

**STRATEGIC PLAN
THE LOUISIANA COURT IMPROVEMENT PROGRAM/
CHILDREN'S ADVOCACY RESOURCE EFFORT
OCTOBER 1, 2002 - SEPTEMBER 30, 2006**

Goal 1.00 -- Planning: To develop an ongoing strategic planning process for guiding the implementation of the Louisiana Court Improvement Project/Children's Advocacy Resource Effort (LCIP/CARE) and subsequent court improvement efforts relating to child in need of care (CINC) cases.

Performance Indicator: One CARE Committee Meeting per Quarter
Responsibility: CIP Coordinator
Timeline: 12/31/02 and quarterly thereafter
Interim Benchmark: CARE Committee provides overall guidance and direction to the CIP
Outcome: An effective plan for providing appropriate and qualified guidance to the CIP from a wide range of stakeholders in the child welfare system

Objective 1.01 - LCIP/CARE Guidance: To provide guidance to the Louisiana Court Improvement Program/Children's Advocacy Resource Effort.

- 1.01A - Supreme Court Staffing (Deputy JA, CIP Coordinator)**
Coordinate and plan quarterly meetings; analyze data, case law and other information to inform the committee; record minutes
- 1.01B - CARE Advisory Committee (Judge Gray, Chair)**

Objective 1.02 - Ongoing Guidance: To provide guidance and support to court improvement efforts relating to ASFA and safety, permanency and well-being of children that enter the Louisiana judicial system.

- 1.02A - Supreme Court Staffing (Deputy JA, CIP Coordinator)**
 - C Schedule, conduct and monitor activities of the CIP pursuant to Program Instructions**
 - C Prepare and submit performance reports**
 - C Consult grants manager on the preparation of federal fiscal reports**
 - C Submit fiscal reports per program instructions**
 - C Research, plan, conduct and report data and information pursuant to the required CIP re-assessment**
 - C Seek and obtain advice, counsel and direction from Region VI program staff**

- C **Review CIP progress reports and consult with CIP mangers in other Region VI states (ARK, TX, NM, OK)**
- C **Participate actively in the Louisiana CFSR**
- C **Offer to participate actively in the development and implementation of the Louisiana PIP**
- C **Research, design, develop and disseminate “good practices” information to Louisiana judges and other child welfare stakeholders**
- C **Monitor, review and actively participate in ABA Child Listserve**
- C **Respond to requests for technical assistance from judges, attorneys, CASAs, foster parents and other stakeholders regarding identified issues and barriers to the timely/quality processing of child in need of care cases in all Louisiana courts**
- C **Report to the Chief Justice all relevant CIP activities and seek his advice and counsel**
- C **Conduct ASFA education/training programs for judges, attorneys, CASAs, court administrative staff and other child welfare stakeholders**
- C **Schedule, monitor and report activities relative to the CIP strategic plan**
- C **Negotiate, prepare and monitor programmatic and fiscal activities of all CIP-related contracts**
- C **Coordinate activites with other Supreme Court juvenile programs: Families in Need of Services (FINS), juvenile Drug Court, juvenile delinquency**
- C **Actively participate as a member of the DSS/OCS SAFE Act Task Force**
- C **Organize, supervize and monitor all activites, including programmatic and fiscal reports, of the Child Advocacy Mediation Program (CAMP) in Jefferson and Orleans Parish Juvenile Courts**
- C **Actively participate in the continuing research, design and development of the Integrated Juvenile Justice Information System (IJJIS)**
- C **Research and apply for grant funding to enhance CIP activities**
- C **Coordinate, plan and collaborate with DSS/OSS to sponsor an annual “Together We Can” Conference**
- C **Attend/participate actively in the annual “Permanency Partnership Forum”**
- C **Field and respond to telephonic/written ASFA-related inquiries from judges, lawyers and other stakeholders**
- C **Seek and obtain advice and counsel from the national Child Welfare Resource Centers**

- C **Conduct Facilitation Team meetings when invited to do so**
- C **Perform site visits to Louisiana courts to assist with ASFA implementation/delay reduction**
- C **Make recommendations to the Children's Code Committee of the Louisiana Law Institute**

1.02B - Supreme Court Futures Planning (Deputy JA, CIP Coordinator)
Invite input from judges of the 18 courts that were the subject of the 2002 ASFA audit. Use information derived from original report and follow-up visits to develop a court-by-court ASFA compliance improvement plan 12/31/03

Goal 2.00 -- Communication/Coordination/Advocacy: To create greater awareness among decision-makers and the general public of the need to improve child protection processes within Louisiana; and to develop and maintain a system of effective communication between and among organizations trying to improve child protection within Louisiana.

