



Children's Justice Project
Self-Assessment
June 2022

Based on June 2021 Strategic Plan

For Internal Use Only

Not for Public Disclosure

2022 SELF-ASSESSMENT

Each year, every CIP project is required to review progress on CIP projects, joint program planning and improvement efforts with the child welfare agency, and the ability to integrate CQI successfully into practice. The self-assessment primarily focuses on assessing efforts undertaken to date while the strategic plan maps out efforts going forward. In this self-assessment, to ensure proper background is given, goals from the strategic plan are restated with updates given in purple.

1. STRATEGIC PLAN GOALS

Priority Area #1: A project to improve data collection, analysis, and sharing between CJP and other stakeholders.

Strategic Plan Outcomes: CJP will improve data collection, analysis, and sharing between the courts and stakeholders and produce high-quality, relevant data.

Project #1.1: Further Refine the Case Closure Audit

Outcome #1.1: CJP will produce more frequent, accurate, and thorough data by utilizing a data collection method that uses appropriate sample sizes and gathers appropriate data.

Need: Under the previous strategic plan, CJP gathered data through the TPR audit. Upon review and evaluation of that data collection method, it was discovered that sample sizes were not large enough to provide reliable data. Furthermore, there were many data points and variables that were not being collected that would be useful in identifying issues. In 2020, CJP did a trial run of the Case Closure Audit instead of the TPR audit. The Case Closure Audit evaluated data from every abuse and neglect case that closed in 2020. It appears that the Case Closure Audit produced data that was more accurate and useful; however, due to COVID-19, that data cannot be said to be illustrative. Further refining the Case Closure Audit and collecting several years' worth of data will provide a much more solid foundation of data.

Theory of Change: If accurate data is collected, it can be evaluated to identify issues and causes for those issues. If those issues are addressed, the state will achieve better outcomes for children and families.

Action Item #1:

CJP will evaluate the data collected from the first Case Closure Audit and identify additional data points worth collecting.

Parties:

CJP, DFS,
GAL, Judges

Timeframe:

By November
of 2022.

Anticipated Outcome: A better variety of data points will be evaluated for collection and issues with collecting certain data points will be identified.

Resources Needed:

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*** Supplemental COVID-19 funding was utilized in work on this project to pay for case management system improvements to better track child welfare data points. During the COVID-19 pandemic, it became apparent that additional data points needed to be collected and tracked to get a better picture of how child welfare outcomes were being effected by the pandemic.

Action Item #2:

CJP will retrieve case closure data annually.

Parties:

CJP

Timeframe:

Ongoing

Anticipated Outcome: A larger pool of data will be collected over time, allowing identification of trends. Parties will continue to make data-driven decisions.

Resources Needed: Depending on the continued refinement of the Case Closure Audit, the time required to collect data from the new FCE systems and the anticipated agency CCWIS system, and additional data collections identified, CJP may need to hire a contractor for data collection purposes. *** The CJP coordinator spends approximately 25% of their allotted time collecting, analyzing, and presenting data and working with the Supreme Court Applications Division to ensure the judicial branch court case management system is collecting the correct data points. This is a major time commitment for the coordinator, thus additional Supreme Court staff and stakeholders are utilized in many situations to help with the workload.

Project #1.2: CJP will develop a system for storing and analyzing data collected by the case closure audit as well as other data collection projects.

Outcome #1.2: CJP will house data that is more easily analyzed and more accessible to the IV-E agency, attorneys, state courts, and other stakeholders.

Need: Data collected by CJP is currently housed in-house or online in data dashboards that are not maintained by CJP. Data needs to be more accessible to stakeholders and housed in systems that allow data analysis without having to utilize a third party.

Theory of Change: If accurate data is collected, analyzed, and shared, all stakeholders can work towards making data-informed decisions in child welfare.

