

Nevada

Court Improvement Program

Basic, Training and
Data Collection and Analysis
Grants Application

FFY 2019



Supreme Court of Nevada
Administrative Office of the Courts
July 2018



The State of Nevada

Court Improvement Program

**Court Improvement Program
Select Committee Members**

**COURT IMPROVEMENT PROGRAM (CIP)
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Supreme Court of Nevada

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The State of Nevada

Court Improvement Program



Budget Narrative

The State of Nevada
Court Improvement Program
Basic, Training and Data Grant Budget Narrative

- **Salaries:**
The Nevada Court Improvement Program (CIP) has 2 full time employees, 1 Program Coordinator and 1 Court Services Analyst. Three quarters of their estimated salaries or approximately \$125,831 will be covered by the funding streams of the 3 grants.
- **Operating Expenses:**
Operating supplies such as computers, software, conference lines, insurance, office supplies, etc. that are needed to run the program for an approximate total of \$3,000
- **Travel:**
 - In state travel for Program Coordinator to visit judges and courts that handle 432B cases for an estimated total of \$2,000.
 - Attendance of a three person team (1 person per funded grant) at the Annual CIP Meeting for an estimated total of \$7,500.
- **Subgrants:**
 - Joint Child Welfare/CIP Project: the Statewide Juvenile Dependency Mediation Program (JDMP) with a neutral third party outcome evaluation of the program for an estimated total of \$117,200.
 - Membership with the National Council of Juvenile and Family Court Judges (NCJFCJ) for Judges and Masters who handle 432B cases at an estimated total of \$5,000.
 - Waterhole Software: on-going Data Exchange Project at an estimated total of \$50,000.
 - National Council of Juvenile and Family Court Judges (NCJFCJ): Annual Community Improvement Council's (CIC) Summit for on-going training and support and an Outcome Evaluation of JDMP at an estimated total of \$85,000.
- Total estimated Grant award of \$395,531: Basic \$138,001, Training \$128,765 and Data \$128,765
- **In-Kind Match:**
The In-kind match required is estimated at \$131,712 which will be provided by The Administrative Office of the Courts (AOC) as office space, janitorial services and through payment of one quarter of CIP employee's salaries. Additional match will be required from any subgranted funds and attendance at summits and trainings provided through CIP funding.



The State of Nevada

Court Improvement Program



**Basic
Strategic
Plan**

Strategic Plan Template

Basic

State Name: Nevada

Date Strategic Plan Submitted: June 30, 2017; updated July 30, 2018

Timeframe Covered by Strategic Plan: October 1, 2016 – September 30, 2021

Overall Goal/Mission of CIP: *The Court Improvement Program enables the courts and agencies involved in the child welfare system to develop systemic, statewide changes to significantly improve the processing of dependency cases while ensuring compliance with state and federal laws regarding child dependency and child welfare matters.*

Priority Area #1: Quality Court Hearings

Outcome #1: *Enhanced high quality court proceedings that safeguard due process, encourage child and family involvement, and ensure accountability within and throughout the child dependency system.*

Need Driving Activities & Data Source: How do you know this is a need in your state? *The statewide quality hearing study conducted by NCJFJC, the Blue Ribbon for Kids Commission reports, the statewide assessment of parents’ attorneys conducted via the Capacity Building Center for Courts (CBCC) consult, APSR Self-Assessment Judiciary Focus Groups, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary.*

Theory of Change: *The theory is that by providing the judiciary and their CICs data to help them identify areas needing improvement and information about evidence-based and best practices, the judiciary and stakeholders will have increased knowledge of what constitutes a quality hearing, and judges will have a better understanding of what constitutes reasonable efforts which will lead to an increase in depth of information brought to court by all parties because stakeholders will better understand the information needed by the court. The data and training provided will lead to increased identification of barriers and creation of action steps to improve outcomes. This will, in turn, lead to long term outcomes such as improved time to permanency and overall timeliness of cases.*

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Project 1 – The Nevada CIP continues supporting and informing the Community Improvement Councils (CIC) as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, CIP also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and							

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<p>data-driven dialogue, and peer-to-peer court observation. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>							
<i>Action Step 1 – Support CICs’ development and implementation of annual action plans.</i>	CIP CICs Child Welfare	CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly. CICs follow through on action plans created at each annual CIC Summit. CIP works with stakeholders to develop and disseminate training and resources for the judiciary and CICs.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going		CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs Capacity Building Center for the Courts CBCC	CIP encourages CICs to create meaningful agendas and take and distribute minutes.	CIP attends and supports CIC meetings. CIP holds Statewide CIC Summit.	On-going		CIC agendas and meeting minutes focusing on steps to improve hearing quality. CIC Summit agenda	On-going
<i>Action Step 3 – Conduct hearing quality study.</i>	CIP CICs Capacity Building Center for the Courts CBCC	Final research design. Court observation dataset complete. Case file review dataset.	Increases in knowledge regarding hearing quality and its relationship to case outcomes.	September 2018		CIC agendas and meeting minutes focusing on steps to improve hearing quality.	On-going