Performance Indicator: One Major Statewide Communication Event per Year
Responsibility: CIP Coordinator and Deputy Judicial Administrator for Children and Families serving on the “Together We Can” Committee
Timeline: October 2002 and annually thereafter
Interim Benchmark: Review and recommend the execution of a contract with conference planner, secure conference site, establish program agenda, secure presenters
Outcome: The LCIP in collaboration with OCS will sponsor and produce a 2-day annual conference for judges, attorneys (parents’, children’s, district), court staff, CASAs, OCS administration, case managers, foster parents and other stakeholders in the Louisiana child welfare and court systems. Success will be determined by the number of judges, attorneys, court staff and other stakeholders attending and from conference evaluations

Objective 2.01 -- Greater Public Awareness: To create greater public awareness among decision-makers and the general public of the need to improve child protection processes within Louisiana.

2.01A - Campaign for the Children

- Phase 1: 11-Area Tour (Completed)
Individual Group Meetings
- Phase 2: Media Campaign on Ending (Completed)
Foster Care Drift
LSBA Bar Journal Spring Issue
- Phase 3: Media Campaign on Adoption (Completed)
- Phase 4: Pre-CFSR Meeting with Congressional Leaders

Objective 2.02 -- System of Communication: To develop and maintain an effective system of communication between and among organizations trying to improve child protection processes within Louisiana.

2.02A - LCIP/CARE Website (Announcements, model forms, CIP reports)

2.02B - Statewide and Regional Conferences

2.02C - Judge Advocate Network

2.02D - Coordination Louisiana Council of Juvenile and Family Court Judges

2.02E - Directory of Organizations Involved in Child Abuse and Neglect Adjudication, Treatment, and Prevention

- 2.02F - Facilitation Teams (Feedback from various teams will be used to guide statewide technical assistance to courts, make recommendations for legislative changes, guide the development of the IJJIS and other methods of process improvement)**
- 2.02G - Collaboration with Louisiana Foster and Adoptive Parents Association, CASA, FINS**
- 2.02H - Court/DSS Collaboration on ASFA**
- 2.02I - Court Column (published quarterly)**
- 2.02J - Citizens Review Panels: Obtain Copies of Reports and Access National Information at www.uky.edu/socialwork/CRP**

Objective 2.03 -- ICWA Awareness: To create greater awareness of the Indian Child Welfare Act among the judicial and legal community.

- 2.03A - Judicial Education Program**
- 2.03B - Attorney Training Opportunities**
- 2.03C - Disseminate ICWA Checklist to All Courts**
- 2.03D - Annual Cultural Sensitivity/Diversity Module at “Together We Can” Conference**

Goal 3.00 -- Training/Technical Assistance: To develop and maintain an effective system of training and technical assistance for lawyers, judges, CASA workers, social workers, and others involved in child protection cases.

Performance Indicator: CIP Staff to Serve as Faculty at a Minimum of Two Statewide Conferences per Year
Responsibility: CIP Coordinator and Deputy Judicial Administrator for Children and Families
Timeline: 12/31/02 and annually thereafter
Interim Benchmark: Provide specialized and relevant training for lawyers, judges, CASA, social workers and other child welfare stakeholders
Outcome: LCIP will provide comprehensive, accurate and specialized training opportunities resulting in more knowledgeable stakeholders in the Louisiana court and child welfare systems; success will be determined by evaluations and participant feedback

Objective 3.01 -- Training: To develop and maintain an effective system for training attorneys, judges, CASA workers, social workers and others involved in child protection cases.

