fremont County will produce quality court orders that generate timeliness data in order to monitor permanency outcomes	<p>Review of Fremont County orders</p> <p>Review of data in JCATS system</p>	Progress of the development and reporting of data will be shared with the CJP Advisory Council and Fremont County District Court and the Fremont County Attorney's Office
<p><b>Continue to work toward design and implementation of statewide case management system that captures national court measures</b></p> <p>This case management system (Wy User) is being implemented to capture the national court measures for timeliness.</p> <p>WyUser is operational. CJP continues to work with the Court Technology Division to produce standard reports that can be easily generated from WyUser. CJP plans to develop 1 canned report. CJP has worked with the Court Technology Division to develop 2 reporting functions within WyUser for "abuse/neglect case audits" and "TPR case audits"; this mechanism allows CJP to pull real time data on abuse and neglect and TPR cases statewide.</p>	Data	<p>CJP, Data Committee, Courts</p> <p>Partners: LT Court Tech, Clerks of Court, Courts</p>	9/2015	Case management system functional in all Wyoming juvenile courts with the ability to track and report out timeliness measures	<p>FY 2012: CJP will actively participate on development committee</p> <p>FY2013: CJP will continue to participate in development/roll out committee</p>	Development Committee	Staff will report to the CJP Advisory Council on a quarterly basis regarding the progress of the system
<p><b>Explore data sharing with DFS</b></p> <p>Modified as described below.</p> <p>DFS has and will continue to share WYCAPs "time to permanent placement" data with CJP each</p>	Data	<p>Responsible Party: CJP, DFS, Data Committee</p>	2015-2016 Ongoing, every October	Electronic exchange of DFS information related to key people in case, placement and other key information will be	CJP and DFS will identify areas of possible data sharing opportunities and determine feasibility of interfacing court and	Exploration of Court Case Management system and DFS WYCAPS system	Regular meetings among CJP, Courts, DFS and Data Committee

<p>October. CJP and DFS have entered into a joint contract with a data consultant to more easily collect, share and analyze data, this contract in place through June, 2016.</p>			Completed	explored	WYCAPS systems		
<p><b>Develop understanding of DFS SACWIS and AFCARS data and what data the Courts can provide DFS and vice versa; Learn what data DFS is already providing individual judges. Determine what data the new GAL data system needs to provide.</b> CJP has a good understanding of SACWIS and AFCARS data and is receiving and sharing data with DFS. The GAL data system is in development and should be completed in 2015. CJP contributed \$25,000 to help build reporting mechanisms within the GAL data system. The GAL data system has been developed and it currently being tested.</p>	Data	CJP – responsible party. Partners: Supreme Court, Clerks of Court, DFS, GAL Program, CASA Programs	FFY 2014		CJP and DFS will identify areas of possible data sharing opportunities.	WYCAPS - DFS data WYUser – Court Data GAL system - TBA	Initially, the data will be shared with the CJP Advisory Council, which will advise on the how the findings are to be shared.
<p><b>Create a Data Committee to focus upon data and CQI activity; Identify data that will serve as baselines to drive CJP activities. Data Committee has been appointed and met twice. In February 2013, the committee met with the Supreme Court’s project consultant (LT Court Tech) to hear an overview of the juvenile case data collection components</b> A CQI/Data Committee has been formed and is operational. The Committee met in November, 2013, February, 2014 and May, 2014. The Committee identified and distributed</p>	Data	CJP, DFS, GAL, CASA, Supreme Court IT Division	On-going	Baseline data in the Key Toolkit measures; Determine what measures need to be tracked and how best to work with the courts to pull the data		The CQI/Data Committee reviews data from: WYUser – Court Data DFS – WyCaps GAL Division – Case file audit information	

baseline data, see 2013 CQI Data Report. The CQI/Data Committee continues to meet to review data and conduct case file audits.							
<p><b>Develop training materials to assist County Clerks of Court in identifying and recording the pertinent child welfare data.</b></p> <p>CJP met with the District Court Clerks in February and June, 2014. CJP plans to develop a WyUser “User Manual” for Juvenile Court. CJP has developed a draft WyUser Manual; the publication has not yet been released.</p>	Data	CJP – responsible party. Partners: Clerks of Court, DFS	2014 9/2015	Accurate data on national court measures in Wy User.	N/A – no data has yet been developed from Wy User		CJP Advisory Council, County Clerks, DFS