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	Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Combined court observation and case file review outcomes dataset. Research summaries. Final research report presented at the 2018 CIC Summit.	Increased awareness of specific court practices related to case outcomes. Increased awareness of how practice has changed. Data-driven practice changes to enhance the quality of hearings. Timelier case processing. Improved timely permanency.			CIC Summit agenda. CICs annual action plans reflect actions to address findings of hearing quality study.	
<i>Action Step 4 – Create a structure of accountability for the courts and CICs.</i>	CIP CICs Child Welfare CBCC	Document approach to continuous monitoring (e.g., self- report from the courts, peer discussion and data driven dialogue). Develop peer/mentored court observation pilot project to including an observation toolkit for judges and evaluation plan. Initiate pilot peer/mentored court observation project.	Structure of accountability is in place that encourages improved outcomes. Improved understanding of how to interpret data. Improved time to permanency. Increased number of courts inviting youth into court. Increased evidence that families and caregivers are engaged in the courtroom.	January 2020	Completion of the data sharing efforts: court event notification and the centralized case index		On-going

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		CICs implement the <i>Guide to Integrating CQI into the Work of the CIC</i>	Increased number of courts implementing trauma reduction efforts.				
<i>Action Step 5 – Working with the CBCC, CIP will develop a peer observation tool and process to monitor hearing quality</i>	Judicial officers CBCC	Court observation toolkit for judges.	Increased understanding of components of quality hearings. Improved engagement of parties. Increased discussion of key issues within the court. Increase in the number of children placed with relatives. Improved permanency outcomes.	Toolkit will be completed in early 2019 with initial site visits to follow; process will occur on an ongoing basis.	CBCC assistance.	Judges will turn in court observation tools and CIP will debrief following each visit to gather qualitative impressions.	Ongoing
<i>Action Step 6 – Courts develop customized court orders reflective of court order templates and local practices.</i>	CIP CICs CBCC	Increase in reasonable efforts and other pertinent findings made on the record.	Improved clarity and understanding so that court orders are followed. Improved identification of Indian children. Increased number of courts providing orders immediately following hearings.	September 2020	Resource to measure ICWA compliance.	Improved compliance with ICWA. Improved timeliness as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
<i>Action Step 7 – Collaborate with Child Welfare Agencies to ensure understanding of</i>	CIP CICs Child Welfare CBCC	Child Welfare explains the CFSR/CFSP/APSR and case file review processes to the courts.	Courts feel that they understand and are contributing to the CFSR/CFSP/APSR and case file review processes.	Ongoing	CBCC assistance on developing, administration	Court survey results.	On-going

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<i>and contribution to quality hearings</i>		<p>Increase child welfare contributions to and participation in CIC meetings and activities. Each CIC receives a presentation from DCFS QA re: CFSR.</p> <p>CICs are regularly used as Focus Groups for Child Welfare issues such as notification and right to be heard.</p> <p>Courts/CICs are trained on the child welfare safety model.</p> <p>Develop survey of courts to assess their understanding of Child Welfare required reports, initiatives, and practice models.</p>	<p>Increase frequency of periodic reviews where appropriate to improve parental engagement in the case plan.</p> <p>Child welfare stakeholders better understand the information the courts need timely.</p> <p>Increase in depth of information brought to court by caseworker.</p> <p>Improve timeliness of hearings.</p> <p>Improve time to permanency.</p> <p>Increase in permanency in 12 months of children entering foster care.</p> <p>Possible increase in reunification rates.</p>		<p>and analysis of court survey.</p>	<p>Improved timeliness of hearings and time to permanency and reunification rates as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index and AFCARs data.</p>	
<i>Action Step 8 - CIP continues to actively align its work with that of the Child Welfare Agencies</i>	<p>CIP CICs Child Welfare CBCC</p>	<p>CIP continues to provide input into attaining PIP and IV-E, CFSP/APSR, and CFSR goals.</p> <p>Child Welfare actively participates in the development of the CIP Strategic Plan and its implementation.</p>	<p>CICs continue their successful endeavors as outlined in their action plans.</p> <p>Hearing and court order quality improve.</p> <p>Relevant statistical evidence (AFCARS, NCANDS, timeliness, permanency, and reunification)</p>	<p>On-going</p>		<p>Success of court hearing quality improvement efforts, pilot project implementation, PIP development and implementation, and CICs.</p>	<p>On-going</p>

