



Texas
Court Improvement Program
(CIP)

2018 Annual
Self-Assessment Report

Submitted July 30, 2018

By
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Permanent Judicial Commission
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**Supreme Court of Texas
Permanent Judicial Commission for Children
Youth and Families**

TEXAS COURT IMPROVEMENT PROGRAM (CIP)

Table of Contents

- I. 2018 ANNUAL SELF-ASSESSMENT**
- II. FY 2019 AMENDED TEXAS CIP STRATEGIC PLAN**
- III. FY 2019 BUDGET NARRATIVE**

I. 2018 ANNUAL SELF-ASSESSMENT

**State Court Improvement Program 2018 Annual Self-Assessment Report
Report Submitted July 30, 2018**

This self-assessment is intended as an opportunity for Court Improvement Programs (CIPs) to review progress on required CIP projects, joint program planning and improvement efforts with the child welfare agency, and ability to integrate CQI successfully into practice. Questions are designed to solicit candid responses that help CIPs apply CQI and identify support that may be helpful.

- I. **CQI Analyses of Required CIP Projects** (Joint Project with Agency and Hearing Quality Project) *It is ok to cut and paste responses from last year, but please update according to where you currently are in the process.*

Joint Project with the Child Welfare Agency:

- **To increase the percentage of children achieving permanency within 12 months of entering foster care, measured by the CFSR (Joint Permanency Project).**

Identify the specific safety, permanency, or well-being outcome this project is intended to address.

- **Permanency.**

Approximate date that the project began:

- **Fall 2016.**

Which stage of the CQI process best describes the current status of project work?

- **Refining solutions; some implementation.**

How was the need for this project identified?

- **It's been an ongoing problem in Texas, highlighted again by CFSR Round 3. Collaborators include judiciary and child welfare agency. The matter was discussed**

at annual judicial conferences in November 2016 in November 2017, as well as at various other times throughout both years.

What is the theory of change for the project?

- **The original Theory of Change:** The Children’s Commission (CC) and DFPS reviewed permanency data in preparation for and during the 2016 CIP annual meeting. The review revealed that a large percentage of children move through the Texas child welfare system to positive permanency (defined as children reunified, placed in permanent managing conservatorship or adopted) between 12 and 18 months after removal. Like all states, Texas is committed to creating a system where children achieve permanency no later than 12 months after entering care. Thus, the CC and DFPS agreed to examine agency permanency data for FY 2015-2016 relating to children who achieved positive permanency to: (i) identify each child’s placement pattern, noting the last placement before final outcome, and (ii) analyze whether any patterns encourage or inhibit permanency within 12 months or less.

Have you identified a solution/intervention that you will implement? If yes, what is it?

- In June 2017, it became apparent that data needed to execute this project could not be produced or analyzed with regularity. In November 2017 and pursuant to the ensuing PIP, drafted in response to CFSR Round 3, the project was modified. In November 2017, DFPS Regional Directors shared child welfare data with Judges attending the annual Child Welfare Judicial Conference (CWJC). In addition to sharing data from their regions, discussion centered on how to improve achieving permanency for children in care. For the 2018 CWJC, the Regional Directors will again meet with the Judges to examine the gaps identified at the 2017 conference and confer on any projects or efforts make systemic improvements.
- Through a distinct project, the CC has agreed to provide funding in Dallas County Family Courts to promote achieving permanency for children in the Permanent Managing Conservatorship (PMC) of DFPS. In Texas, PMC is long term foster care, the term often used when children are in care longer than 12 months. The funding for this project will cover the employment of an Associate Judge and Court Coordinator. The PMC Court will handle PMC cases using best practices modeled after the Harris County PMC Project. Dallas County was identified for this project because it is one of the largest urban centers in the state, with many children in care longer than 12 months.

What has been done to implement the project?

- In November 2016 and November 2017, the CC presented sessions at its CWJC on permanency data, court barriers to permanency, and how to improve court practices to promote swift resolution of CPS cases so that courts are not a barrier to children exiting foster care within 12 months of entering care.
- There will be another joint data-sharing session at the November 2018 annual judicial conference.
- The child welfare agency uses Regional Systems Improvement Specialists (RSIs) to work with each region on using data to focus on improving permanency outcomes for children. The RSIs utilize Annual Business Plans, which include goals related to permanency. These plans are shared with judges at each annual judicial conference and remain available throughout the year to meet with meet with judicial stakeholders to discuss changes in practice to gain improvements.
- The CC initiated a contract with the Office of Court Administration to establish a Specialty Permanency Court, including support for an Associate Judge and Court Coordinator, with a projected start date of October 1, 2018. The Specialty Court will use the OCA Child Protection Case Management System which can produce permanency outcome data on a regular basis.

What is being done or how do you intend to monitor the progress of the project?

- The CC is considering hiring a CIP Data Analyst who can access publicly available data from the child welfare agency, and analyze in a manner that directly benefits the judiciary through reports and info-graphics. The CC is also exploring partnerships with researchers and universities to confer on research priorities related to the child welfare system, and the judiciary, in particular.

What assistance or support would be helpful from the CBCC or Children's Bureau to help move the project forward?

- Perhaps assistance drafting a job description to hire a data analyst.

Hearing Quality Project:

Provide a concise description of the joint project selected in your jurisdiction.

- The Texas Family Code requires that youth attend permanency review hearings, and places additional duties on attorneys ad litem, judges, and the child welfare agency to meet with children in advance of court hearings. Despite having statutes in place,

the practice of involving youth in the court process continues to be a challenge, and meaningful participation by youth remains the exception and not the norm. This lack of involvement results in youth feeling disconnected from the process and judges not reaping the benefit of the input from youth. Although Texas has not yet studied whether the lack of youth participation in the court process directly correlates with delays in permanency, our hypothesis is that it does.

Approximate date that the project began:

- **Fall 2016.**

Which stage of the CQI process best describes the current status of project work?

- **Selecting solutions; some implementation.**

How was the need for this project identified?

- **There have been many studies on this issue by the ABA, as well as CIPs around the country. There is consensus that youth in foster care repeatedly express the desire to be involved in decisions about their lives because it gives youth a sense of control, helps them understand the process, and promotes healing. Direct contact between the court and the youth also benefits judges. Simply put, youth involvement in court proceedings results in better quality hearings. In FY 2014, the CC undertook a hearing observation project. As indicated on p. 26 of the Hearing Quality Observation Project Report dated March 2014, the presence of the child in court aligned with a significant increase in the number of quality indicators addressed in the hearings.**

What is the theory of change for the project?

- **By increasing youth participation in court proceedings and service planning, youth will feel more engaged, and the quality of review hearings and legal representation in general will be enhanced.**

If you do not yet have a theory of change and/or would like assistance, please indicate such in the space below.

- **NA**

Have you identified a solution/intervention that you will implement? If yes, what is it?

- To realize the theory of change over multiple years, with increased emphasis in FY2017 and FY2018, the CC collaborates with child welfare partners to facilitate and elevate youth input into policy, legislation, and practice.
 - The CC provides training and judicial tools such as bench cards and communicate regarding statutory and practice changes so that youth will experience high quality hearings and court proceedings, and hopefully improved permanency outcomes, including exiting foster care sooner.
 - Continue to increase awareness about the law, the importance of youth voice, reducing barriers to participation, and putting pressure on child welfare stakeholders to adopt and implement appropriate policy, legislative, and practice changes that ensure youth voice is included and considered.
-
- What has been done to implement the project?
 - The Children’s Commission’s CPS Bench Book (Bench Book) includes ABA Bench Cards on interviewing children.
 - The Bench Book includes a topical chapter on the importance of youth voice and youth appearance and participation in court proceedings.
 - The Bench Book includes bench cards with specific inquiries about the child’s attendance and the attorney ad litem and other parties’ obligations to communicate with the child, and help ensure the child’s voice is heard.
 - In FY2018, the CC partnered with Texas CASA to host a Child Welfare Primer for advocates and system stakeholders on child welfare issues, successes, and opportunities. This year’s primer includes youth formerly in foster care, parents, kinship caregivers, service providers, along with court staff and child welfare system stakeholders. The purpose of the primer is elevating youth participation and voice in their court case and in child welfare service planning. The primer was held in July 2018.
 - The CC also funded the Texas Network of Youth Services (TNOYS) to support its 2018 Annual Conference which provides a platform for youth to share their lived experience and their perspectives on policies and services, as well as by offering practical guidance and training for organizations on how to incorporate opportunities for youth voice into their work.
 - The CC also supported, in FY2018, the establishment of a Statewide Young Adult Leadership Council designed to engage young adults in statewide policy and administrative procedure discussions, particularly in the area of improving the foster care system. The statewide council provides long -term opportunity for those youth

to actively use their voices to change policy and influence the development and provision of services.