- 3.01A - Fall, "Together We Can" Conference**
- 3.01B - Training Program (Judicial ASFA Education Program)**
- 3.01C - Spring Judges' Conference**
- 3.01D - Judges' Summer Conference**
- 3.01E - Fall Judges' Conference**
- 3.01F - City and Juvenile Court Judges**
- 3.01G - New Judges' Orientation**
- 3.01H - Annual FINS Conference**
- 3.01I - Annual CASA Conference**

Objective 3.02 -- Technical Assistance: To develop and maintain an effective system of technical assistance for attorneys, judges, CASA Workers, social workers and others involved in child protection cases.

- 3.02A - ABA/NCSC/NCJFCJ Technical Assistance**
- 3.02B - Judge Advocate Network**
- 3.02C - Mentoring Program for New Judges (CIP will collaborate with the Louisiana Council of Juvenile and Family Court Judges to develop)**
- 3.02F - Facilitation Teams (Presently active in Orleans Parish Juvenile Court, East Baton Rouge Juvenile Court, 9th JDC, 14th JDC, 16th JDC, 26th JDC. Goal is to establish a Facilitation Team in each of the 18 audited courts)**
- 3.02G - Mediation Pilot (Orleans Parish Juvenile Court and Jefferson Parish Juvenile Court)**

Objective 3.03 -- Training and Technical Assistance Resources: To develop and maintain training and technical assistance resources for use by attorneys, judges, CASA workers, social workers and others involved in child protection cases.

3.03A - Training Video Production (completed)

3.03B - Training Video Library (completed)

3.03C - Resource Guidelines (Louisiana Annotations)

3.03D - Good Practices Guide

3.03E - Process Analysis Charts (completed)

3.03F - Federally Recognized Louisiana Tribal Contact Information

3.03G - Other ASFA Tools

Goal 4.00 -- Process Improvement: To expedite and improve on a continuing basis child protection laws and processes within Louisiana.

Performance Indicator: State Legislation and Local Rules Adopted by Courts to Expedite and Strengthen the Processing of Child in Need of Care Cases
Responsibility: CIP Coordinator and Deputy Judicial Administrator for Children and Families
Timeline: 12/31/02 and ongoing thereafter
Interim Benchmark: Model rules drafted and distributed, recommendations for changes in Louisiana law to the Children's Code Committee
Outcome: Louisiana courts will improve their processes for handling child in need of care cases to become more ASFA-compliant

Objective 4.01 - Improvement of Law: To improve the law and court rules relating to child protection cases.

- 4.01A - Legislation (Louisiana Law Institute)**
- 4.01B - Supreme Court Model Rules (completed)**
- 4.01C - Supreme Court Rule on Reassignment (Follow up)**
- 4.01D - Supreme Court Rule on Expedition (completed)**
- 4.01E - Uniform Appellate Court Rule on Expedition**
- 4.01F - Court Rules Committee**

Objective 4.02 - Improvement of Processes: To improve court processes relating to child protection cases.

- 4.02A - Judge Advocate Network**
- 4.02B - Backlog Strategy**
- 4.02C - Delay Reduction Program**
- 4.02D - Law School Externship/Internship Program**
- 4.02E - Court Monitoring Program (mandatory continuance reporting and trending in place, IJJIS implementation, revised annual reporting)**
- 4.02F - FINS Coordination Program (FINS Coordinator)**
- 4.02G - ICWA Awareness Initiative (develop ICWA issue determination protocol and distribute to all courts); workshop at "Together We Can" conference**
- 4.02H - Model Standards for Attorneys in Child Welfare Cases**
- 4.02I - Facilitation Teams (Presently active in Orleans Parish Juvenile Court, East Baton Rouge Juvenile Court, 9th JDC, 14th JDC, 16th JDC, 26th JDC. Goal is to establish a Facilitation Team in each of the 18 audited courts)**

Goal 4.1 -- Evaluation: To develop and apply evaluation criteria related to improving court

performance.