Action Item #1:

Parties:

Timeframe:

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CJP will develop a web-based location for access to data with confidentiality protections.	CJP	By June of 2023
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Anticipated Outcome: The system developed will allow stakeholders and partners to access certain data reports and dashboards without having to go through the CJP Coordinator.

Resources Needed: A website for sharing data.

*** Supplemental COVID-19 funding was utilized in work on this project to pay for case management system improvements to better track child welfare data points.

<u>Action Item #2:</u>	<u>Parties:</u>	<u>Timeframe:</u>
CJP will gather feedback from stakeholders on the usefulness of the data and monitor website traffic to analyze utilization.	CJP	Ongoing

Anticipated Outcome: Over time, modifications can be made to the system to make it more useful.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized on this project.

Plans for Evaluating Activities:

The data collected under this priority will be the data upon which all other strategic plan priorities will be evaluated, along with data collected from the agency.

Priority Area #2: A project to increase access to CJP resources, data, and training.

Strategic Plan Outcomes: CJP will create virtual content that allows child welfare participants and stakeholders throughout the state access to high-quality resources, data, collaboration, and training despite the rural nature of Wyoming.

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Project #2.1: Learning Management System Content Development

Outcome #2.1: More individuals will participate in high-quality training through utilization of an on-demand LMS.

Need: Due to the rural nature of the state, it is often hard for practitioners to travel for training events. Furthermore, for many busy practitioners and judges, it is impossible to block out periods of time for travel to trainings.

Theory of Change: On-demand, online trainings will increase participation in training.

Action Item #1:

CJP will acquire a LMS and populate it with content.

Parties:

CJP

Timeframe:

June of 2023

Anticipated Outcome: The number of individuals participating in training will increase.

Resources Needed:

*** Supplemental COVID-19 funding was utilized in work on this project to pay for a portion of LMS maintenance and for software and technology to expedite online training. During the COVID-19 pandemic, it became necessary to expedite trainings, especially related to online court hearings.

Project #2.2: Website Development

Outcome #2.2: Practitioners will be able to improve their knowledge and skills through access to high-quality training materials.

Need: The current CJP website, run through the Supreme Court's website, cannot house large files, including training videos. Furthermore, the layout and navigation of the website is not conducive to stakeholder engagement.

Theory of Change: A better, more usable website will increase the utilization of CJP resources.

Action Item #1:

Parties:

CJP

Timeframe:

June of 2025

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CJP will acquire and design a project website and develop content.

Anticipated Outcome: A new website will be utilized for more virtual opportunities.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Project #2.3: Increased Collaboration

Outcome #2.3: Participants throughout the state will be able to better engage in the child welfare process through collaboration.

Need: Currently, there are few opportunities outside of emails for practitioners to collaborate with each other.

Theory of Change: Providing forums and newsletters to practitioners throughout the state will improve legal practice and engagement.

Action Item #1:

CJP will establish forums and newsletters through the new website.

Parties:

CJP

Timeframe:

June of 2025

Anticipated Outcome: Practitioners will engage in forums and newsletters to collaborate about child welfare in Wyoming.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized for work on this project.

Plans for Evaluating Activities:

The LMS system will collect data on participation and conduct pre and post training surveys. Website traffic will be collected to determine if training materials are being utilized.

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Priority Area #3: A project to continuously improve the quality of child welfare court hearings and reviews.

Strategic Plan Outcomes: Stakeholders in the child welfare system will all work towards high quality legal hearings and reviews in which parents and children are given an opportunity for their voices to be heard and meaningful court review takes place.

Project #3.1: Tribal Court Case Management System

Outcome #3.1: CJP will work with Tribal Court authorities to establish a case management system for the Tribal Court.

Need: Currently, the Wind River Tribal Court does not have a case management system. Files are maintained by hand on paper, and child welfare hearings are not being timely held due to issues with tracking cases. During COVID, cases came to a stand still as there was not access to court files outside of the courthouse.

Theory of Change: An electronic case management system will allow appropriate tracking of child welfare cases, specifically timely hearings.