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		<p>CIP and Child Welfare share data, program assessment results, etc.</p> <p>Regular meetings take place with Child Welfare managers & supervisors, SQIC Committee, QA TA Subcommittee and CIP.</p> <p>Child Welfare is fully represented and active on the CIP Select Committee.</p> <p>CIP and Judiciary participate in the development and implementation of the PIP.</p>	<p>demonstrates continued improvement.</p> <p>CIP and Child Welfare Agency reports and documents reflect active and joint participation.</p>				
<p>Action Step 9 – CIP works with Legislature to modify 432B to include pertinent portions of the Families First Prevention Services Act.</p>	<p>CIP CICs Child Welfare NV Legislature</p>	<p>Identify legislator to carry bill.</p> <p>Draft bill language to modify the necessary definition(s) in 432B. Determine effective date.</p> <p>Shepherd said bill through 2019 Legislative Session by engaging legislators and other</p>	<p>Full implementation of Families First Act regarding notification of foster parents, pre-adoptive parents, and relative caregivers of any proceedings with respect to a child in foster care.</p>	<p>Sept 2019- Oct 2020</p>		<p>Changes to 432B fully implemented.</p>	

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		stakeholders as appropriate.					

Priority Area #2: Quality Legal Representation

Outcome #1: Improved quality of legal representation in dependency cases so that parents, children, and the State of Nevada experience high-quality court hearings.

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The statewide quality hearing study conducted by NCJFJC, the statewide assessment of parents’ attorneys conducted via the CBCC consult, CIC Action Plans expressing intent to improve quality of and/or increase legal presentation for both parents and children, Blue Ribbon for Kids Commission reports, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary.

Theory of Change: By better educating attorneys regarding federal and state mandates, the quality of legal representation is likely to improve; thereby, increasing the likelihood of adhering to AFSA timelines and achieving permanency more quickly, increasing the engagement of parents in hearings and case plans and, hence, reunification rates, the well-being of children and ensuring their best interests. By educating CICs on the positive impacts of legal representation, increased legal representation is likely to occur.

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Project 1 – Educate all attorneys, DAs, DAGs, Parents and Children’s Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B) including but not limited to Adoption and Safe Families Act, Fostering Connections, ICWA and its new regulations. Open appropriate trainings to Child Welfare staff and CASA, as well.							
<i>Action Step 1 – Implement the on-line attorney training.</i>	CIP CICs Child Welfare CASA	AOC Judicial Ed Unit modifies on-line Attorney Training to accommodate Distant Education web-site format. Judicial Ed teaches CIP how to register trainees. Judicial Ed technically administers project.	On-line attorney training is available on the AOC Distant Education web-site under a separate CIP tab. Training is available for registration.	January 2017 February 2017 On-going	Judicial Ed Unit assistance with finalizing upload of course into Distant Ed web-site under CIP tab. Judicial Ed staff training of CIP staff on how to register participants.	On-line Attorney Project is available for participants.	Completed
<i>Action Step 2 – Inform courts and</i>	CIP	Announcements to courts and CICs that	70% of attorneys practicing in	January 2017		Announcement email.	Completed

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<i>CICs that the on-line Attorney Training Is available for trainees.</i>		on-line Attorney Training is available and instructions re: how to register.	dependency court will complete course.	On-going		Announcement in the CIC newsletter.	
<i>Action Step 3 - Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	Significant proportion of attorneys in each JD complete course. Attorneys understand that dependency cases are different from criminal cases. Attorneys have improved understanding of state and federal law applying to dependency cases.	Improve knowledge and skills of attorneys. Attorneys better understand the needs of their clients and the services available to them. Parties are more engaged. Improved court timeliness data. Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and Centralized Case Index.	On-going	CBCC assists with another statewide survey re: legal representation in dependency cases. CBCC assists with assessment of number of continuances.	Satisfaction is measured upon completion. Knowledge gains are measured through pre and post-tests during the course of the training.	On-going
<i>Action Step 4 – CIP invites Child Welfare Agencies and CASA to utilize on-line Attorney</i>	CIP Child Welfare Agencies CASA	Child Welfare Agencies will investigate utility of course for their caseworkers.	If appropriate, Child Welfare Agencies will encourage or require caseworkers to complete the course.	On-going		Satisfaction is measured upon completion.	On-going