Performance Indicator:	Design, Development and Implementation of Criteria to Determine Levels of Improved Court Performance
Responsibility:	CIP Coordinator
Timeline:	Research and Development 6/30/04 Implementation 1/1/05 Reporting Annually Thereafter
Interim Benchmark:	Obtain Data and Research Assistance from Internal Sources Obtain Data and Research Assistance from External Sources Develop Prototype Criteria Test Prototype Criteria Implement Criteria and Evaluation Process
Outcome:	Improved Understanding of Louisiana Courts' Performance Related to ASFA Compliance

Objective 4.1A - Use of Internal Sources: To Revise Annual Reporting Data Elements and Methodologies, Supreme Court's Annual Report, Court Management Information System

Objective 4.1B - Use of External Sources: To Obtain Guidance and Direction from National Resource Centers (ABA), ACF, Child and Family Services Review and Title IV-E Reviews

Goal 5.00 -- Automated Management Information Systems: To assist in the development and implementation of an Integrated Juvenile Justice Information System (IJJIS).

Performance Indicator: Design, Development and Implementation of the Child in Need of Care Module of the IJJIS Resulting

Responsibility: CIP Coordinator, MIS Contractor, Supreme Court MIS Dept.

Timeline: Needs Analysis 10/1/02
SANCA MIS Grant Application Completed 5/27/03
Further Research to Locate Adequate Funding 12/31/03
Once Funding Obtained, Design & Development 6 mos.
Beta Testing 6 mos.
Full Implementation in Selected Courts 6 mos.

Interim Benchmark: Funding Opportunities, Contractor Selection

Outcome: Improved Case Management Capability for Louisiana Courts
Exercising Child in Need of Care Jurisdiction

Objective 5.01 - Common Data Elements/Terminology: To develop and promulgate a list of common data elements, definitions, and policies to be used by courts in the development and maintenance of the IJJIS.

- 5.01A - Data Elements Identification (substantially completed)**
- 5.01B - Data Dictionary: Standardization of Terminology (substantially completed)**
- 5.01C - Information-Sharing Guidelines Project (Orleans Parish Juv. Ct.)**
- 5.01D - Supreme Court Expedited Appeals Face Sheet**
- 5.01E - Standardization of Minute Entries (models completed)**
- 5.01F - Benchmarks/Permanency Goal/ASFA Compliance Tracking (substantially completed, use national standards developed by ABA)**

Objective 5.02 - Software Implementation: Implementation of IJJIS software in all Louisiana courts desiring to use it. (Orleans Parish Juvenile Court, 16th JDC, 9th JDC, 26th JDC and others)

Objective 5.03 - Interfacing/Integration: To assist courts in interfacing and integrating information-sharing between the IJJIS and agencies involved in child protection cases. (Collaborative commitment with OCS already in place)

Objective 5.40 - ACCESS: To collaborate with OCS in the development of their SACWIS system to ensure that it can and will share information with the IJJIS to the extent permitted by law and policy.

Goal 6.0 -- Re-Assessment of Statewide ASFA Compliance: To comply with state and federal law, including federal regulations and program instructions.

Performance Indicators: Improved Understanding of the Impact of the CIP
Reassessment of CIP Goals
Stronger Statewide Support for CIP

Responsibility: CIP Staff, Contractor, CARE Committee

Timeline: Performance Audit, 2001
Report Issued, April 2002
Report Disseminated to Louisiana Judges, July 2003
Develop Further Assessment Plan as Needed 3/30/04

Outcomes: Comprehensive, accurate written reassessment of court performance in child in need of care cases
Supreme Court Issues Orders in Response to Audit Recommendations, July 2002
Mandatory Continuance/Delay Reporting 9/30/02 and thereafter
Mandatory Judicial Education Programs (3) 12/31/02
Mandatory New Judges' Training-ASFA 2/28/03 and annually thereafter
Courts Ordered to Self-Report on ASFA Compliance 12/31/02
CIP Directed to Conduct Follow-up Reassessment Site Visits to the 18 Audited Courts 12/31/03

Objective 6.01 - Determine scope of re-assessment and courts to be examined. Re-assess performance of 18 Louisiana courts that were the subject of the initial CIP assessment conducted in 1997.

Determine number of other courts to be reviewed annually 12/31/03.