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**Outcome 7: Increase judicial, attorney, DFS, and other key stakeholder knowledge, expertise and resources.**

**Need Driving Activities & Data Source:** The WY CFSR conducted in 2008 identified areas needing improvement in the safety, permanency and well-being of children and youth in the foster care system. According to the latest PIP report, Permanency Outcome 1, Item 7 remains an area needing improvement. In addition, the NACC Evaluation Report completed in January noted improvements needed in GALs establishing meaningful relationships with their clients. The ABA Evaluation on Parent Legal Representation noted the quality of parent representation is uneven around the state and that current parent-attorney relationships are weakened by a lack of communication and inadequate advocacy between courtroom hearings. Thus it is imperative that CJP keep current publications up-to-date, identify additional resources and tools that will assist stakeholders in improving permanency outcome for children through enhanced legal representation and judicial decision-making, and continue to offer training opportunities to increase specialization of judges, attorneys, and all other key stakeholders.

**Measurable Objective:** CJP will provide training opportunities, tools, scholarships and other resources each year to stakeholder groups on child welfare/juvenile court topics. CJP will continue to evaluate the usefulness of its trainings and publications.

**Strategic Category:** Court Function Improvement; Systemic Reform

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**Outcome 7: Increase judicial, attorney, DFS, and other key stakeholder knowledge, expertise and resources**

**August 2012 Update:**

**Significant Accomplishments:** In June, the CJP coordinated with the Wyoming Guardians *Ad Litem* Program and the Department of Family Services to sponsor a fifth successful Children’s Justice Conference, attended by 352 individuals involved with the Juvenile Court System. As enumerated above, of the 352 attendees, 124 were DFS employees and 40 were GAL Program attorneys. Other attendees included 2 judges, 7 assistant attorneys general, 11 parent attorneys, 4 public defenders, 12 prosecutors, 11 Court Appointed Special Advocates (CASA) and 45 attorneys not in any of the previously noted categories. In addition, there was broad representation from community child services organizations from throughout the state, including school districts, placement providers, and counseling centers as well as a large contingent of students from the University of Wyoming College of Law. The conference was focused upon “putting the pieces together,” by moving from theory to practice and including and offered three tracks: permanency for children, skills training, and data. The CJP supported the Sweetwater County Children’s Justice Project to initiate and hold a regional training: *Mental Health Issues: Adult and Children*, in

late April. This one-day training was attended by 60 individuals involved with the juvenile court system from several neighboring counties. Three other counties have expressed interest in holding a Regional Training Conference. The CJP is strongly considering the concept of regional trainings to supplement the statewide conference which would then be held every other year rather than annually, given the difficulty in obtaining matching funds from state entities. The GAL Program Director also favors this approach to training. A Regional Training Subcommittee comprised of members from the Training and Parent Legal Representation Committees will work with interested communities to hold at least two regional conferences per year. With this in mind, the Sweetwater County Juvenile Court Case Manager developed a Preliminary Checklist for organizing a CJP Regional Training. The checklist will guide organizers through the process and will be a living document to grow with more experience. The release and wide distribution of a fourth edition of the *Parent Handbook* and adding the DVD component was a significant accomplishment in providing the resources to enhance stakeholder expertise in the juvenile court process. More than 500 copies of the Parent Handbook were taken by the Children's Justice Conference attendees, and another 1,000 were requested by attendees. CJP has provided all those requesting the Handbook and other publications at least a portion of their requests and will complete the orders this year. The publications are also available on line on the CJP website, <http://www.courts.state.wy.us/CJP.aspx>. To date, the CJP supported one District Court Judge to attend the Spring National Council for Juvenile and Family Court Judges (NCJFCJ) conference and has committed to supporting a District Court Judge from the largest Wyoming town to attend two NCJFCJ conferences in 2013. During the summer, there were two new District Court Judges appointed, and CJP will encourage them to join the NCJFCJ and participate in their activities. CJP scholarships were awarded to the Wyoming GAL Program Director to attend the National Child Welfare, Juvenile and Family Law Conference (NACC) in August and to two attorneys to attend the NCJFCJ spring conference. The Blog Talk Radio series had five sessions from January to May 2012 and will start up again in September 2012 with a program on ICWA.