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<i>Training course for caseworkers.</i>			Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.			Knowledge gains are measured through pre and post-tests during the course of the training.	
Project 2 – Standards of practice for attorneys representing parties in dependency cases							
<i>Action Step 1 – Develop, adopt, and promote attorneys’ standards of practice in dependency case.</i>	CIP Courts CICs BRK Statewide Attorney Standards Committee CBCC LACSN Washoe County Legal Services DAs AG	Attorney practice standards discussed at CIC meetings. Where appropriate such standards developed and implemented locally until statewide standards are in place. Build local JD’s capacity to apply CQI once attorney standards have been implemented.	Improve knowledge and skills of attorneys. Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	CBCC reviews and redoes the preliminary legal representation report CBCC assists with another statewide survey re: legal representation in dependency cases.	Courts implement standing court orders to implement local attorneys practice standards.	On-going

Priority Area #3: Other

Outcome #1: *Increased likelihood of timely reunification with parents for children entering foster care whose dependency cases have been mediated.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The statewide quality hearing study conducted by NCJFJC, the Blue Ribbon for Kids Commission reports, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary. Data sources include UNITY data, AFCARS, and NCJFJC outcome evaluation.

Theory of Change: *The engagement of all case parties in a non-adversarial dispute resolution process when disagreements occur (e.g., denial of the petition or TPR petition, and disagreements over case plan or placement), is expected to reduce contention among the parties, lead to agreement, and allow both the professionals and the parents to feel fully engaged and vested in the process. This is expected to lead to increased parental engagement in future hearings and working their case plans. This will, in turn, lead to long term outcomes such as improved time to permanency and reunification rates, as well as increased parental engagement.*

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<p>Project 1 – The Statewide Dependency Mediation Program is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings.</p>							
<p><i>Action Step 1 – Finalize implementation of the Statewide Juvenile Dependency Mediation Program (JDMP).</i></p>	<p>CIP CICs Child Welfare</p>	<p>Courts with support of or recommendation from Child Welfare refer and program mediates 70 cases in first year of implementation.</p> <p>75% of mediations come to agreement within one month of the mediation.</p>	<p>Improved permanency outcomes for children and engagement for parents.</p>	<p>On-going</p>	<p>Continuation of the VOCA grant to fund JDMP in subsequent years.</p> <p>Identify funding for JDMP Administrator if no training and data funds are available.</p>	<p>Mediation court order referrals.</p> <p>Mediation program data sheets and independent process and outcome evaluations conducted by NCJFJC.</p>	<p>Ongoing</p>

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		<p>parents brochure) to educate CICs, courts, stakeholders, parents on dependency mediation.</p> <p>JDMP Administrator travels to JDs to educate stakeholders on how to best use mediation.</p> <p>With the court and the UNLV Saltman ADR Clinic, develop and implement strategy to initiate JDMP in the 8th JD.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>			<p>mediation educational efforts.</p>	<p>Court and stakeholders survey results.</p>	
<p><i>Action Step 4 - Contract with neutral 3rd party to conduct thorough process and impact assessments of the program.</i></p>	<p>CIP Staff Neutral 3rd party JDMP and 2nd JD Program Administrators.</p>	<p>Process and outcome evaluation reports with recommendations for improvement.</p> <p>Trainings on results of evaluations.</p>	<p>Improved permanency outcomes for children and engagement for parents.</p>	<p>On-going</p>		<p>Court and stakeholders survey results.</p>	<p>On-going</p>
<p>Action Step 5 – Complete Supreme Court Budget Enhancement Process</p>	<p>CIP Staff AOC Administrators AOC Accounting Supreme Court Justices</p>	<p>The Statewide Juvenile Dependency Mediation Program is funded through the Supreme Court budget.</p>	<p>Stable funding for JDMP to ensure sustainability for the program.</p>	<p>On-going</p>		<p>Final Legislatively approved Court Budget</p>	<p>On-going</p>

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<i>Action Step 6 – Independent process and outcome evaluations of JDMP conducted by an outside expert.</i>	CIP Staff Neutral 3 rd party evaluator JDMP and 2 nd JD Program Administrators	Scope of work developed and contract with evaluator finalized. Process and outcome evaluation reports with recommendations for program improvement. Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents. Continual quality improvement of the JDMP.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years. Identify funding for JDMP Administrator if no training and data funds are available.	Court and stakeholders survey results.	Ongoing

Outcome #2: A conversation on how to implement Public Law 115-123, the Family First Prevention Services Act is initiated.

Need Driving Activities & Data Source: How do you know this is a need in your state? Statewide implementation of Public Law 115-123, the Family First Prevention Services Act is required.

Theory of Change: Collaborative, cross-system facilitated discussions are expected to culminate with knowledge-sharing. This is expected to lead to identification of issues which, in turn, is expected to result in an exploration of the cause and effect relationships underlying a particular problem. This will lead to possible causal factors and eventually to the root cause from which a multi-system solution is expected to arise on how to implement P.L. 115-123 (FFPSA) and make children a priority in Nevada.