Action Item #1:

CJP and Tribal Authorities will meet with various vendors to determine which case management system the Tribal Court should adopt.

Parties:

CJP, WRTC

Timeframe:

By January of 2022

Anticipated Outcome: A case management vendor is selected.

Resources Needed:

***** Supplemental COVID-19 funding WAS NOT utilized for work on this project.**

Action Item #2:

CJP will assist in implementation and training on the case management system, including ensuring accurate child welfare timelines are incorporated in the system.

Parties:

CJP, WRTC

Timeframe:

By January of 2023

Anticipated Outcome: A case management system will be installed and utilized.

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Resources Needed: Potential system/technology upgrades may be needed to implement a case management system.

*** Supplemental COVID-19 funding was utilized in work on this project to pay for case management system improvements to better track child welfare data points.

Project #3.2: Modify the Court Observation Project

Outcome #3.2: The Court Observation Project, which was developed to obtain data regarding the quality of court hearings and reasonable efforts determinations, will be modified to address issues that were identified in evaluating the outcome of the first run of data. These issues will be addressed and a second run of data will be obtained.

Need: Under the previous grant, CJP worked with the agency to develop and implement a Court Observation Project. Upon completion of the first run of data, the working group met to review the data. From reviewing the data, the group could tell that certain data points were not correct and that a different collection method was needed. Furthermore, the group concluded that there was further information that could be gathered as part of the project.

Theory of Change: Modification of the Court Observation Project will allow the collection of more accurate data, which can then be used to identify and develop solutions to issues with court hearings.

Action Item #1:

The working group will reconvene and determine how the Court Observation Project should be modified.

Parties:

CJP, DFS, GAL

Timeframe:

March of 2022

Anticipated Outcome: The group will determine a different collection method and develop a new court observation assessment.

Resources Needed:

Action Item #2:

A second period of court observation will be conducted, and the data compiled and assessed.

Parties:

CJP, DFS, GAL

Timeframe:

September of 2022

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Anticipated Outcome: Upon collection of the data, the working group will reevaluate the project to determine if accurate data was complied.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized for work on this project.

Action Item #3:

If accurate data is collected, the Court Observation Project will continue annually.

Parties:

CJP, DFS, GAL

Timeframe:

Ongoing

Anticipated Outcome: Annual court observation data will be added to the CJP database for utilization in data-driven decisions.

Resources Needed: Database system.

*** Supplemental COVID-19 funding was utilized in work on this project to pay for case management system improvements to better track child welfare data points.

Project #3.3: Exit Survey

Outcome #3.3: CJP will gather input from parents and children with lived experience, as well as attorneys, regarding the quality of court hearings.

Need: Due to the current confidentiality statutes in Wyoming, parents and children with lived experience are not able to provide feedback on court proceedings. Furthermore, it is difficult to gather case specific feedback regarding court hearings.

Theory of Change: An electronic exit survey will allow collection of information from parents, children, and attorneys regarding the quality of court hearings.

Action Item #1:

CJP will develop an exit survey for participants in child welfare proceedings, with the assistance of DFS and the GAL program.

Parties:

CJP, DFS, GAL

Timeframe:

December of 2023

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Anticipated Outcome: Relevant data regarding court hearings will be gathered, compiled, and analyzed.

Resources Needed: An appropriate exit survey.

***** Supplemental COVID-19 funding WAS NOT utilized for work on this project.**

<u>Action Item #2:</u>	<u>Parties:</u>	<u>Timeframe:</u>
The exit survey will be posted on the CJP website and a method for inviting participants to take the survey will be developed.	CJP, DFS, GAL	May of 2024

Anticipated Outcome: The survey will begin and continue in an ongoing manner once stakeholders are invited to participate.

Resources Needed: Higher quality CJP website.