Review courts/site visits 9/30/04 and annually thereafter

6.01A - CIP/CARE Assessment Report, July 1997

6.01B - Performance Audit: "Compliance with the Adoption and Safe Families Act in Louisiana Courts," 2001

6.01C - Report Issued, April 2002

6.01D - Court-by-court Follow-up Site Visit to 18 Audited Courts 12/31/03

Caddo Parish Juvenile Court (completed)

East Baton Rouge Juvenile Court (completed)

Jefferson Parish Juvenile Court (completed)

Orleans Parish Juvenile Court (to be scheduled)

4th JDC-Ouachita and Morehouse Parishes (completed)

7th JDC-Catahoula Parish (completed)

9th JDC-Rapides Parish (completed)

14th JDC-Calcasieu Parish (completed)

15th JDC-Lafayette Parish (scheduled September 26, 2003)

16th JDC-Iberia Parish (completed)
18th JDC-West Baton Rouge and Iberville Parishes (completed)
21st JDC-Tangipahoa Parish (completed)
22nd JDC-St. Tammany Parish (completed)
28th JDC-LaSalle Parish (completed)
Hammond City Court (completed)
West Monroe City Court (to be scheduled)

6.01E - Foster care cases: appropriate permanency goals established and achieved in a timely manner

6.01F - Adoption cases: permanent plans of adoption are pursued diligently

Objective 6.02 - Develop methodology in collaboration with federal and regional ACF/DHHS offices to re-assess ASFA compliance/CIP reform efforts statewide beyond what was analyzed in the 2002 ASFA audit.

6.02A - Collaborate with ACF/DHHS

6.02B - Participate in programmatic teleconferences with other states

6.02C - Seek guidance/assistance from ABA, NCSC and NCJFCJ

Objective 6.03 - Prepare updated re-assessment (to include the following):

6.03A - ASFA Requirements

6.03B - Implementation of ASFA Legislation in Louisiana

6.03C - CIP Reform Efforts

6.03D - Strengths/weaknesses Related to Court System Practice/CFSR

6.03E - Strengths/weaknesses Related to Court System Practice/Title IV-E Foster Care Eligibility Review

6.03F - Include Results of Program Improvement Plan (PIP)

6.03G - Individualized Needs Assessment Based on Court-by-Court Follow-up Site Visits

Goal 6.1 -- Re-Assessment of Statewide ASFA Compliance: To develop plan of action and methodology for implementing recommendations from re-assessment.

Performance Indicators: Improved Understanding of the Impact of the CIP
Positive Redirection of CIP
Stronger Public and Political Support for CIP

Responsibility: CIP Coordinator with direction from Louisiana Supreme Court and the CARE Committee

Timeline: Performance Audit, 2001
Report Issued, April 2002
Supreme Court Orders, July 2002
Orders Effective 09/01/02
Louisiana Courts Self-Report on ASFA Compliance 1/1/03
CFSR 9/8-12/2003
Re-assessment Follow-up Site Visits 12/31/03
Prepare Draft Report 03/31/04
Circulate Draft Report/Invite Comments 05/31/04
Prepare Final Report 06/30/04

Outcomes: Comprehensive and organized method of implementing ASFA re-assessment recommendations

Goal 7.0 -- Legal and Judicial Participation in the Child and Family Services Review Process

Performance Measure: CIP Participates in the CFSR Process
Responsibility: CIP Coordinator
Timeline: Statewide Assessment
CFSR On-site Reviewers Training, August 14, 2003
On-site Review, September 2003
Program Improvement Plan
Interim Benchmarks: CIP Participated in Statewide Assessment Process
Judicial Education on the Process 12/31/02
New Judges' Education 2/28/03
Case Review Subcommittee 2002
Stakeholders' Focus Groups 2002
On-site Review Team, September 2003
Outcomes: CFSR Collects Useful Information for Court Reform Efforts
CFSR Helps CIP Plan for Court Reform and Effectively
Involves OCS in the Process
CFSR Strengthens OCS Understanding and Support of
Effective Court Reform Efforts

Objective 7.01 - To Participate in the Statewide Assessment

- 7.01A - Collaborates with OCS
- 7.01B - Participates on CFSR Case Review Sub-committee
- 7.01C - Collaborates to Schedule Stakeholders' Focus Groups

Objective 7.02 - To Participate on the On-Site Review Team

- 7.02A - CIP Staff Participates on On-Site Review Team
- 7.02B - Offers Assistance to Identify Legal Stakeholders
- 7.02C - Offers Assistance as Needed by OCS