- In January 2017, the CC made a presentation to judges at the Family Justice Conference about the importance of involving youth in decisions impacting their lives.
- Throughout FY2017 and FY2018, the CC supported the video conferencing project, which enables children involved in child abuse and neglect cases to participate in permanency review hearings without being physically present in the courtroom. The Office of Court Administration (OCA) hosts and supports the hardware and software required to facilitate video conferencing between courts and residential placements. OCA maintains a list of courts, Residential Treatment Centers, and local CASA offices with video conferencing capability. OCA maintains a log of all hearings conducted, including the date, time, participating court, type of hearing, participating placement, length of hearing, any problems with the transmission quality, or technical difficulties.
- In FY2018 the CC expanded the use of the video conferencing platform to enable conferencing capability between CASA volunteers, Attorneys ad Litem, and youth in foster care.
- The CC produced CLE on “Effective Representation of Children and Aged Out Foster Youth: Beyond the Basics.” A total of 211 attorneys viewed the session.
- The CC also included young adults who experienced foster care from every region in Texas in the July 2018 Foster Care and Education Summit.

What is being done or how do you intend to monitor the progress of the project?

- CC will collect information through reports from partners, by monitoring the number of attorneys viewing CLE offerings, how much and who is accessing the related pages and sections of the Bench Book.
- We may use may use individual interview tools or surveys as well as agency and stakeholder interviews, focus groups, or surveys.
- We will continue to monitor use of video conference hearings as one measure of youth involvement in court proceedings.

What assistance or support would be helpful from the CBCC or Children’s Bureau to help move the project forward?

- None at this time.

II. Trainings, Projects, and Activities For questions 1-9, provide a *concise* description of work completed or underway to date in FY 2018 (October 2017-June 2018) in the below topical subcategories.

For question 1, focus on significant training events or initiatives held or developed in FY 2018 and answer the corresponding questions.

1. Trainings

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>How many persons attended?</i>	<i>What type of training is it?(e.g., conference, training curriculum/program, webinar)</i>	<i>What were the intended training outcomes?</i>	<i>What type of training evaluation did you do? S=Satisfaction, L=Learning, B=Behavior, O=Outcomes</i>
Data	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges	90	Judicial conference	Share data and information	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Hearing quality	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges	90	Judicial Conference;	Improve attorney accountability	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Improving timeliness/permanency	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges	90	Judicial Conference	Improve timeliness to permanency for children	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Quality legal representation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges and Attorneys	80+ 460+	Judicial Conference; One-day State Bar webcast on Trial Skills	Improve legal representation	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Engagement & participation of parties	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges	80+	Judicial Conference	Improve engagement with foster parents; Family Finding	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Well-being	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Attorneys	80+	CLE for attorneys on advocating in a trauma informed manner	Increased awareness of Trauma Informed Care	<input type="checkbox"/> S <input checked="" type="checkbox"/> L <input checked="" type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
ICWA	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Sex Trafficking	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges	80+	Judicial Conference	Increase awareness and develop service array	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Other: Legislative Update	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judges and Attorneys	500+	Webinar and live training	Increase awareness of recent legislative changes	<input type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A

On average, with ordinary funding levels, how many training events do you hold per year?

- **In FY2018, we sponsored 5 major training events: (1) Annual Child Welfare Judges Conference (90 attendees); (2) Annual Family Justice Conference (70+ attendees); (3) Multidisciplinary Education Summit (200+ attendees); Trial Skills Live (42 attendees); and (4) Trial Skills Webcast (464 viewers for the live webcast, plus an unknown amount of other viewers for the archived webcast); (5) Texas District and County Attorney Association Crimes Against Children (100+ attendees); (6) Department of Family and Protective Services Regional Attorney Training (100+ attendees). CIP also regularly produces online training and publishes communiques, education materials, resource guides, and bench books to large distribution lists of judges and attorneys throughout the year.**
- **In addition to the development and hosting of the above events, the CIP provides scholarships to state and national conferences and sponsors child welfare department training events as well. Events: (1) Advanced Family Law One-Day Child Abuse and Neglect Track ; (2) DFPS Regional Attorney Training Conference; (3) Trial Skills Webcast (see above); (4) Child Protection Law Section CLE; (5) Texas District and County Attorneys Crimes Against Children Conference in even-numbered years; (6) National Council of Juvenile and Family Court Judges; (7) National Association of Counsel for Children Annual Conference.**

What is your best prediction for the number of attorneys and judges that attend a training annually?

- **About 100 judges attend the annual child welfare conference and the family justice conference. About 20 judges attend the annual NCJFCJ conference. Over 600 attorneys will have attended an event hosted, developed or sponsored by the Children’s Commission or received a scholarship for one of the listed training events in FY2018. Additionally, 300+ judges and 3000+ attorneys receive regular educational communiques from the Commission, and access online training materials each fiscal year.**

The Families First Prevention Services Act amends the Social Security Act adding an eligibility criterion for the training of judges and attorneys on the congregate care provisions of the Act. See the highlighted portion below.

(1)¹ IN GENERAL.— In order to be eligible to receive a grant under this section, a highest State court shall have in effect a rule requiring State courts to ensure that foster parents, pre- adoptive parents, and relative caregivers of a child in foster care under the responsibility of the State are notified of any proceeding to be held with respect to the child, *shall provide for the training of judges, attorneys, and other legal personnel in child welfare cases on Federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a foster family home*, and shall submit to the Secretary an application at such time, in such form, and including such information and assurances as the Secretary may require, including—

Please briefly describe your plan to meet this requirement and any updates you may have, including the status of discussion with state agency leadership on prospective timelines.

- **We have not had discussions with the child welfare agency about this specific provision to date. When appropriate, the CC will employ tried and true training methods to ensure judges and attorneys understand the federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a foster family home. Examples include live training events, webinars or webcasts, written communique, additional information included in judicial bench book and bench cards.**

¹ Sec. 50741(c) of P.L. 115-123 revised sec. 438(b)(1) to add language regarding training. Effective as if enacted on 1/1/18 (sec. 50746(a)(1) of P.L. 115-123).

2. **Data Projects.** Data projects include any work with administrative data sets (e.g, AFCARS, SACWIS), data dashboards, data reports, fostering court improvement data, case management systems, and data sharing efforts.

Do you have a data project/activity? Yes No (skip to #3)

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>Texas Blueprint Data Workgroup is finalizing a data report with information shared between DFPS and the state education agency, TEA. The agencies perform an annual data match where DFPS sends child level information and TEA provides aggregate reports on topics such as demographics, academic performance, attendance, school discipline, participation in special programs, etc. Using baseline data and two subsequent years of information, the data report will include trend analysis on progress made over a three-year period to improve education outcomes of children and youth in foster care. While data has been exchanged since 2008, the report is the first major effort to analyze the information.</p>	<p>Education and Health Data Sharing</p>	<p>Evaluation/Assessment</p>

(a) Do you have data reports that you consistently view? Yes No

(b) How are these reports used to support your work?

While data has been exchanged for many years there are still questions that remain unanswered. Taking a step back to develop a report with shared analysis from the education and child welfare agencies has encouraged both agencies to refine the way they look at the data and start to target priority interventions. It is critical when encouraging the work at the local level to provide statewide analysis of accurate data. The clarity of information will guide decision makers at the state and local levels, as well as across education, court, and child welfare systems.

3. **Hearing Quality.** Hearing quality projects include any efforts you have made to improve the quality of dependency hearings, including court observation/assessment projects, process improvements, specialty/pilot court projects, projects related to court orders or title IV-E determinations, mediation, or appeals.