***** Supplemental COVID-19 funding was utilized in work on this project to pay for a portion of the costs of obtaining a new website to start this project quicker. The new website was launched before it was completely finished so that stakeholders could access trainings through the website.**

<u>Action Item #3:</u>	<u>Parties:</u>	<u>Timeframe:</u>
If accurate data is collected, the exit survey will continue.	CJP, DFS, GAL	Ongoing

Anticipated Outcome: Data collected will be distributed to stakeholders and utilized to incorporate the voices of children and families.

Resources Needed:

***** Supplemental COVID-19 funding WAS NOT utilized in work on this project.**

**Plans for Evaluating
Activities:**

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The effectiveness of the Tribal Court case management system will be evaluated by gathering initial data and then monitoring the data over time to see if an appropriate model of practice can be implemented and followed. The Court Observation Project will be evaluated by the working group to determine if accurate data is being gathered. All three projects will be used to establish baseline data from which the quality of court hearings will be monitored.

Priority Area #4: A project to continuously improve the quality of legal representation for parents, children and youth or the child welfare agency.

Strategic Plan Outcomes: Legal representation in Wyoming will improve through higher expectations for services provided through advocacy, training, and modification of existing law.

Data: The Case Closure Audit found that there are significant issues with court orders, specifically in identifying which hearings are review hearings versus permanency hearings. The Court Observation Project found that of 243 hearings observed, only 134 of those hearings involved parent counsel.

Project #4.1: Sample Court Orders

Outcome #4.1: The quality of court orders will improve as prosecutors are provided with sample orders that can be used.

Need: It was observed during the Case Closure Audit that there are significant errors in the court orders being issued in child welfare proceedings. Many of these errors contribute to issues regarding compliance with federal laws. The prosecutors are tasked with preparing court orders, and each prosecutor has historically developed their own orders.

Theory of Change: The court paperwork in child welfare cases will improve if prosecutors are provided with clear, usable court forms.

Action Item #1:

CJP will develop sample court orders for the prosecutors to utilize.

Parties:

CJP, DFS, AG

Timeframe:

By May of 2023

Anticipated Outcome: Data collected from court files will show improved outcomes as there will be fewer errors in the orders.

Resources Needed: Possible contractor to draft forms. Possible contractor to create fillable forms or form automation.

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*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Project #4.2: Role Specific Trainings

Outcome #4.2: CJP will work to provide trainings that are tailored to the specific roles of judges and attorneys within child welfare cases.

Need: Under the previous strategic plan, CJP developed handbooks for prosecutors and parents' attorneys and then provided brief, role specific trainings. With these interventions, an overall improvement in practice was observed. However, there is a continuing need to provide training due to turnover throughout the state in every legal role. Further, more intensive trainings specific to legal roles within the system is needed to continue this trend of improved practice.

Theory of Change: Role specific trainings allow participants to explore specific issues related to their roles and improve their overall performance in court.

Action Item #1:

CJP will contract with the ABA to complete GAL trainings.

Parties:

CJP, ABA

Timeframe:

By June of 2023

Anticipated Outcome: The level of participation of the GALs will improve as observed by case level participation and appellate review.

Resources Needed:

*** Supplemental COVID-19 funding was utilized in work on this project to pay for a portion of the ABA trainings in order to expedite trainings and provide resources on virtual hearings.

Action Item #2:

Role specific trainings will be held at the annual Wyoming Joint Symposium on Children and Youth.

Parties:

CJP

Timeframe:

June of every year

Anticipated Outcome: Observable changes in legal representation will occur.

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Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Project #4.3: Appellate and Termination Resources

Outcome #4.3: CJP will work to improve the quality of practice in appeals and termination cases.

Need: Over the past ten years, the number of appeals from child welfare cases has drastically increased. The number of termination of parental rights cases that are proceeding to trial is also increasing. There have not been any training or resources developed in these areas.

Theory of Change: Resources and training regarding high quality appellate practice will improve the quality of legal representation.