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Project 1 – The FFPSA requires all state agencies and community-based services and family supports work together to strengthen the capacity of families to nurture and provide for the well-being of their children. Because the CIP Select Committee is composed of many of these entities, using its regularly scheduled quarterly meeting, it will initiate a refocusing of systems to make children a priority in Nevada.							
Action Step 1 – Initiate discussion about implementation of FFPSA among multi-system partners by engaging in radical collaboration.	CIP CICS Child Welfare Education Juvenile Justice HUD CBCAP Mental and Behavioral Health Faith-based Communities	First CIP Select Committee held that focuses on FFPSA. Members are trained on implementation strategies identified by Children’s Bureau to implement FFPSA. Agreement on the tenants of a common vision for FFPSA implementation. Agreement on next steps to be taken to address: family vulnerability and prevention; community-based approaches and integrated services; what data are needed and where they can be obtained to tell us about the need and opportunity for community-based primary prevention of maltreatment and	Improved understanding of FFPSA and how multiple systems can work together for a common goal of providing holistic and integrated services to vulnerable families through an adequately trained and supported workforce of sufficient number across the systems addressing child welfare.	October 2018		CIP Minutes reflect active discussion and some next steps to be taken, by whom.	Ongoing

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		unnecessary placement of children in foster care; how to turn foster care into a family service; and how to reshape the workforce.					

Priority Area #4: Well-Being

Outcome #1: *Bring increased educational stability, instructional continuity, and well-being to the State’s foster children.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The collaborative efforts among the courts and the executive branch agencies, joint actions are taken to implement PIP, IV-E Review, CFSP, APSR, PL 113-183, ESSA, and other applicable federal law, Court Improvement Council (CIC) action plan strategies and Blue Ribbon for Kids Commission recommendations to help bring increased educational stability and well-being to the State’s foster children.

Theory of Change: *Improved and consistent communication among the Child Welfare Agencies, the Department of Education, the school districts, and the courts, will increase trust among the entities resulting in an increased likelihood that efforts to improve educational stability and instructional continuity for foster children will take place.*

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Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.							
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts and the ABA	Review and revise the Statewide Collaborative’s Strategic Roadmap. Invite Tribal representation into the group to assist with implementation of ASFA, Fostering Connections, and ESSA.	Strategic Roadmap implementation process takes place. Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations Improve educational stability and continuity of instruction among foster children throughout the state.	January 2019	Technical Assistance from the ABA Center on Children and the Law funded by the Walter S. Johnson Foundation.	Collaborative meetings and activities. Finalized Strategic Roadmap.	Ongoing

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<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS. Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted.	Completed
<i>Action Step 3 – Continue data sharing via Infinite Campus.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	MOU agreed to between the AOC and Washoe County School District. Washoe County School Districts and Centralized Case Index (CIC) Pilot Projects implemented.	Schools are aware when a child becomes a foster child in near real time. Children remain in their school of origin if in their best interests and transportation is jointly provided by the school district and child welfare. If the school of origin is not appropriate, children are accepted into their new school without usual required paperwork per AB491. Foster children’s educational statistics e.g., standardized tests, graduation rates, credits toward graduation) improve to be comparable with other students.	January 2021	Funding to complete the CIC.	Washoe County School District Data on foster children is pushed into UNITY and UNITY data is being absorbed by Infinite Campus to be utilized by both child welfare and the school district. Infinite Campus data on foster children in Washoe County is being received by the Centralized Case Index and dashboard data is available to judges.	On-going

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<i>Action Step 4 – Align with the Coalition to Prevent CSEC with the Statewide Educational Collaborative.</i>	CIP Staff DCFS WCDSS CCDFS DOE CSEC Coalition Other partners such as the courts and ABA.	Participation of Educational Collaborative members on Subcommittees to Prevent CSEC and Care and Coordination.	CSEC victims' educational needs identified and addressed.	September 2020	Coalition to Prevent CSEC Coordinator		On-going

Priority Area #5: Preventing Trafficking and Strengthening Families

Outcome #5: *Promote judicial understanding of how to identify and respond to child victims of commercial sexual exploitation in the courtroom to improve outcomes for child victims of commercial sexual exploitation.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* P.L. 113-183 states that judicial officers must be trained. Nevada judicial officers did receive initial training during the Family Law Conference in March 2016, but more is needed according to judicial input.

Theory of Change: *The greater the judiciary and stakeholder understanding of how to identify and respond to CSEC victims in the courtroom, the greater the likelihood that this population of children will have improved outcomes.*

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Project 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children.</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings. CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	Ongoing
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition	CIP locates funds for educational efforts. CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening. CSEC red flags are recognized and reviewed in courts.	On-going	Educational opportunities from such entities as NCJFCJ	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

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			Judicial officers are aware of any required findings in orders necessary to provide services to CSEC victims.				