Do you have a hearing quality project/activity? Yes No (skip to #4)

Project Description	How would you categorize this project?	Work Stage (if applicable)
See Above (CQI project on Youth Engagement and PMC Court)	Process Improvements	Implementation

4. Improving Timeliness of Hearings or Permanency Outcomes. Timeliness and permanency projects include any activities or projects meant to improve the timeliness of case processing or achievement of timely permanency. This could include general timeliness, focus on continuances or appeals, working on permanency goals other than APPLA, or focus on APPLA and older youth.

Do you have a Timeliness or permanency project/activity? Yes No (skip to #5)

Project Description	How would you categorize this project?	Work Stage (if applicable)
See Above (CQI project on improving timeliness to permanency, as described currently)	Other	Implementation

5. Quality of Legal Representation. Quality of legal representation projects may include any activities/efforts related to improvement of representation for parents, youth, or the agency. This might include assessments or analyzing current practice, implementing new practice models, working with law school clinics, or other activities in this area.

Do you have a quality legal representation project/activity? Yes No (skip to #6)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Legal Representation Committee	Other	Implementation
Texas Board of Legal Specialization	Other	Implementation

6. Engagement & Participation of Parties. Engagement and participation of parties includes any efforts centered around youth, parent, foster family, or caregiver engagement, as well as projects related to notice to relatives, limited English proficiency, or other efforts to increase presence and engagement at the hearing.

Do you have an engagement or participation of parties project/activity? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Notice and Engagement Alert System	Notice to Relatives	Implementation
Video Conferencing for Perm Reviews	Youth Engagement	Implementation
Family Helpline	Caregiver Engagement	Implementation

7. Well-Being. Well-being projects include any efforts related to improving the well-being of youth. Projects could focus on education, early childhood development, psychotropic medication, LGBTQ youth, trauma, racial disproportionality/disparity, immigration, or other well-being related topics.

Do you have any projects/activities focused on well-being? Yes No (skip to #8)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Statewide Collaborative on Trauma Informed Care	Trauma	Implementation
Disproportionality	Racial Disproportionality	Selecting Solution
Education Outcomes	Education	Implementation

8. ICWA. ICWA projects could include any efforts to enhance state and tribal collaboration, state and tribal court agreements, data collection and analysis of ICWA compliance, or ICWA notice projects.

Do you have any projects/activities focused on ICWA? Yes No (skip to #9)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Established relationships with Tribal Nations / Contact	Tribal Collaboration	Implementation

Project Description	How would you categorize this project?	Work Stage (if applicable)

9. Preventing Sex Trafficking and Strengthening Families Act (PSTFSA). PSTFSA projects could include any work around domestic child sex trafficking, the reasonable and prudent parent standard, a focus on runaway youth, focus on normalcy, collaboration with other agencies around this topic, data collection and analysis, data sharing, or other efforts to fully implement the act into practice.

Do you have any projects/activities focused on PSTSFA? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Participation on Statewide Task Force of State Attorney General	Collaboration with other agencies	Implementation
Participation of Office of Governor Sex Trafficking Unit	Collaboration with other agencies	Implementation
Providing scholarships to NCJFCJ Domestic Child Sex Trafficking Institute	Collaboration with other agencies	Implementation

III. CIP Collaboration in Child Welfare Program Planning and Improvement Efforts

Please describe how the CIP was involved with the state’s CFSP due June 30, 2018.

- **Provided updated information to Section II (Assessment of Performance).**

Please describe how the CIP was or will be involved in the most recent/upcoming title IV-E Foster Care Eligibility Review in your state.

- **CIP usually attends the kick-off and exit conferences but is not otherwise involved.**

Please describe how the CIP is or was involved in preparing and completing round 3 of the CFSR and PIP, if required, in your state. *Please check all the ways that the CIP or Court*

Personnel were involved (or plan to be involved) in the CFSR and PIP Process. Feel free to add additional narrative to explain your involvement in the process.

- were not involved at all
- were involved in planning the statewide assessment
- were CFSR reviewers
- were interviewed for CFSR
- were invited to the exit conference at the close of the CFSR review
- were invited to the final CFSR results session at the conclusion of the report
- Final CFSR report was shared with you
- Final CFSR report shared with courts broadly across the state
- were a part of a large group of stakeholders engaged to assist in design of the PIP
- high level of inclusion during the entire PIP process
- made suggestions for inclusion in the PIP
- suggestions made by CIP for inclusion in the PIP were put forward by the child welfare agency
- court strategies are contained in the current version of the PIP
- court/agency shared strategies (e.g., joint project) are contained in the current version of the PIP
- had an opportunity to review and provide feedback on the PIP before it was submitted
- meet (or plan to meet) ongoing with the child welfare agency to monitor PIP Implementation

What strategies or processes are in place in your state that you feel are particularly effective in supporting joint child welfare program planning and improvement?

- **Regular contact with the child welfare agency, involvement by agency staff of most every project and/or workgroup staffed and supported by the CIP, and participation by CIP staff on many projects spearheaded by the child welfare agency.**

What barriers exist in your state that make effective joint child welfare program planning and improvement challenging?

- **Mostly the demands on everyone's time and the constant and varying mandates and program changes emanating from the state legislature and federal government, plus a class action lawsuit is pending in Texas.**

Does the state child welfare agency currently offer professional partner training to judges, attorneys, and court personnel as part of its title IV-E Training Plan?

- **No.**
If yes, please provide a brief description of what is provided and how.

If no, have you met with child welfare agency leadership to discuss and explore utilizing professional partner training for judges, attorneys and court personnel?

➤ **No.**

Which category or categories of activity best describe current CIP data efforts with the child welfare agency?

- Contributing data Receiving data Jointly using data
 Collaborative meetings Collaborative systems change project(s)
 Other: _____

IV. CQI Current Capacity Assessment

1. Has your ability to integrate CQI into practice changed this year? If yes, what do you attribute the increase in ability to?

No.

2. Which of the following CBCC Events/Services have you/your staff engaged in in the 2018 Fiscal Year?

- Designing & Evaluating Effective Trainings Workshop
 CQI Consult (*Topic: _____*)
 Constituency Group- Hearing Quality Constituency Group- Safety Decision Making
 Constituency Group- CFSR Constituency Group- Quality Legal Rep
 Constituency Group – ICWA Constituency Group – Anti-Trafficking
 Constituency Group – New Directors Constituency Group – APPLA/Older Youth
 CIP All Call — *What % of All Calls does your CIP participate in? 90__%*

3. Do you have any of the following resources to help you integrate CQI into practice?

- CIP staff with CQI (e.g., data, evaluation) expertise Consultants with CQI expertise
 a University partnership Contracts with external individuals or organizations to assist with CQI efforts
 Other resources: _____

4. Consider the phases of change management and how you integrate these into practice. Are there phases of the process (e.g., Phase I-need assessment, Phase II-theory of change) that you struggle with integrating more than others?

➤ **Evaluation and assessment is probably the biggest challenge.**

5. Is there a topic or practice area that you would find useful from the Capacity Building Center for Courts? Be as specific as possible (e.g., data analysis, how to evaluate trainings, more information on research about quality legal representation, how to facilitate group meetings, etc.)

➤ **Data analysis and training evaluation could be helpful.**

6. The purpose of the State Team Planning Meeting (CIP Meeting) is to reinforce the importance of joint program planning and improvement efforts by bringing together teams from each state, the District of Columbia, Puerto Rico and the U.S. Virgin Islands to begin jointly creating the next five-year Child and Family Service Plan (CFSP) that will be due June 30, 2019. It will also help inform development of the next Court Improvement Program five-year strategic plan. We will have staff from CBCC and Center for States at the event. Please indicate what type of staff support would be most helpful to you and we will try to place staff accordingly. Some examples of support might include: data analysis, evaluation design assistance, guidance on using the change management process generally, or any other area in which you believe technical assistance would be helpful.

APPENDIX A: DEFINITIONS

Definitions of Evidence

Evidence-based practice – evidence-based practices are practice that have been empirically tested in a rigorous way (involving random assignment to groups), have demonstrated effectiveness related to specific outcomes, have been replicated in practice at least one, and have findings published in peer reviewed journal articles.