#### **August 30, 2013 Update: Additions or changes**

This is nearly everything CJP has been doing in terms of outreach and training. The addition is to develop more CQI to track effectiveness of these traditional activities. In terms of updating publications, the review committee discussed that what is most needed is a targeted marketing plan to make the availability of the various CJP publications known to various constituencies. Because of the cost entailed in updating it, there was pointed discussion about the *Wyoming Child Welfare Legal Resources Manual*. Review committee members questioned if there has been any feedback of whether it is used or not? Judges are aware of it, but many attorneys don't know that it exists. There is so much turn over in attorneys doing this work. In county attorney offices, it is usually the new attorney that gets the abuse/neglect work. CJP needs to gauge how much the Manual is used before putting more money into it, and also market its availability. It was noted that there have been a few significant changes in statute that should be added to the Manual, but questions remain as to whether these can be added as obviously separate documents without abridging the ABA copyright. The consensus was that the Foster Care and MDT manuals were still current enough (2011). The GAL Program is developing its own handbook and training modules, with partial funding from CJP, which will be available beyond the GAL community. The review committee endorsed attorney scholarships to attend out-of-state conferences as worthwhile to learn national trends. There has been a requirement that those who get them do a workshop, write an article, or somehow share the knowledge. Adding a CQI component is also necessary. CJP will set a budget for this and create a review committee to make the scholarship awards. We reach out to judges and encourage membership in NCJGCJ and provide them with scholarships to their conferences. We host a breakfast for them at their Annual Judicial Conference and invite them to attend our BlgTalkRadio programs and Regional Conferences. We have four District Court Judges on our Advisory Council. The former chair of CJP and retired Supreme Court Justice serves as a consultant to CJP.

**Annual Conference:** Members agreed to support holding an annual conference in 2014. Planning will begin in August 2013.

#### **2014 Update: Additions or Changes**

CJP continues to work to develop and deploy targeted marketing strategies. CJP has enhanced marketing efforts of CJP publications by revamping the website to include pictures and summaries of all publications. Publications can be downloaded or ordered directly from the website: <http://www.courts.state.wy.us/Initiatives/CJP>. CJP developed an access database to track publication orders and streamline shipping processes. CJP plans to resume distribution of newsletters in 2015. CJP launched a "judicial relations" effort which consisting of in-person meetings between the CJP Coordinator, DFS Administrator and District Court Judges to promote CJP; CJP met with two (2) district court judge in FFY2013. CJP updated several publications, including Hearing Checklists (2004), *Your Rights – A Guide to Juvenile Court in Wyoming for Children and Youth* (2009) and *Practice Guidelines for Attorneys Representing Attorneys in Abuse, Neglect and Termination of Parental Rights Proceedings* (2012); the *Handbook for Parents, Guardians and Custodians on Child Abuse and Neglect Proceedings* was translated into Spanish. In 2015, CJP plans to update all publications produced prior to 2010. CJP delayed updating the *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* pending survey of potential users and copyright issues with the American Bar Association, this decision will be reconsidered in FFY2015. The 2014 Children's Justice Conference was held in Casper, Wyoming on June 25-27, 2014. CJP and agency partners plan to host a 2015 and 2016 Children's Justice Conference. CJP hosted eight BlogTalk Radio webinars in FFY13. CJP (in partnership with the GAL program) sponsored (via scholarship) 28 Wyoming attorneys and judges to attend the NACC Conference in Denver, CO (August, 2014). CJP will continue to offer scholarships to national conferences. In 2014, 13 of the 23 county or district attorneys in Wyoming changed during the election cycle, prompting a need to provide information and education to these new

attorneys. CJP plans to offer training opportunities to district or county attorneys handling juvenile cases, which may include the development of *Practice Guidelines for County/District Attorneys in Abuse and Neglect cases* or individualized trainings.