The State of Nevada

Court Improvement Program



Training
Strategic
Plan

Strategic Plan Template
Training

State Name: Nevada

Date Strategic Plan Submitted: June 30, 2017; updated July 2018

Timeframe Covered by Strategic Plan: October 1, 2016 – September 30, 2021

Overall Goal/Mission of CIP: *The Court Improvement Program enables the courts and agencies involved in the child welfare system to develop systemic, statewide changes to significantly improve the processing of dependency cases while ensuring compliance with state and federal laws regarding child dependency and child welfare matters.*

Priority Area #1: Quality Court Hearings

Outcome #1: *Enhanced high quality court proceedings that safeguard due process, encourage child and family involvement, and ensure accountability within and throughout the child dependency system.*

Need Driving Activities & Data Source: How do you know this is a need in your state? *The statewide quality hearing study conducted by NCJFJC, the Blue Ribbon for Kids Commission reports, the statewide assessment of parents’ attorneys conducted via the Capacity Building Center for Courts (CBCC) consult, APSR Self-Assessment Judiciary Focus Groups, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary.*

Theory of Change: *The theory is that by providing the judiciary and their CICs data to help them identify areas needing improvement and information about evidence-based and best practices, the judiciary and stakeholders will have increased knowledge of what constitutes a quality hearing, and judges will have a better understanding of what constitutes reasonable efforts which will lead to an increase in depth of information brought to court by all parties because stakeholders will better understand the information needed by the court. The data and training provided will lead to increased identification of barriers and creation of action steps to improve outcomes. This will, in turn, lead to long term outcomes such as improved time to permanency and overall timeliness of cases.*

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Project 1 – The Nevada CIP continues supporting and informing the Community Improvement Councils as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, CIP also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and							

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<p>data-driven dialogue, and peer-to-peer court observation. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>							
<i>Action Step 1 – Support CICs’ development and implementation of annual action plans.</i>	CIP CICs Child Welfare	CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly. CICs follow through on action plans created at each annual CIC Summit. CIP works with stakeholders to develop and disseminate training and resources for the judiciary and CICs.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going		CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs CBCC NCJFCJ	CIP trains CICs to create meaningful agendas and take and distribute minutes of their meetings.	CIP holds Statewide CIC Summit.	On-going	Leverage CIP funds to access other funding sources to enable CIP to continue its training efforts.	CIC agendas and meeting minutes focusing on steps to improve hearing quality. CIC Summit agenda	On-going

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Action Step 3 – Conduct hearing quality study.	CIP CICs Capacity Building Center for the Courts CBCC Alicia Summers Sophie Gatowski	Final research design. Court observation dataset complete. Case file review dataset. Combined court observation and case file review outcomes dataset. Research summaries. Final research report presented at the 2018 CIC Summit.	Increases in knowledge regarding hearing quality and its relationship to case outcomes. Increased awareness of specific court practices related to case outcomes. Increased awareness of how practice has changed. Data-driven practice changes to enhance the quality of hearings. Timelier case processing. Improved timely permanency.	September 2018		CIC agendas and meeting minutes focusing on steps to improve hearing quality. CIC Summit agenda. CICs annual action plans reflect actions to address findings of hearing quality study.	On-going
Action Step 4 – Create a structure of accountability for the courts and CICs.	CIP CICs Child Welfare CBCC	Document approach to continuous monitoring (e.g., self-report from the courts, peer discussion and data driven dialogue). Develop peer/mentored court observation pilot project to including an observation toolkit for judges and evaluation plan.	Structure of accountability is in place that encourages improved outcomes. Improved understanding of how to interpret data. Improved time to permanency. Increased number of courts inviting youth into court.	January 2018	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with accountability efforts.		On-going

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		Train pilot courts to conduct peer/mentored court observation project. CICs trained to implement the <i>Guide to Integrating CQI into the Work of the CIC</i> .	Increased evidence that families and caregivers are engaged in the courtroom. Increased number of courts implementing trauma reduction efforts.				
<i>Action Step 5 – Working with the CBCC, CIP will develop a peer observation tool and process to monitor hearing quality.</i>	Judicial officers CBCC	Court observation toolkit for judges. Train the judges how to use the court observation toolkit.	Increased understanding of components of quality hearings. Improved engagement of parties. Increased discussion of key issues within the court. Increase in the number of children placed with relatives. Improved permanency outcomes.	Toolkit will be completed in mid-2019 with initial site visits to follow; process will occur on an ongoing basis.	CBCC assistance.	Judges will turn in court observation tools and CIP will debrief following each visit to gather qualitative impressions.	On-going
<i>Action Step 7 – Collaborate with Child Welfare Agencies to ensure understanding of and contribution to quality hearings</i>	CIP CICs Child Welfare CBCC	Child Welfare trains the courts and CICs on the CFSR/CFSP/APSR and case file review processes. Increase child welfare contributions to and participation in CIC meetings and activities.	Courts feel that they understand and are contributing to the CFSR/CFSP/APSR and case file review processes. Increase frequency of periodic reviews where appropriate to improve parental engagement in the case plan.	On-going	CBCC assistance on developing, administration and analysis of court survey.	Court survey results. Improved timeliness of hearings and time to permanency and reunification rates as reflected in DCFS	On-going