Empirically-supported- less rigorous than evidence-based practices are empirically-supported practices. To be empirically supported, a program must have been evaluated in some way and have demonstrated some relationship to a positive outcome. This may not meet the rigor of evidence-base, but still has some support for effectiveness.

Best-practices – best practices are often those widely accepted in the field as good practice. They may or may not have empirical support as to effectiveness, but are often derived from teams of experts in the field.

Definitions for Work Stages

Identifying and Assessing Needs – This phase is the earliest phase in the process, where you are identifying a need to be addressed. The assessing needs phase includes identifying the need, determining if there is available data demonstrating that this a problem, forming teams to address the issue.

Develop theory of change—This phase focuses on the theorizing the causes of a problem. In this phase you would identify what you think might be causing the problem and develop a “theory of change”. The theory of change is essentially how you think your activities (or intervention) will improve outcomes.

Develop/select solution—This phase includes developing or selecting a solution. In this phase, you might be exploring potential best-practices or evidence-based practices that you may want to implement as a solution to the identified need. You might also be developing a specific training, program, or practice that you want to implement.

Implementation – the implementation phase of work is when an intervention is being piloted or tested. This includes adapting programs or practices to meet your needs, and developing implementation supports.

Evaluation/assessment – the evaluation and assessment phase includes any efforts to collect data about the fidelity (process measures: was it implemented as planned?) or effectiveness (outcome measures: is the intervention making a difference?) of the project. The evaluation assessment phase also includes post-evaluation efforts to apply findings, such as making changes to the program/practice and using the data to inform next steps.

II. FY 2019 AMENDED TEXAS CIP STRATEGIC PLAN

FY2019 Amended CIP Strategic Plan

State Name: Texas

Date Updated Strategic Plan Submitted: 07/30/18

Overall Goal/Mission of CIP: To strengthen courts for children, youth and families in the Texas child-protection system and thereby improve the safety, permanency, and well-being of children.

1. Priority Area: Quality Court Hearings

Outcome: Improved Court Proceedings Through Youth Presence and Involvement

CC/CIP Goal IV. Promote high quality court proceedings that safeguard due process, ensure child and family involvement, and support effective legal representation of parties (Strategy IV.G).

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

The Texas Family Code is clear that children and youth must attend permanency review hearings, and places additional duties on attorneys ad litem, judges, and the child welfare agency to meet with children in advance of court hearings. Despite the many improvements Texas has made over the past several years, consistently involving youth in the court process and ensuring their voice is heard and considered continues to be a challenge. While meaningful participation is becoming more the norm, there is still work to be done to ensure that all youth in foster care are included in the planning and proceedings affecting their lives. To do otherwise results in youth feeling disconnected from the process and judges not reaping the benefit of the input from youth. There have been many studies by the ABA, as well as Court Improvement Programs around the country, on this singular issue. There is consensus that youth in foster care repeatedly express the desire to be involved in decisions about their lives because it gives youth a sense of control, helps them understand the process, and their direct contact with the court benefits the judge.

Theory of Change: *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.*

By focusing on increasing youth participation, judicial engagement, and party support and participation to make this happen, youth will experience better court proceedings, and hopefully improved and better-crafted permanency outcomes.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity. Specific benefits or changes participants receive or experience</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing."</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Improved Court Proceedings Through Youth Presence and Involvement							
<i>Activity: Fund Texas Network of Youth Services (TNOYS) to support annual Youth and Young Adult Conference and to establish a Statewide Youth Council intended to elevate and incorporate youth voice in statewide policy and administrative procedures as well as in service planning and court hearings and legal procedures.(IV.G.1)</i>	CC/CIP, Tx Judiciary, Tx Legal Community, OCA, Foster Family and Foster Youth, and Kinship Advocates, Dispro experts, tribal input, and TNOYS.	Youth are more actively, meaningfully, and frequently involved in decisions affecting their lives.	Short term: Youth are assured that their voice is heard and feel their voice is important to the decisions being made about their lives. Long term: The quality of court proceedings and service planning improve.	Ongoing	CC partnership and financial support.	TNOYS will submit an annual report in November of each calendar year. Next report is November 2018.	Ongoing
<i>Activity: Continue to educate judges and stakeholders about the importance of youth involvement and youth voice. 2017 Bench Book was updated with ABA Child Interview Cards; 2018 Bench Book will include a chapter on importance of youth voice.(II.B.1)</i>	CC/CIP, Tx Judiciary, Tx Legal Community.	Judges and stakeholders have increased knowledge about the importance of youth voice and acquire skills to better engage and interview youth.	Short term: Youth voice is considered more frequently and consistently. Long term: The quality of court proceedings improve.	Ongoing	CC will update the bench book with materials.	CC monitors the use of the bench book.	Ongoing

<p><i>Action Step 3 – Improve availability and use of video conferencing hosted and maintained by the Office of Court Administration (OCA).(IV-G.2)</i></p>	<p>CC/CIP, Tx Judiciary, Tx Legal Community, OCA, Foster Family and Foster Youth, and Kinship Advocates.</p>	<p>Use of video conferencing services by judges and youth is increased.</p>	<p>Short term: Youth who are placed great distances from their home jurisdiction can participate fully in permanency review hearings.</p> <p>Long term: The quality of court proceedings improve.</p>	<p>Ongoing</p>	<p>CIP Basic and Data funds dedicated to CC operations and staff required to participate in the effort.</p>	<p>OCA collects data on the number of video hearings that take place during the fiscal year.</p>	<p>Ongoing</p>
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2. Priority Area: Data

Outcome: Improve permanency outcomes for children in foster care.

CC/CIP Goal: Use child welfare agency, court system and/or other data to improve permanency outcomes for children and youth in foster care. (Strategies III.B and V.A .1).

Need Driving Activities & Data Source: How do you know this is a need in your state? As identified in the 2016 CFSR Final Report, there are barriers to improving permanency outcomes, including a lack of individualized service plans, effective service array, and stronger engagement of family in plans. Permanency Outcome 1 remains the weakest outcome for current performance and represents a significant struggle. In the most recent CFSR Structured Case Review, the main trends noted for the quarter in Permanency Outcome 1 were Permanency goals do not change when circumstances of the case change or when it is clear the goal is no longer appropriate. For example, keeping adoption or guardianship as a goal when a child is in a monitored return home with the parents. Another example is having guardianship identified as a concurrent goal, when it is clear that adoption is going to be achieved and is the only appropriate goal. Also, there were delays in timely achievement of permanency goals due to, for example, home studies not completed timely and the lengthy nature of the ICPC process.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

By examining child welfare and court-related data and sharing the data with child welfare stakeholders, including judges charged with oversight of all child protection cases, interested parties can gain a better understanding of how to improve achieving permanency for children in foster care.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing."</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Share child welfare and court related data to improve permanency outcomes and do so more timely.							
<i>Action Step 1 – share information and data to help improve permanency outcomes for children in foster care.(V.1)</i>	CC/CIP, CW Agency, Tx CASA, Tx Judiciary, Tx Legal Community, OCA, Foster Family and	Greater awareness among the judiciary and other stakeholders about how children are experiencing foster care and how and when they are exiting.	Short term: The CC will facilitate the sharing of child welfare data with the judiciary each year at its annual child welfare judicial conference and facilitate discussion between judges and agency staff with the primary	FY2017	CIP Basic funds dedicated to CC operations and staff required to participate in the effort.	Will examine data from various sources, including DFPS for different outcomes and	Ongoing

	Foster Youth, and Kinship Advocates, Dispro experts, tribal input, and TNOYS, Placement and Provider Community.		<p>focus on improving permanency for children in foster care.</p> <p>The CC will share other relevant information with and among Texas child welfare stakeholders to help Texas achieve the goal of exiting children to permanency safely and quickly</p> <p>Long term: Amend practice, law and/or policy that helps ensure children exit to positive permanency as quickly as possible.</p>			timeliness of outcomes.	
<i>Action Step 2. Confer regularly with the child welfare agency on the CFSR, CFSP, PIP, and CIP Plan and share information.(III.B.1)</i>	CC/CIP, CW Agency.	Stakeholders gain a better understanding of the CFSR and related plans and program improvement efforts.	Stakeholders gain a better understanding of the CFSR and related plans and program improvement efforts.	FY2017	Basic CIP funds dedicated to CC operations and staff required to participate in the effort.	Will examine data from various sources, including DFPS for different outcomes and timeliness of outcomes.	Ongoing

3. Priority Area: Engagement

Outcome: Improved Engagement in Court Proceedings

CC/CIP Goal: Promote high quality court proceedings that safeguard due process, ensure child and family involvement, and support effective legal representation of parties and then share information about how various parties can be more engaged. (Strategy IV.E and III.A).