**2015 Additions or Changes:** CJP has updated all existing publications (with the exception of the *MDT Handbook* and *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* ). CJP released a new publication “A Handbook for Educators” and is currently working on a final WyUSER manual and Prosecutor’s Handbook. CJP continues to delay updating the *Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition* pending copyright issues with the American Bar Association. CJP has updated the publications website and launched a marketing campaign called “the Light Box” to increase awareness and availability of CJP publications. “Light Box - Shining a light on Wyoming Juvenile Court” marketing materials were distributed at the 2015 Children’s Justice Conference. CJP disseminates over 1500 CJP publications annually. As previously mentioned, CJP hosted the annual Children’s Justice Conference (in collaboration with DFS and GAL Division) on June 24 -26 in Casper, Wyoming (with pre-conferences) and hosted seven BlogTalk Radio webinars. In FFY14, CJP organized a targeted mailing to the 13 new county attorneys and provided these new attorneys copies of all CJP publications. In FFY15, CJP plans to release and train on the Prosecutors Manual and develop a robust parent attorney training and skills based training manual. CJP has not yet resumed distribution of newsletters. CJP currently provides NCJFCJ membership to 14 judges. CJP provided 15 scholarships to Wyoming attorneys and judges in FFY14. CJP plans to work with Wyoming’s Care Management Entity (CME) to develop court related trainings for providers, which will be completed by December, 2015.

<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>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Time-frame</b>	<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>Develop a targeted marketing effort to make the availability of CJP publications known to various constituencies:</b> <ul style="list-style-type: none"> <li>▪ <b>Judicial Districts</b></li> <li>▪ <b>County/District Attorneys</b></li> <li>▪ <b>GALs</b></li> <li>▪ <b>Parent Attorneys</b></li> <li>▪ <b>CASA</b></li> <li>▪ <b>DFS offices</b></li> </ul> CJP has launched a “judicial relations” effort to coordinate face to face meetings with district court judges to promote CJP. CJP has updated the publications website and launched a marketing campaign called “the Light Box” to increase awareness and availability of CJP publications.	Training Basic	CJP – Likely contracting with a media professional to assist.	2014  2015 <b>Completed</b>	Brochure/Flyer announcing the availability of CJP publications.  Broader knowledge of availability of resources, and in turn, more use of them to improve child welfare court processes.			
<b>Update and continue to</b>	Basic	Responsible parties:	On-going	Handbooks will be	Key stakeholders and	The best method to evaluate	Evaluation results will be