Action Item #1:

CJP will create an appellate practice handbook and provide trainings related to the handbook.

Parties:

CJP

Timeframe:

By June of 2022

Anticipated Outcome: An appellate practice handbook will be distributed throughout the state.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Action Item #2:

CJP will create a handbook on prosecuting termination of parental rights cases and provide trainings related to the handbook.

Parties:

CJP

Timeframe:

June of 2023

Anticipated Outcome: Observable changes in legal representation will occur.

Resources Needed:

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*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Action Item #3:

CJP will create a handbook on defending termination of parental rights cases and provide trainings related to the handbook.

Parties:

CJP

Timeframe:

June of 2024

Anticipated Outcome: Observable changes in legal representation will occur.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Project #4.3: Process Advocacy

Outcome #4.3: CJP will work to improve the law and guidance related to the process of legal representation.

Need: Wyoming's child welfare statutes have not been significantly reviewed or modified since their creation. The current statutory structure does not call for any practice standards for prosecutors or parent attorneys. Furthermore, the statutes as written do not provide a strong method for appointment of parent counsel.

Theory of Change: CJP cannot advocate for statutory change, but CJP can provide education related to issues arising under the current statutory framework. Educating stakeholders on these issues will lead to interest in improving the system as a whole.

Action Item #1:

CJP will contract with the ABA to review the Wyoming statutes.

Parties:

CJP

Timeframe:

By January of 2022.

Anticipated Outcome: A white paper of recommendations on how to improve the Wyoming child welfare system will be produced.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

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Action Item #2:

CJP will continue to work with parties interested in establishing a parent attorney program

Parties:

CJP

Timeframe:

Ongoing

Anticipated Outcome: As stakeholders are educated on the need for high-quality legal representation and the opportunities for reimbursement under Title IV-E, the Legislature will consider taking action regarding parent attorney representation.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

See Also Project 2.1 and 2.2.

Plans for Evaluating Activities:

Specific metrics regarding parental legal representation, including time to appointment, attendance at hearings, etc., will be added to the Case Closure Audit to monitor whether the above projects improve the quality of legal representation in Wyoming. The Case Observation Project will also monitor the number of hearings at which a GAL and parent attorneys are present.

Priority Area #5: A joint project with the agency to improve specific safety, permanency, or well-being outcomes.

Strategic Plan Outcomes: CJP will work with DFS to ensure children are not being removed unless necessary and that permanency is being achieved as quickly as possible.

Data: The Case Closure Audit showed that Wyoming currently has a removal rate of 84%, with 78% of those children eventually being reunified. The Case Closure Audit also showed that statewide, it takes 451 days from the time the court changes the permanency plan to a petition being filed to move the plan forward. Cornell University's NDACAN 2019 report indicated that Wyoming has a removal rate of 6.9 children per 10,000, one of the highest removal rates in the nation and 2x the national rate.

Project #5.1: Termination Trainings

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Outcome #5.1: The delay between the change in permanency and the commencement of a petition to make the permanency plan happen will decrease when prosecutors begin handling termination cases themselves rather than referring them to the AG's office.

Need: Currently, prosecutors may choose not to file termination of parental rights cases themselves and have the AG's office handle those cases instead. The AG's office is tasked with handling multiple cases, and there is often a delay in moving forward with termination when the AG's office handles the case.

Theory of Change: If prosecutors are trained on how to handle termination of parental rights cases, they will feel more comfortable handling those cases themselves and will file their own petitions.

Action Item #1:

CJP will develop trainings on termination of parental rights prosecution with the assistance of the agency's attorney.

Parties:

CJP, DFS, AG

Timeframe:

June of 2022

Anticipated Outcome: Prosecutors will begin filing termination cases themselves.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Project #5.2: Diversion Programs

Outcome #5.2: CJP will work with the agency to determine if there are opportunities for diversion programs throughout the state to prevent certain cases from entering the system and certain children from being removed.