Need Driving Activities & Data Source: How do you know this is a need in your state?

In the summer of 2013, the Children’s Commission conducted an observation and data collection study, called the Hearing Quality Observation Project, involving 164 child welfare hearings held across Texas. The primary purpose of the project was to establish a baseline about the quality of court hearings occurring in child welfare cases in Texas, including hearing factors such as timeliness and length, depth of issues discussed, party and judicial compliance with the Texas Family Code, parental due process, party engagement, children’s appearance in court, attorney preparedness, and attorney and parent satisfaction with legal representation.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

By continuing to improve the notice and engagement of parties and providing training and resources to judges about the importance of notice and engagement, parties will feel more engaged and invested in the case and the case outcomes.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing.”</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Improved Family / Caregiver Engagement in Court Proceedings							
<i>Action Step 1 – Promote use of Notice & Engagement Tool hosted by Office of Court Administration and available to Child Protection Courts</i>	CC/CIP, Tx Judiciary, Tx Legal Community, OCA, Foster Family and	Increase in the number of users.	Short term: Increase the number of users. Long term: Increase the level of attendance and engagement at hearings.	Ongoing	CIP Basic and Data funds dedicated to CC operations and staff required to	Child Protection Case Management System (CPCMS)	Ongoing

<i>covering 125+ counties.(IV.E.1)</i>	Kinship Advocates.				participate in the effort.		
<i>Action Step 2 – Educate and train judges on law and best practices regarding engagement of parties at hearings.(III.A.1)</i>	CC/CIP, Tx Judiciary, Tx Legal Community, OCA, Foster Family and Kinship Advocates.	Judges are trained, parties are engaged at hearings.	Short term: Ensure judges have tools required to engage parties. Long term: Increase the frequency and depth of judicial engagement with children and caregivers.	Ongoing	CIP Basic and Data funds dedicated to CC operations and staff required to participate in the effort.	Child Protection Case Management System (CPCMS)	Ongoing

4. Priority Area: Well-Being

Outcome: Improved educational outcomes for youth in foster care.

CC/CIP Goal: Encourage judicial leadership, accountability, and appropriate oversight of child protection cases to improve safety, permanency and well-being of children and families (Strategy I.B).

Need Driving Activities & Data Source: *How do you know this is a need in your state?* According to national studies, youth in foster care frequently have poor educational outcomes. When compared to the general student population, youth in foster care are more likely to be suspended or expelled, score lower on statewide standardized tests, are more likely to repeat a grade, are less likely to graduate, and are more likely to drop out. Data exchanged by the Texas Department of Family and Protective Services (DFPS) and the Texas Education Agency (TEA) pursuant to a memorandum of understanding (MOU) in place since 2010 support the findings of the national studies.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

By supporting a collaborative focusing on improving education outcomes, identifying and addressing gaps in knowledge, practice, policy, and law, relationships between and among stakeholders interested in educational outcomes and knowledge about the education, child welfare, and judicial systems results in institutional and systemic reform and thereby produces improved educational outcomes for children and youth.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing."</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Implementation of the Texas Blueprint: Transforming Education Outcomes for Children and Youth in Foster Care							
<i>Action Step 1 - Promote improved collaboration between education, child welfare, and courts.(I.B.1)</i>	CC/CIP, CW Agency, CC FC&Ed Committee members, CW stakeholders, Tx Judiciary, and Tx legal community.	Regular information and data sharing; cross-partner review.	Short term: to staff FC&Ed committee and workgroups, execute strategies identified by the committee, and note progress where appropriate. Long term: to improve education outcomes for children	Ongoing	CIP Basic and Data funds dedicated to CC operations and staff required to manage the project as well	Through review of data exchanged between partners, data gathered by the CC through workgroup	Ongoing

			in foster care throughout all education stages (pre-k through post-secondary).		as meeting expense and travel for committee participants.	progress, and through legislative and practice changes.	
<i>Action Step 2 - Develop and promote cross-system training opportunities to increase awareness about the educational needs of students in foster care.(I.B.1)</i>	CC/CIP, CW Agency, CC FC&Ed Committee members, CW stakeholders, Tx Judiciary, and Tx legal community.	Trainee knowledge increased.	Short term: increase in knowledge. Long term: Improve education outcomes for children in the conservatorship of DFPS throughout all stages (pre-k through post-secondary) leading to a more productive and stable adult life.	Ongoing	CIP Basic and Data funds dedicated to CC operations and staff required to manage the project, and develop and provide training.	Through review of data exchanged between partners, data gathered by the CC through workgroup progress, and through legislative and practice changes.	Ongoing
<i>Action Step 3 – Encourage the use of state and local data to drive decision-making and improve education outcomes.(I.B.1)</i>	CC/CIP, CW Agency, CC FC&Ed Committee members, CW stakeholders, Tx Judiciary, and Tx legal community.	Data driven decision-making	Short term: Improve the quality and relevance of data available to the education and child welfare agencies. Long term: Use data to inform state and local efforts to improve education outcomes for children in the conservatorship of DFPS throughout all stages (pre-k through post-secondary) leading to a more productive and stable adult life.	Ongoing	CIP Basic and Data funds dedicated to CC operations and staff required to manage the project as well as meeting expense and travel for committee participants.	Through review of data exchanged between partners, data gathered by the CC through workgroup progress, and through legislative and practice changes.	Ongoing

5. Priority Area: Well-Being

Outcome: Embedded culture and practice of Trauma Informed Care (TIC) principles among judicial and legal communities to ensure support for the concept and application.

CC/CIP Goal: Encourage judicial leadership, accountability, and appropriate oversight of child protection cases to improve safety, permanency and well-being of children and families (Strategy I.C).

Need Driving Activities & Data Source: *How do you know this is a need in your state?* According to numerous studies, youth in foster care experience multiple traumatic episodes related to abuse and neglect at the hands of caregivers as well as the child welfare system responsible for intervening and caring for them while in foster care. Trauma Informed Care has become a very relevant issue in foster care, so much so that the Children’s Bureau has issued various guidance and grant opportunities for states to engage in activities and practices to help create a child welfare system that is more sensitive and responsive to trauma.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

Because youth in care experience trauma prior to and when they are placed into foster care, each person and entity interacting with foster youth must be aware of and trained to understand how to minimize the impact of trauma, and to avoid re-traumatization of the youth, if possible. By focusing attention and resources on how to bring awareness, training, and practice reform to the judicial and legal systems, the CIP helps create an environment where the impact of trauma on child and family well-being is less impactful.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing.”</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Trauma Informed Care							
<i>Action Step 1 – Raise awareness about Trauma Informed Care through training and educational opportunities.(I.C.1).</i>	CC/CIP, CW Agency, CC TIC Subcommittees, Child Welfare stakeholders, Tx	Stakeholders / target audience (judges, attorneys, CC collaborators) gains	Short term: develop strategies (training, bench book, bench cards) to educate and inform the judiciary and legal community.	Ongoing	CIP Basic and Training funds dedicated to CC operations and staff	Through training evaluations, and surveys re the use of tools and	Ongoing

	Legislature, Tx Judiciary and Tx legal community, mental health advocates and agencies.	knowledge and awareness.	Long term: improve mental health outcomes and experiences for children in foster care throughout all stages of service (investigation, in-home, conservatorship, transitioning, adoption, and exit).		required to manage the project as well as expense associated with developing, maintaining and evaluating training materials and resources.	resources provided.	
<i>Action Step 2 – Lead a Child Welfare Trauma Consortium to create a trauma-informed child welfare system that better meets the needs of children who have experienced trauma. (I.C.1).</i>	CC/CIP, CW Agency, CC TIC Subcommittees, Child Welfare and Mental Health stakeholders.	Community more appropriately responds to the trauma experienced by children and youth in foster care, and in turn creates better, more informed resources to meet child needs.	Short term: Lead a CW Trauma Consortium and serve on other workgroups aimed at identifying best practices, key players’ efforts and activities, assess need for statewide coordination. Long term: improve mental health outcomes and experiences for children in foster care throughout all stages of service (investigation, in-home, conservatorship, transitioning, adoption, and exit).	Ongoing	Basic CIP funds dedicated to CC operations and staff required to manage the project as well as expense associated with developing, maintaining, and evaluating training materials and resources.	Evaluate trauma informed care trainings, where possible, track workgroup progress, and report to CC and others, as appropriate.	Ongoing

6. Priority Area: Preventing Trafficking and Strengthening Families

Outcome: Prevent and address commercial sexual exploitation of children in DFPS conservatorship.