<p><b>disseminate CJP publications on the juvenile court system, including:</b></p> <ul style="list-style-type: none"> <li>• Parent Handbook and companion DVD (2012)</li> <li>• The children/youth/teen handbooks (3)</li> <li>• Foster and Relative Caregiver Manual on Court System (2011)</li> <li>• MDT Guidebook (2011)</li> </ul> <p>From October 1, 2013 to August 1, 2014, CJP distributed 1120 copies of various CJP publications. In FFY14, CJP plans to distribute over 1500 CJP publications statewide. The Parent Handbook and Children/Youth/Teen handbooks continue to be the most popular publications. The new access database is being used to track the number of distributed publications and addresses/locations of requests. From October 1, 2014 through August 1, 2015, CJP distributed over 1500 copies of CJP publications. CJP has updated the publications website and launched a marketing campaign called “the Lightbox” to increase awareness and availability of CJP publications. In FFY14, CJP organized a targeted mailing to the 13 new county attorneys and provided these new attorneys copies of all CJP publications.</p>	<p>Training</p>	<p>CJP,CJP Committees assigned to each publication Partners: parents, parent attorneys, parent advocates, foster and relative caregivers, DFS, GAL, UW College of Law, Courts, prosecuting attorneys , MDT facilitators and members, CASA</p>	<p>Distribute 1500 publications in FFY14.</p>	<p>updated as needed and provided to key stakeholders (GALs, DFS, CASA and foster and relative caregivers) to provide to children/youth</p> <p>Notices will be provided annually to key stakeholders reminding them of the available publications Copies will be distributed at regional trainings and annual CJP conference</p> <p>CJP has identified the most “popular” CJP publications based on order requests (<i>Handbook for Parents, Guardians and Custodians on Child Abuse and Neglect Proceedings and Your Rights – A Guide to Juvenile Court in Wyoming for Children and Youth</i>); these publications are now routinely mailed (in bulk) quarterly to four (4) DFS locations.</p>	<p>parents will be provided up-to-date information regarding the law, court process, MDTs, importance of early legal representation and their rights Children/Youth experience increased knowledge about the juvenile court process, MDTs and their rights Foster parents will have increased knowledge of the court process, the role of each party, and their rights Improved knowledge of the purpose of MDTs and the roles of the appointed members</p>	<p>the usefulness of the children/youth/teen handbooks will be explored. Stakeholder survey included in handbook to determine how many parents are receiving the handbook/DVD and whether the parents find the information helpful. Annual evaluation of handbook/DVD Evaluation of usefulness of MDT Guidebook Evaluation of usefulness of Foster Care and Relative Manual</p>	<p>shared with the CJP/Children, Youth, and Teen Handbook Committees</p> <p>Usefulness and the availability of the publication will be reported in the CJP newsletter</p>
<p><b>Continue to develop CJP website and publish CJP newsletter</b> As part of the targeted marketing</p>	<p>Basic Training</p>	<p>CJP Collaborative</p>	<p>On-going</p>	<p>Website will provide up-to-date resources/tools for all</p>	<p>Increased knowledge about the project, court programs, educational</p>	<p>Number of increased resources/information available via the website</p>	<p>CJP staff will report to CJP Advisory Council of new information</p>

<p>effort, contract to develop a more user-friendly, dynamic CJP website and redesign and resume dissemination of the CJP newsletter. The CJP website has been revamped and will resume distribution of newsletters in 2015. CJP has not yet resumed distribution of newsletters.</p>		<p>Partners: Courts, Attorneys, DFS, MDT facilitators, members of MDTs, CASA, foster and relative caregivers, Tribes, Health, Education</p>		<p>stakeholders  Website will document # of hits  CJP hopes to identify at least 10 other groups to receive the newsletter</p>	<p>programs and available resources to a wider audience</p>	<p>Number of hits to website  Reporting of additional stakeholders receiving the newsletter</p>	<p>Newsletter will be shared providing notice of available resources and training programs</p>
<p><b>Continue to provide cross-training opportunities:</b>  <b>*Annual conference</b>  <b>*Regional training</b>  <b>*Internet training</b>  <b>*Foster parent training</b>  CJP hosted eight BlogTalk Radio webinars in FFY2013 organized the 2014 Children’s Justice Conference. CJP will continue BlogTalk Radio webinars and annual conferences through 2016. CJP plans to offer training opportunities to county attorneys. CJP hosted seven BlogTalkRadio webinars and hosted the 2015 Children’s Justice Conference (with pre-conferences) in FFY14. The CJP Coordinator has presented to county attorneys and CJP is currently working on a “Prosecutors Handbook.” Additionally, in FFY15, CJP will develop a robust parent attorney training and skills based training manual. CJP plans to work with Wyoming’s Care Management Entity (CME) to develop court related trainings for providers.</p>	<p>Training Basic</p>	<p>Responsible Party: CJP/Training Committee  Partners: Courts, Attorneys, DFS, MDT facilitators, members of MDTs, CASA, foster and relative caregivers, Tribes, Health, Education</p>	<p>On-going</p>	<p>Continue to sponsor annual conference and maintain current level of participation (+400 participants) CJP has capped the number of conference attendees at 250 and now targets specific stakeholder groups. Continue to sponsor 9 Internet trainings/year. CJP routinely sponsors between 7 and 9 internet trainings. Continue to sponsor up to 2 regional trainings/year Identify additional training needs of foster parents Training events over the next two years will cover topics such as due process of law; quality legal representation, increasing timeliness of permanency; family</p>	<p>All juvenile court stakeholders will increase knowledge and awareness of issues affecting the safety, timely permanency and well-being of children/youth</p>	<p>Training evaluations will ask participants how useful the training was and whether they will use the skill/knowledge in their job</p>	<p>Evaluation results will be reported to CJP Advisory Council, Annual Conference Planning Committee and other relevant CJP Committees  Evaluation results and training opportunities will be reported in CJP newsletter</p>