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		<p>Each CIC receives a presentation from DCFS QA re: CFSR.</p> <p>CICs are regularly trained on Child Welfare issues such as notification and right to be heard.</p> <p>Courts/CICs are trained on the child welfare safety model.</p>	<p>Child welfare stakeholders better understand the information the courts need timely.</p> <p>Increase in depth of information brought to court by caseworker.</p> <p>Improve timeliness of hearings.</p> <p>Improve time to permanency.</p> <p>Increase in permanency in 12 months of children entering foster care.</p> <p>Possible increase in reunification rates.</p>			<p>UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index and AFCARs data.</p>	
<p><i>Action Step 8 - CIP continues to actively align its work with that of the Child Welfare Agencies</i></p>	<p>CIP CICs Child Welfare CBCC</p>	<p>Child Welfare actively participates in the Annual CIC Summits by attending as CIC team members, contributing to CIC annual action plans, and training on Child Welfare Issues.</p> <p>CIP and Judiciary participate in the development and implementation of the PIP.</p>	<p>CICs continue their successful endeavors as outlined in their action plans.</p> <p>Hearing and court order quality improve.</p> <p>Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates continued improvement.</p> <p>CIP and Child Welfare Agency reports and documents reflect active and joint participation.</p>	<p>On-going</p>		<p>Success of court hearing quality improvement efforts, pilot project implementation, PIP development and implementation and CICs and their annual action plans.</p>	<p>On-going</p>

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>
Action Step 9 – CIP works with Legislature to modify 432B to include pertinent portions of the Families First Prevention Services Act.	CIP CICs Child Welfare NV Legislature	Disseminate information regarding the measure to the courts of competent jurisdiction and provide technical assistance as needed for implementation.	Full implementation of Families First Act regarding notification of foster parents, pre-adoptive parents, and relative caregivers of any proceedings with respect to a child in foster care.	July 2018 – Oct 2019		Changes to 432B fully implemented.	
Project 2 – The Nevada CIP brings subject matter experts to inform the Community Improvement Councils at an Annual CIC Summit to enhance knowledge and competency and share experience and expertise among judiciary and stakeholders.							
Action Step 1 – Survey courts and stakeholders re: implementation status of action plan and topics/focus for next CIC Summit.	CIP CICs Child Welfare NCJFCJ	Survey report. Final scope of work and contract with NCJFCJ.	Curriculum and faculty determined. Annual Summit Agenda and meeting materials developed.	On-going			On-going
Action Step 2 – Plan and hold Annual CIC Summit.	CIP CICs Child Welfare NCJFCJ	CIP Planning formed to define purpose and goal of each Summit. Announce Save the Date in CIC Newsletter. Send save the date to Judges. Training location secured. Participants and judicial officers registered. Training conducted.	11 CIC Teams attend Summit. Facilitated discussion with 11 Judicial Districts’ judicial officers. 11 CIC Teams plan and develop annual action plans.	On-going		CIC Evaluations	On-going
Action Step 3 – Education judiciary and stakeholders	CIP CICs	Agendize and plan Family First training for	Full implementation of Families First Act regarding use of and	July 2018 – October 2018		CIC Summit evaluation.	

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>
<i>on salient portions of the Families First Prevention Services Act particularly on Federal child welfare policies and payment limitations with respect to children in non-foster family homes.</i>	Child Welfare NCJFCJ Connie Hickman Tanner Judge Howze	both Judges' Roundtable and CIC Summit. Implement said training.	payment for children in foster care who are placed in settings that a not a foster family home.				
Project 3 - Advocate for and ensure that Nevada Revised Statutes are in compliance with and supportive of federal child welfare acts and regulations.							
<i>Action Step 1 - Before and during biennial legislative session, review Nevada statutes relevant to child welfare; work with community partners to consider recommendations to improve safety, timeliness, and permanency as needed.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Nevada Revised Statutes are in compliance with federal child welfare acts and regulations.	On-going			On-going
<i>Action Step 2 - Work with legislators to promote issues related to the safety of children and strengthening families.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Discussion at CIP meetings with Legislative CIP Select Committee member. Attend Legislative Committee and Interim Committee meetings as necessary to educate legislators about dependency issues.	On-going		CIP Select Committee quarterly meetings. CIP Annual Progress Report.	On-going