CC/CIP Goal: Encourage judicial leadership, accountability, and appropriate oversight of child protection cases to improve safety, permanency and well-being of children and families (Strategy I.D).

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The Preventing Sex Trafficking and Strengthening Families Act was passed in 2014 and mandated various changes to existing law regarding child welfare, including some required state action in areas of foster parenting, adoption incentive payments, and others. In addition, the bill requires certain data collection and reporting by states regarding sex trafficking, including the identification of children who may be at high-risk of becoming sex trafficking victims, particularly current and former foster children. Older foster youth in Texas are at a high risk of being victims of human trafficking.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

By focusing attention and resources on how the judicial and legal systems can collaborate with local and state partners to prevent and address commercial sexual exploitation of foster youth, we can bring about changes to laws, policies, and practices that not only help prevent exploitation, but will in turn enhance child well-being overall. Strengthening the relationships between the child welfare system and the judicial system in this area will also help build a stronger community response to Commercial Sexual Exploitation of Children (CSEC), and in turn, create better, more informed responses to exploited youth and their needs.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing."</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Human Trafficking / Commercial Sexual Exploitation of Children							
<i>Action Step 1 – Collaborate with state and local partners to prevent and address commercial sexual</i>	CC/CIP, CW Agency.	Provide training and resources related to judicial and legal system handling of HT and CSEC cases.	Short term: share information with judges and attorneys Long term: Promote awareness of and provide training, resources, and support for	Ongoing	Basic CIP funds dedicated to CC partnership with local and statewide efforts.	Gain understanding of existing data collection efforts and identify additional or	Ongoing

<i>exploitation of youth in foster care.(I.D.1)</i>		Judges and attorneys are trained and use resources provided.	addressing Human Trafficking and specifically Child Sexual Exploitation so that the judicial system can assist in reducing vulnerability for children in DFPS conservatorship.			new data collection elements or efforts needed.	
<i>Action Step 3 - Participate with Office of Attorney General and Statewide HT Task Force as well as the Office of the Texas Governor.(I.D.1)</i>	CC/CIP, CW Agency, Tx OAG, Tx Gov Office, Tx Judiciary and Tx legal community, HT and CSEC advocates.	Gain understanding of how CC can help further educate judicial system in helping prevent and handle HT/CSEC cases	Short term: project dependent, and closely related to the goals of the OAG and Gov. Office missions. Long term: Promote awareness of and provide training, resources and support for addressing Human Trafficking and specifically Child Sexual Exploitation so that the judicial system can assist in reducing vulnerability for children in DFPS conservatorship.	Ongoing	Basic CIP funds dedicated to CC partnership with local and statewide efforts.	Not applicable.	Ongoing

7. Priority Area: Quality Legal Representation

Outcome: Improved legal representation so that parents, children, and the State of Texas experience high-quality court hearings and a greater level of satisfaction with their legal representation, and better outcomes.

CC/CIP Goal: Promote high quality court proceedings that safeguard due process, ensure child and family involvement, and support effective legal representation of parties (Strategies IV.A, IV.B, and IV.C).

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The Children’s Commission has maintained a multidisciplinary legal representation committee since 2007. This committee has advised and provided input into numerous aspects of legal representation including training, standards, and best practices. Texas CIP has conducted several studies and surveys regarding the quality, training, standards, oversight and accountability of Texas’ legal presentation system. In 2018, the LRC produced a Prosecutor Tool Kit for attorneys representing DFPS and launched a new legal representation study to gather information on appointment methods, compensation, training, judicial oversight and client satisfaction. A new, comprehensive report on legal representation in Texas will be published on September 1, 2018.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

By investing in studying, evaluating and improving legal representation, parties are more likely to experience a greater level of due process and an increased sense of satisfaction with their legal representation and the outcome of their cases. Additionally, better trained attorneys and judges can help ensure the appropriate emphasis on permanency and well-being of children is maintained throughout the case.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing.”</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Legal Representation of Parties in CPS Cases							
<i>Action Step 1 – Maintain a legal representation IV.A.1)</i>	CC/CIP, CW Agency, CC Legal Representation Committee, CW stakeholders, Tx Legislature, Tx	Identify training needs, advise on legal and judicial system practices, evaluate proposed statutory amendments, evaluation quality of	Short term: Assess training and resource needs, develop resources and tools to assist, and provide those resources and tools to the legal and judicial community.	Ongoing	Basic CIP funds dedicated to CC operations and staff required to	Attorneys trained, resources accessed.	Ongoing

	Judiciary, and Tx legal community	legal representation, ensure court proceedings guard due process, promote child and family engagement, produce quality legal representation outcomes for children and families.	Long term: Judicial and legal system produce high quality representation and practices.		participate in the effort.		
<i>Action Step 2 – Staff and support the Texas Board of Legal Specialization Exam and Advisory Committees. (IV.C.1)</i>	CC/CIP, CW Agency, CC Legal Representation Committee, CW stakeholders, Tx Legislature, Tx Judiciary, and Tx legal community.	Specialization exams administered.	Short term: attorneys opt to sit for the TBLS exam. Long term: Attorneys are better educated and trained and use best practice, high quality legal tactics and advocacy and produce greater satisfaction and outcomes for their clients.	FY 2018-19	Basic CIP funds dedicated to CC operations and staff required to manage the projects, subject matter experts, parent reviewers.	Number of attorneys who sit for / pass the exam and become board certified.	Ongoing
<i>Action Step 3 – Support the development and adoption of standards of practice for attorneys representing parties in child protection cases.(IV.B.1)</i>	CC/CIP, CW Agency, CC Legal Representation Committee, CW stakeholders, Tx Legislature, Tx Judiciary, and Tx legal community.	Standards are developed and adopted by Children’s Commission.	Attorneys adhere to standards and provide a higher level of expertise and high-quality legal representation. Long term: Attorneys are better educated and trained and use best practices, high quality legal tactics and advocacy and produce greater satisfaction and outcomes for their clients.	FY2018-19	Basic CIP funds dedicated to CC operations and staff required to manage the projects, subject matter experts, parent reviewers.	Number of jurisdictions that adopt the standards and require adherence or certification of understanding and adherence from attorneys.	Ongoing

8. Priority Area: ICWA/Tribal Collaboration

Outcome: Protection of best interests and stability of Native American children and families.

CC/CIP Goal: Recognize and respect tribal sovereignty, protect the best interests of Native American children and promote stability of Native American children and families.

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

Data collected by the Children’s Commission as part of a 2013 Hearing Quality Observation Project reflected that in many cases, ICWA was not being addressed in court or indicated in the court’s file. Parties and judges appeared to be unaware of ICWA and routinely expressed a desire to learn more about ICWA and its application. Surveys conducted by CIP in 2013 and 2014 indicated that at least half of the attorneys surveyed were unfamiliar with the federal law and many attorneys requested that more CLE be offered on ICWA. There is also a common belief that a court is not likely to have native children in its jurisdiction if it is not located near a reservation. There are three federally recognized tribes in Texas: 1) the Alabama-Coushatta; 2) Kickapoo Traditional Tribe of Texas; and 3) Ysleta Del Sur Pueblo of Texas. However, there are many Texans with Indian heritage living in urban and other areas across the state. The 2010 Census Briefs report that 78 percent of Native American people live outside of American Indian and Alaska Native areas. Further, Texas has the 4th largest Native American population in the U.S.