				engagement, etc.			
<p><b>Update Wyoming Child Welfare Legal Resource Manual, Revised 2<sup>nd</sup> edition to include current laws, best practices and issues that can be addressed based on CFSR outcomes</b></p> <p>Determine the use of this manual. Possibly create a separate document to supplement until use can be determined.</p> <p>CJP delayed updating the <i>Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition</i> pending survey of potential users and copyright issues with the American Bar Association and will reconsider updating in FFY2015. CJP continues to delay updating the <i>Wyoming Child Welfare Legal Resource Manual, revised 2<sup>nd</sup> edition</i> pending copyright issues with the American Bar Association.</p>	Basic	<p>Responsible Party: CJP</p> <p>Partners: Courts, DFS, Attorneys, CASA, UW College of Law</p>	On-going	<p>Manual will be updated as needed to include up-to-date laws, best practices, etc.</p> <p>Efforts will be made to notify stakeholders of the availability of the publication.</p>	Stakeholders will stay informed of up-to-date laws, best practices, etc.	Periodic evaluation of usefulness of manual	<p>Periodic evaluations reported to CJP</p> <p>Notice of availability of manual will be provided in CJP newsletter</p>
<p><b>Continue to fund NCJFCJ membership for judges.</b></p> <p>CJP continues to fund this annual membership.</p>	Basic Training	<p>Responsible Party: CJP</p> <p>Partners: Judges</p>	On-going	Up to 10 judges will retain membership CJP currently provides NCJFCJ membership to 14 judges.	Judges are kept informed of federal laws, national trends, and best practices to make better informed decisions	Documentation of # of judicial members	# of judicial scholarships will be provide to CJP Advisory Council and in newsletter
<p><b>Continue to offer scholarship assistance to judges and attorneys to attend national and/or state conferences</b></p> <p>28 Wyoming attorneys and judges were sponsored to attend the NACC Conference in Denver, CO (August, 2014). CJP provided 15 scholarships to Wyoming attorneys and judges in FFY14.</p>	Basic Training	<p>Responsible Party: CJP</p> <p>Partners: Judges, Attorneys</p>	On-going	Up to 5 attorneys will be provided scholarship over the next two years 1-2 judges will attend a national and/or state conference over the next two years	Increased knowledge of child welfare/juvenile court issues	<p>Attorneys: Train-the-trainer documentation; feedback on conference</p> <p>Judges: Feedback on quality of conference</p>	<p>Feedback provided to CJP/CJP Training Committee on usefulness of scholarships</p> <p>Availability of scholarships provided in CJP newsletter</p>