Objective 7.03 - To Participate in the Program Improvement Plan (PIP) Process

- 7.03A - CIP Staff Offers Assistance to Incorporate Effective Plan for Court Reform with Commitments to Support Its Success

Objective 7.04 - To Amend the CIP Strategic Plan in Accordance with the PIP

Goal 8.0 -- CIP Program and Fiscal Reports Prepared According to Program Instruction and Submitted in a Timely Manner

Performance Measure: Program and Fiscal Reports Submitted
Responsibility: CIP Coordinator for Program Reports
Supreme Court Grants Manager for Fiscal Reports
Timeline: 09/30/03 and annually thereafter
Interim Benchmarks: Fiscal and Program Informational Reports Drafted
Reports Circulated for Review
Comments Received
Final Report Prepared and Submitted
Outcomes: Louisiana CIP Submits Fiscal and Programmatic Reports in a
Timely Manner and Remains in Good Stead with ACF/DHHS

Objective 8.01 - To Submit Programmatic Reports in a Timely Manner

- 8.01A - Calendar due dates (9/30/03 and annually thereafter)**
- 8.01B - Prepare draft 6/30**
- 8.01C - Circulate for comments, revisions**
- 8.01D - Prepare final report and submit**

Objective 8.02 - To Submit Fiscal Reports in a Timely Manner

- 8.02A - Calendar due dates (9/30/03 and annually thereafter)**
- 8.02B - Prepare draft 6/30**
- 8.02C - Circulate for comments, revisions**
- 8.02D - Prepare final report and submit**

Goal 9.0 -- Mediation: To Demonstrate (3-year Pilot) that Mediation is an Effective Tool to Shorten the Average Length of Stay for Children in Foster Care

Performance Measure:	Number of Cases Referred to Mediation Number of Mediations Held Number of Children Affected Average Length of Stay
Responsibility:	Mediation Pilot Coordinator
Timeline:	Year 1 (1/1/02 - 12/31/-02) completed Year 2 (1/1/03 - 12/31/03) in process Year 3 (1/1/04 - 12/31/04)
Interim Benchmarks:	CIP Participates in Project Planning CIP Participates in Research Funding CIP Coordinator Writes Grant Applications Grant Funding Won Assemble Stakeholders Hire Project Coordinator Implement Project Collect Data/Evaluations
Outcomes:	CIP Collects Useful Information on Efficacy of Mediation in Child in Need of Care Cases

Objective 9.01 - To Develop a Cadre of Qualified Mediators (completed)

- 9.01A - Recruit from existing pool of family/domestic mediators**
- 9.01B - Provide specialized permanency mediation training**
- 9.01C - Mentor training for new mediators**
- 9.01D - On-going recruitment and training/in-services**

Objective 9.02 - To Empower Families to Increase the Level of Parental Input in Determining Best Interests of Their Children (in process)

- 9.02A - Non-adversarial setting**
- 9.02B - Education about the mediation process**
- 9.03C - Voluntary participation**
- 9.03D - Evaluation and feedback from participants**

Objective 9.03 - To Collect Relevant Data to Show a Decrease in Average Length of Stay in Foster Care (in process)

- 9.03A - Consult with program evaluator to determine appropriate data collection instrument**
- 9.03B - Collect and report data**
- 9.03C - Assimilate data, trending, reporting**

Objective 9.04 - To Develop a “Good Practices” Model to be Shared with Other Courts Through the CIP

9.04A - Establish On-site User Groups

9.04B - Regular Problem-solving Meetings

9.04C - Collect Data

9.04D - Develop, test, and implement appropriate forms

9.05E - Develop, test and implement appropriate policies/procedures

9.06F - Assimilate materials for distribution

Objective 9.05 - To Educate Judicial, Legal and Child Welfare Stakeholders About the Mediation Process

9.05A - Professional and education training opportunities

9.05B - “Together We Can” Conference

Objective 9.06 - To Prepare Final Evaluation and Program Report

Objective 9.07 - To Develop On-going Funding for CINC Mediation Throughout Louisiana

9.07A - Analyze, report and publicize data

9.07B - Explore judicial and executive branch funding sources

9.07C - Develop legislative agenda

9.07D - Explore other local and national opportunities