Theory of Change: *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.*

Lack of relationships with tribes in thte past led to a lack of understanding and appreciation for tribes and failure to understand and consistently inquire and apply the Indian Child Welfare Act, where appropriate. By focusing attention and resources on increasing awareness and appropriate applicability of the Indian Child Welfare Act, tribal communities, legal requirements, tribal customs, and sovereignty, Indian children and families have a greater opportunity to experience due process and stability within their family and tribal units, and a greater sense of well-being when dealing with child protective services and the courts.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing.”</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Promote awareness, understanding and applicability of Indian Child Welfare Act (ICWA)							

<p><i>Action Step 1 – Continue the mutually respectful and ongoing relationships with Texas’ three federally-recognized tribes and other tribal nations living in Texas. (VIII.A.1). Attend bi-annual tribal / state collaborative meetings.</i></p>	<p>CC/CIP, CW Agency, CW stakeholders, Tx Legislature, Tx Judiciary and Tx legal community, state and national tribal partners.</p>	<p><i>Maintain relationships with three federally recognized tribes in Texas.</i></p> <p><i>Establish relationships with new (unrecognized) federal tribes.</i></p> <p><i>Create awareness and training related to the updated BIA Standards effective December 2016.</i></p> <p><i>Continue to include ICWA in Bench Book and provide training to judges and attorneys as relevant and appropriate.</i></p>	<p>Short term: increase awareness among legal and judicial constituency about ICWA and tribes.</p> <p>Long term: strengthen and support a meaningful relationship with tribal nations in order to keep Indian children with their families, customs, and beliefs. Relationships are established and maintained.</p>	<p>Ongoing</p>	<p>Basic CIP funds dedicated to CC operations and staff required to participate in the effort.</p>	<p>Through the number and quality of calls, meetings and joint projects with tribes and CW agency as well as the number of presentations on ICWA and related matters such as QEW.</p>	<p>Ongoing</p>
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9. Priority Area: Engagement

Outcome: Improved Support for Parents

CC/CIP Goal: Promote high quality court proceedings that safeguard due process, ensure child and family involvement, and support effective legal representation of parties (Strategies IV.D and IV.E).

Need Driving Activities & Data Source: How do you know this is a need in your state?

In 2012, the Texas CIP participated in a CIP-sponsored convening in Oklahoma to discuss how CIP programs could create or provide better resources for parents involved in the child protective services systems. One of the action items adopted by Texas was to identify an organization to develop and operate a parent-focused resource such as a Resource Guide for parents, and to explore establishing an online presence or hotline to assist parents involved in an investigation or in-home services case. In 2015, the CIP produced a Parent Resource Guide, and in 2017, the CIP funded a Family Helpline.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

The Family Helpline assists parents and family members with access to basic information, education and resources addressing parental rights as they relate to child protection investigations, family based services, parental child safety placements, Chapter 34 non parent agreements, termination of parental rights, custody, access, visitation, service plans, the court’s role in conducting hearings and oversight, as well as right to legal counsel, non-offending parents’ rights, minor parents, incarcerated, parents, survivors of family violence and intergenerational issues. By assisting families with information and stabilizing their family situation, the CPS caseworker duty to provide information to families and kin augmented, community referrals are made and accessed, and parents and families feel more informed and supported.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing.”</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Meaningful Resources and Support for Parents							

<p><i>Action Step 1 – Fund Parent Resource Helpline. (IV.D.1)</i></p>	<p>CC/CIP, Tx Judiciary, Texas Legal Services Corporation, Texas Access to Justice, Children’s Justice Act, Parent Resource Workgroup Members.</p>	<p>Parent receive helpful information during investigative and in-home service stage, and possibly conservatorship stage.</p>	<p>Short term: Help educate parents about CPS process, certain rights and duties, potential outcomes of an investigation or removal to foster care.</p> <p>Long term: parents are more educated, CPS caseworkers experience some relief which allows greater focus on child safety and family preservation.</p>	<p>Ongoing</p>	<p>Basic CIP funds dedicated to CC operations and staff required to participate in the effort.</p>	<p>Data collected by TLSC, which operates the Helpline.</p>	<p>Ongoing</p>
<p><i>Action Step 2 – Maintain and distribute Texas Parent Resource Guide. (IV.D.1)</i></p>	<p>Parent Resource Workgroup.</p>	<p>Resource Guide is developed, maintained, updated and distributed.</p>	<p>Short term: parents receive helpful information to better engage in their representation and court hearings.</p> <p>Long term: Attorneys are better educated and trained and use best practice, high quality legal tactics and advocacy and produce greater satisfaction and outcomes for their clients.</p>	<p>Resource Guide published May 2015;</p> <p>Spanish version published October 2016</p>	<p>Basic CIP funds dedicated to CC operations and staff required to manage the projects, subject matter experts, parent reviewers.</p>	<p>Google analytics for number hits / links to the PRG.</p>	<p>Ongoing</p>

10. Priority Area: Disproportionality and Disparities

Outcome: Reduced Disproportionality and Disparities in the child welfare system

CC/CIP Goal: Reduce racial and ethnic disproportionality and disparities in the child welfare system.

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

DFPS data shows African American children were much more likely than Anglo or Hispanic children to be reported as victims of child abuse or neglect and are removed from their families at almost twice the rate of the general population. African American children comprised 11.4% of the general child population of Texas but accounted for almost 20.7% of all children awaiting adoption. Even when other factors are taken into account, African American children spend more time in foster care, or other substitute care, are less likely to go home to their parents, and wait longer for adoption. While African American and American Indian children are overrepresented in foster care, White children are proportionately represented and Hispanic children are underrepresented. However, most Hispanic children wait longer than White children to be adopted.

Theory of Change: *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.*

Educating judges, lawyers and child welfare stakeholders about the root causes of the overrepresentation of children of color in the child welfare system will help reduce unconscious bias that may contribute to disproportionality and disparities among children and families involved in child protection cases.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing."</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Disproportionality and Disparities							
<i>Action Step 1 – Identify and promote data-drive, cross disciplinary training opportunities to address disproportionality and disparities among children</i>	CC/CIP, Tx Judiciary, Center for the Elimination of Disproportionality and Disparities,	Help plan and execute a statewide, multidisciplinary Implicit Bias conference for FY2019, and include mental health, juvenile	Short term and long term: Stakeholders and attendees are more educated about the role of unconscious bias in decision-making.	Ongoing	Basic CIP funds dedicated to CC operations and staff required to	Attendees	Ongoing

<p><i>and families involved in child protection cases. (VII.A.1)</i></p>	<p>CPS Disproportionality Manager.</p>	<p>justice, and education community leaders to explore the role that unconscious bias plays in our public service systems.</p>			<p>participate in the effort.</p>		
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11. Priority Area: Other

Outcome: Create and support institutional collaboration within the state child welfare system

CC/CIP Goal: Promote, expand, and share best and promising child welfare and court practices and resources to improve judicial administration, and Goal III. Facilitate and institutionalize collaboration, communication, and respect between the judicial system and child welfare partners (Strategies II.B, II.C, II.D, III.A, and III.B).

Need Driving Activities & Data Source: How do you know this is a need in your state?

The purpose of the CIP is, in part, to enhance and expand collaboration between the judicial branch of Texas and the Title IV-B/IV-E agency and tribes to improve child welfare outcomes. State courts are required to demonstrate meaningful, ongoing collaboration among the courts in the state, the Title IV-B/IV-E agency and tribes in order to receive CIP funding. State courts must establish and operate a statewide, multidisciplinary task force, and create a process by which the task force will work with the agency and tribal partners to review and discuss child welfare outcomes in an ongoing manner, and to participate in program planning and seek improvement on an ongoing basis.

Theory of Change: Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.