Need: Currently, temporary protective custody can be taken by law enforcement, medical providers, and court order. In many cases, children are removed by law enforcement only to be returned home in less than thirty days. There is no standard process or procedure for handling child welfare cases outside of a full court process. In Wyoming, juvenile delinquency diversion programs have been developed to keep juveniles out of the juvenile court system. Similar opportunities do not exist for the child welfare system. Recent Supreme Court cases have identified that non-custodial parents,

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specifically fathers, are being left out of the child welfare court process. If these parents were identified and involved early in the case, they can be a potential placement option for the children rather than removal.

Theory of Change: If a diversion program could be developed, families and children could be kept out of the child welfare system.

Action Item #1:

CJP will work with the agency to provide training to law enforcement and school personnel regarding alternatives to removal.

Parties:

CJP, DFS, GAL

Timeframe:

Ongoing

Anticipated Outcome: As parties become educated on the trauma of removal and other options than temporary protective custody, the number of removals will decrease.

Resources Needed:

***** Supplemental COVID-19 funding WAS NOT utilized in work on this project.**

Action Item #2:

CJP and the agency will review the current statutory structure and develop a plan for testing diversionary programs.

Parties:

CJP, DFS, GAL

Timeframe:

Ongoing

Anticipated Outcome: CJP and DFS will develop concrete steps to work towards a diversion program.

Resources Needed:

***** Supplemental COVID-19 funding WAS NOT utilized in work on this project.**

Action Item #3:

CJP will work with the agency and stakeholders to educate child welfare court participants on how to involve non-custodial parents.

Parties:

CJP, DFS, GAL

Timeframe:

Ongoing

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Anticipated Outcome: As parties become educated on the trauma of removal and the benefits of family involvement, the number of removals will decrease.

Resources Needed:

*** Supplemental COVID-19 funding WAS NOT utilized in work on this project.

Plans for Evaluating

Activities:

CJP will monitor the Case Closure Audit to determine the time between the change in permanency to the time the petition is being filed is decreasing. CJP and the agency will monitor the number of less-than-30-day placements. CJP will monitor how long it is taking to involve non-custodial parents.

Priority Area #6: Meaningful and Ongoing Collaboration

Strategic Plan Outcomes: CJP will continue to work on previous project activities with the agency.

Project #5.1: Community Trainings. CJP will continue to work with the agency to hold trainings in the individual communities to address issues arising in those areas.

Project #5.2: CFSR/PIP/Other Evaluation Participation. CJP will continue to participate in ongoing federal evaluations and reviews with the agency.

Project #5.3: ROM Funding. CJP will continue to provide financial assistance to the agency to support the ROM database until it is replaced.

Project #5.4: WY Home Matters. CJP will continue to participate in Family First implementation and prevention activities with the agency. CJP will fund a prevention website for the agency.

Project #5.5: Symposium. CJP will continue to hold the Wyoming Joint Symposium on Children and Youth to provide training opportunities for agency employees and attorneys throughout the state.

2. BUDGET NARRATIVE

During the last grant cycle, the Children's Justice Project (CJP), the Wyoming CJP, was awarded approximately \$282,000 per year through the Basic, Data, and Training grants. Using these numbers, CJP anticipates the following budgetary needs:

3.

Personnel Expenses		
135,260	CJP Staff Salary and Benefits	CJP currently employs one full-time attorney as the CJP Coordinator overseeing the grant program. Additionally, a portion of the Chief Education Officer’s salary is covered by CJP funds (documented through time tracking) as the Chief Education Officer serves as Director of CJP.
135,260	Total Personnel Expenses	
Training and Education		
18,000	Annual Conference	Annual Wyoming Joint Symposium on Children and Youth - a three day conference to provide training and networking for attorneys, caseworkers, law enforcement, judges, and other stakeholders
3,000	Annual Judges Breakfast	Child welfare specific training for judges in association with the annual State Bar Convention.
30,000	Learning Management System	Application used to share training resources throughout the state. *** The Learning Management System selected was picked based on its data tracking features. The LMS is utilized to track data regarding training and outcomes.
3,000	Education and Training Resources	Miscellaneous resources. *** This includes costs for data tracking elements of the proposed website.
54,000	Total Training and Education Expenses	
Memberships and Conferences		
10,000	Out of State Travel	Mandatory federal meetings and national conferences
2,361	NCJFCJ Membership	National Council of Juvenile and Family Court Judges membership for District Court judges
500	Dues	State Bar dues for CJP Coordinator