## Strategic Plan Review Timeline

1. **February 29, 2012:** Current Strategic Plan submitted to the Children's Bureau
2. **August 30, 2012:** Strategic Plan update submitted to the Children's Bureau
3. **September 14, 2012:** CJP Advisory Council meeting: Stacey Obrecht suggested that with new leadership, staff, and members, now is a good time to step back and discuss priorities. Council members need to become more involved in setting priorities, and their expertise could be better used. The Council needs to talk about its priorities, and soon. Jill Kucera made a motion to set a CJP Advisory Council retreat within the next two months to focus upon the strategic plan and priorities, including a budget review. Kristie Langley seconded the motion and it passed unanimously.
4. **November 14, 2012:** CJP Retreat with Facilitator Timothy Travis, NRC on Legal and Judicial Issues.
5. **December 5, 2012:** CJP Strategic Plan Review meeting, 8:30 – 9:50 a.m. Discussed Outcomes 1-3.
6. **December 31, 2012:** State Court Improvement Program Self-Assessment submitted to the Children's Bureau
7. **January 24, 2013:** CJP Meeting. Strategic Plan Review was on the agenda, but the Council did not get to it because of other matters (presentation by Director Corsi on RTCs)
8. **February 1, 2013:** Work Session to continue Strategic Plan Review, discusses Outcomes 4-7.
9. **June 10, 2013:** CJP Advisory Council meeting
10. **July 22, 2013:** Work Session to continue Strategic Plan Review in advance of August 30 report.
11. **August 30, 2013:** Strategic Plan submitted to the Children's Bureau and CJP Coordinator resignation.
12. **October 7, 2013:** New CJP Coordinator hired (Eydie Trautwein).
13. **October 25, 2013:** CJP Advisory Council Meeting.
14. **December 31, 2013:** State Court Improvement Program Self-Assessment submitted to the Children's Bureau.
15. **January 31, 2014:** CJP Advisory Council Meeting, announcement of appointment of tribal representative.
16. **March 28, 2014:** CJP Advisory Council Meeting and distribution of *2013 CQI Data Report*; CQI presentation, discussion and planning.
17. **June 25-27, 2014:** 2014 Children's Justice Conference (Casper, Wyoming)
18. **June 27, 2014:** CJP Advisory Council Meeting.
19. **July, 2014:** CFSR Reviews (35 statewide case files were reviewed using new CFSR instrument).

20. **August 28, 2014:** CJP Advisory Council Meeting to review and approve the Strategic Plan Update for submission to the Children's Bureau.
  21. **August 30, 2014:** Strategic Plan update submitted to the Children's Bureau.
  22. **December 18, 2014:** CJP Advisory Council Meeting to review CQI data and review and approval of Re-Assessment Report (for submission to the Children's Bureau).
  23. **December 31, 2014:** State Court Improvement Program Self-Assessment submitted to the Children's Bureau.
  24. **March 20, 2015:** CJP Advisory Council Meeting to discuss FFY2014-2015 interventions and review of Strategic Plan.
  25. **June, 2015:** 2015 Children's Justice Conference
  26. **June 26, 2015:** CJP Advisory Council Meeting to discuss FFY2014-2015 interventions and review of Strategic Plan.
  27. **August 27, 2015:** CJP Advisory Council Meeting to review and approve the Strategic Plan Update for submission to the Children's Bureau.
  28. **August 30, 2015:** Strategic Plan update submitted to the Children's Bureau.
  29. **December 17, 2015:** CJP Advisory Council Meeting to review CQI data and review and approval of Re-Assessment Report (for submission to the Children's Bureau).
  30. **December 31, 2015:** State Court Improvement Program Self-Assessment submitted to the Children's Bureau.
  31. **March 25, 2016:** CJP Advisory Council Meeting to discuss FFY2015-2016 interventions and review of Strategic Plan.
  32. **June, 2016:** 2016 Children's Justice Conference
  33. **June 24, 2016:** CJP Advisory Council Meeting to discuss FFY2015-2016 interventions and review of Strategic Plan.
  34. **August 25, 2016:** CJP Advisory Council Meeting to review and approve the Strategic Plan Update for submission to the Children's Bureau.
  35. **August 30, 2016:** Strategic Plan update submitted to the Children's Bureau.
  36. **December 15, 2016:** CJP Advisory Council Meeting to review CQI data and review and approval of Re-Assessment Report (for submission to the Children's Bureau).
  37. **December 31, 2016:** State Court Improvement Program Self-Assessment submitted to the Children's Bureau.
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