Supporting a multidisciplinary task force (the Children’s Commission), institutionalizing processes, operations and relationships, and regularly reviewing and discussing all aspects of child welfare data related to safety, permanency, and well-being, results in the Texas child welfare system delivering a better response to children and families , and outcomes experienced by those who come into contact with the child welfare agency, particularly where court oversight is involved, are improved.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing.”</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Meaningful and Ongoing Collaboration							
<i>Action Step 1 – CIP will fund support of the Children’s Commission,</i>	Commissioners who include a justice of the	Institutionalized, regular and inclusive	Short term: Create opportunities for dialogue among the many child welfare	Ongoing	Basic CIP funds dedicated to CC operations	CIP Self-Assessment.	Ongoing

<p><i>which will in turn fulfill the mandate of the CIP.</i></p>	<p>Supreme Court, members of the judiciary, the associate commissioner for child protective services, mental health, legal representation, parent advocates, military, tribal, business and legal communities, and representatives of foundations and organizations with a substantial interest in child welfare issues.</p> <p>Also, a 45-member Collaborative Council and over 100 subcommittee and workgroup members who represent children, parents, Court Appointed Special Advocates, substance abuse,</p>	<p>collaboration about child welfare issues in Texas.</p> <p>Sharing best and promising child welfare and court practices.</p> <p>Provide resources to improve judicial administration.</p>	<p>stakeholders; share information and data; provide financial support, where possible.</p> <p>Long term: To strengthen courts for children, youth and families in the Texas child-protection system and thereby improve the safety, permanency, and well-being of children.</p>		<p>and staff required to participate in the effort.</p>		
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	family violence, education, school districts, tribal and Indian leadership, foster care alumni, including child welfare agency personnel with expertise and decision-making authority related to the CFSR, CFSP, APSR, CQI and QA divisions of the child welfare agency.						
<i>Action Step 2 – Maintain and distribute CPS Child Protection Law Bench Book.(II.B.1)</i>	CC Staff and Bench Book Committee.	Bench Book is maintained and distributed in print and online.	Short term: judges have access to helpful information to better handle CPS cases. Long term: Judges are more aware of the law, best practices, and due process concerns and produce greater satisfaction and outcomes for children and families.	BB produced in fall of each year.	Basic CIP funds dedicated to CC operations and staff required to manage the projects, subject matter experts, judge reviewers.	LawBox collects the number of online visits. CC tracks the number of BB’s distributed, and surveys are collected regarding usefulness.	Ongoing
<i>Action Step 3 – Provide Jurist in Residence consultation and communicate.</i>	CC Staff and Jurists in Residence.	JIR assistance is available to judiciary.	Short term: judges have access to experienced judges to help handle CPS cases. Long term: Judges become self-sufficient and proficient at handling CPS cases.	Ongoing	Basic CIP funds dedicated to CC operations and staff required to manage the projects, subject matter experts, judge reviewers.	JIR letters and communiques produced as well as regular consultative calls.	Ongoing

<p><i>Action Step 4 – Provide Attorney Resource Letters and Webpage.</i></p>	<p>CC Staff and JIRs.</p>	<p>Attorney Resources are available to attorneys handling CPS cases.</p>	<p>Short term: Attorneys have access to information and resources to help handle CPS cases.</p> <p>Long term: Attorneys use this resource as an additional tool to become educated and proficient at handling CPS cases.</p>	<p>Ongoing.</p>	<p>Basic CIP funds dedicated to CC operations and staff required to manage the projects, subject matter experts, judge reviewers.</p>	<p>Attorney Resource Letters produced and feedback collected through the ARL webpage.</p>	<p>Ongoing</p>
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12. Priority Area: Other

Outcome: Trained, educated and knowledgeable judges, attorneys, child welfare system stakeholders

CC/CIP Goal: Develop, support and fund high-quality, appropriate training for judges, attorneys, and child welfare partners (Strategies IV.A.1-3 and IV.B.1).

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

The CIP training grant is intended to increase child welfare expertise within the legal community and facilitate cross-training opportunities among agencies, tribes, courts, and other key stakeholders.

Theory of Change: *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.*

By producing and providing access to high-quality, affordable, and easily-accessible training, judges, attorneys, and child welfare stakeholders will increase the use of best practices across the child welfare system and produce better outcomes for children and families.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing."</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project: Training for judges, attorneys, child welfare stakeholders							
<i>Action Step 1 – CIP will fund, conduct, and evaluate judicial conferences for child welfare judges; provide scholarships to state and national conferences and training events; independently produce training content online through State Bar of</i>	CC/CIP, Texas Center for Judiciary, State Bar of Texas, National Association of Counsel for Children, Texas Board of Legal Specialization, Child Welfare	A knowledgeable, educated, well-trained slate of child welfare system participants who function in a manner that produces high-quality legal representation, court practices, and advocacy for children and parents will produce better	Short term: Create training opportunities for judges, attorneys and stakeholders; share information, data and best practices, and provide financial support, where possible. Year to year, gain an understanding of beneficial v non-beneficial content, teaching methods, willingness to engage in subsequent offerings.	Ongoing	CIP Training funds	CIP Self-Assessment.	Ongoing

<p><i>Texas and through Trial Skills Training; provide financial support and technical assistance to other stakeholder training events as appropriate. (VI.A.1, VI.A.2, VI.A.3, VI.B.1)</i></p>	<p>Agency, CW stakeholders, Tx Legislature, Tx Judiciary and Tx legal community, state and national tribal partners.</p>	<p>outcomes for children and families.</p>	<p>Long term: To strengthen courts for children, youth and families in the Texas child-protection system and thereby improve the safety, permanency, and well-being of children.</p>				
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III. FY 2019 BUDGET NARRATIVE

Budget Narrative CIP Basic Grant

		Narrative	FFY 2019 Federal Basic Grant Budget
a.	Personnel		
		Executive Director, Asst Director, Training Director, 2 x Program Attorney, Communications Manager, Executive Assistant, Finance Specialist, Program Specialist, Administrative Asst	\$265,678.00
b.	Fringe		\$64,115.33
c.	Travel		
		Travel for the Children's Commission Staff, including to mandatory training events. Travel will be consistent with Texas in-state and out-of-state guidelines.	\$20,000.00
d.	Equipment		
		Computer, printers, misc hardware and software	\$10,220.00
e.	Supplies		
		Paper, office supplies, utilities, phone / internet, legal counsel, accounting services, and facilities support - billed through Supreme Court Services Fee	\$19,161.00
		Total Administrative Costs	\$379,174.33
f.	Contractual		\$283,331.67
		Commission operations, Commissioner travel, meeting support, judicial resources, practitioner resources, Education Committee, Jurist in Residence, Parent Resource Group support, Trauma Collaborative, other local and statewide assistance	
		Estimated 2019 Award	\$662,506.00
g.	Construction		\$0.00
h.	Other		\$0.00
i.	Total Direct		\$662,506.00

Budget Narrative CIP Training Grant

		Narrative	FFY 2019 Federal Training Grant Budget
a.	Personnel		
		Executive Director, Asst Director, Training Director, 2 x Program Attorney, Communications Manager, Executive Assistant, Finance Specialist, Program Specialist, Administrative Asst	\$265,678.00
b.	Fringe		\$64,115.33
c.	Travel		\$0.00
d.	Equipment		\$0.00
e.	Supplies		\$0.00
		Total Administrative Costs	\$329,793.33
f.	Contractual		\$232,079.67
		Grants and scholarships to state and national partners to develop, host/convene, facilitate, fund, and evaluate live and recorded judicial and attorney education. In addition to supporting the development and distribution of written communique and	
		Total Contractual	
		Estimated 2019 Award	\$561,873.00
g.	Construction		\$0.00
h.	Other		\$0.00
i.	Total Direct		\$561,873.00

Budget Narrative CIP Data Grant

		Narrative	FFY 2019 Federal Data Grant Budget
a.	Personnel		
		Executive Director, Asst Director, Training Director, 2 x Program Attorney, Communications Manager, Executive Assistant, Finance Specialist, Program Specialist, Administrative Asst	\$265,678.00
b.	Fringe		\$64,115.33
c.	Travel		\$0.00
d.	Equipment		\$0.00
e.	Supplies		\$0.00
	Total Administrative Costs		\$329,793.33
f.	Contractual		\$232,079.67
		Supports personnel salaries and fringe to perform advanced, supervisory (senior-level) project management work on various data-related projects including a specialized case management system, internet support for traveling child protection court judges, providing notice of court proceedings to families and other parties, and facilitating youth participation in court proceedings through video conferencing	
	Estimated 2019 Award		\$561,873.00
g.	Construction		\$0.00
h.	Other		\$0.00
i.	Total Direct		\$561,873.00