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12,861	Total Membership and Conference Expenses	
Professional Services (or Contracted Services)		
25,000	DFS Database Support	Services provided by the IV-E agency to support databases maintained by DFS and used by CJP. *** This cost is for data collection purposes.
2,000	Website Maintenance	CJP basic website and joint website with DFS for Family First Preservation Services Act *** This includes costs for data tracking elements of the proposed websites.
27,000	Total Professional Services	
Administrative Expenses		
7,500	In State Travel	Travel by the CJP Coordinator and others contributing matching time travel throughout the state for meetings, evaluations and trainings. *** This includes costs for traveling to local courts to review files for data collection.
2,000	Communication and Postage	Administrative costs
3,000	Office Supplies	Administrative costs
1,500	Podbean	Video sharing service that allows storage and transmission of large video recordings of trainings
14,000	Total Administrative Expenses	
243,121	Total On-Going Expenses	

The remaining balance of approximately \$39,000, as well as any cost savings from on-going expenses, will be used for other projects included in our Strategic Plan. Other projects for the next five years, in priority order, are as follows, though the actual timing and scope of projects may vary depending on availability of funds:

Priority	Project Description	Strategic Plan Project	Cost
1	Exit Survey*	3.3	\$25,000 - \$45,000 The exit survey is for data collection purposes.
2	Training Contractor**	4.2	\$25,000 - \$40,000 The training contractor participates in IV-E review data collection with the agency.

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3	Document Automation Software	4.1	\$10,000
4	CJP Upgraded Website	2.2 and 2.3	\$10,000 - \$15,000 The website will include a data dashboard, data reports, and data tracking.
5	CJP Specific Data Dashboard	1.2	\$25,000 - \$50,000
6	Tribal Court Case Management Assistance	3.1	\$50,000 - \$75,000

** Estimate per discussion with the Wyoming Survey and Analysis Center on the cost of an exit survey in compliance with Wyoming confidentiality statutes*

*** These funds would be used to hire a contractor to assist with trainings*

CJP anticipates that in the next grant cycle, funding in excess of 30% of grant funds will be utilized for data collection and tracking. The majority of CJP's current projects are structured around the case closure audit, which requires approximately 25% of the CJP Coordinators time. Additionally, the CJP coordinator spends a significant amount of time pulling data reports for stakeholders. The CJP Director, Coordinator, and contractor all assist DFS in collecting data regarding compliance with IV-E funding.

CJP awards DFS approximately \$25,000 each grant year for improvements to DFS data tracking systems. CJP also utilizes a significant portion of funding to pay for customization and upgrades to the judicial branch's case management system to provide for better child welfare data collection. CJP employees also spend a significant amount of time meeting with application staff to ensure that customizations are done correct, as well as assisting staff in training clerks on accurate data entry.

CJP is working on creating resources that will create opportunities for further data collection and dissemination, including an upgraded website with data sharing capabilities, an exit survey to gather stakeholder feedback information, an LMS that will track training attendance and outcomes, additional audits to review issues related to safety, permanency, and well-being, and more.

CJP utilized supplemental COVID-19 funding to expedite several of these projects, as well as to upgrade court technology, pay for retired judges to assist in moving termination cases that had been continued during the pandemic forward, and to purchase the required items for a mobile courtroom so that trials and hearings could be held in non-courthouse spaces that allowed for social distancing.