Priority Area #2: Quality Legal Representation

Outcome #1: Improved quality of legal representation *in dependency cases so that parents, children, and the State of Nevada experience high quality court hearings.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The statewide quality hearing study conducted by NCJFJC, the statewide assessment of parents’ attorneys conducted via the CBCC consult, CIC Action Plans expressing intent to improve quality of and/or increase legal presentation for both parents and children, Blue Ribbon for Kids Commission reports, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary.

Theory of Change: *By better educating attorneys regarding federal and state mandates, the quality of legal representation is likely to improve; thereby, increasing the likelihood of adhering to AFSA timelines and achieving permanency more quickly, increasing the engagement of parents and, hence, reunification rates, the well-being of children and ensure their best interests. By educating CICs on the positive impacts of legal representation, increased legal representation is likely to occur.*

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 1 – Educate all judiciary, attorneys, DAs, DAGs, Parents and Children’s Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B) including but not limited to Adoption and Safe Families Act, Fostering Connections, ICWA and its new regulations. Open appropriate trainings to Child Welfare staff and CASA, as well.							
<i>Action Step 1 – Implement the on-line attorney training.</i>	CIP CICs Child Welfare CASA	AOC Judicial Ed Unit modifies on-line Attorney Training to accommodate Distant Education web-site format. Judicial Ed teaches CIP how to register trainees. Judicial Ed technically administers project.	On-line attorney training is available on the AOC Distant Education web-site under a separate CIP tab. Training is available for registration.	January 2017 February 2017 On-going	Judicial Ed Unit assistance with finalizing upload of course into Distant Ed web-site under CIP tab. Judicial Ed staff training of CIP staff on how to register participants.	On-line Attorney Project is available for participants.	Completed
<i>Action Step 2 – Inform courts, CICs,</i>	CIP	Announcements to courts, CICs, Child Welfare, and	80% of attorneys practicing in	January 2017		Announcement email.	Completed

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>
<i>Child Welfare, and CASA that the on-line Attorney Training Is available for trainees.</i>		CASA that on-line Attorney Training is available and instructions re: how to register.	dependency court will complete course.	On-going		Announcement in the CIC newsletter.	
<i>Action Step 3 - Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	<p>Significant proportion of attorneys in each JD complete course.</p> <p>Attorneys understand that dependency cases are different from criminal cases.</p> <p>Attorneys have improved understanding of state and federal law applying to dependency cases.</p>	<p>Improve knowledge and skills of attorneys.</p> <p>Attorneys better understand the needs of their clients and the services available to them.</p> <p>Parties are more engaged.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and</p>	On-going	<p>CBCC assists with another statewide survey re: legal representation in dependency cases.</p> <p>CBCC assists with assessment of number of continuances.</p>	<p>Satisfaction is measured upon completion.</p> <p>Knowledge gains are measured through pre and post-tests during the course of the training.</p>	On-going

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>
			Centralized Case Index.				
<i>Action Step 4 – CIP invites Child Welfare Agencies and CASA to utilize on-line Attorney Training course for caseworkers.</i>	CIP Child Welfare Agencies CASA	Child Welfare Agencies will investigate utility of course for their caseworkers.	If appropriate, Child Welfare Agencies and CASA will encourage or require caseworkers, staff or volunteers to complete the course. Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	AOC Judicial Education Unit Distance Learning Project. NCJFCJ	Satisfaction is measured upon completion. Knowledge gains are measured through pre and post-tests during the course of the training.	On-going
<i>Action Step 5 – Develop and implement additional training modules.</i>	CIP AOC Judicial Ed Distance Learning Unit Other partners such as NCJFCJ	CIP invites speakers and designs training on such topics as: ICWA New Regulations, Child-Centered Court Practice Model, Results of Process and Impact Mediation Evaluations, Overview of Dependency Mediation, awareness of CSEC and how the judicial system can assist in preventing CSEC, Hearing	Improve knowledge and skills of attorneys. Attorneys better understand the needs of their clients and the services available to them. Parties are more engaged.	On-going	AOC Judicial Education Distance Learning Unit. NCJFCJ	Satisfaction is measured upon completion. Knowledge gains are measured through pre and post-tests during the course of the training.	On-going

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>
		<p>Quality and Reasonable Efforts, representing children in the foster care system.</p> <p>AOC Judicial Ed Unit technically administers and develops training webinars.</p> <p>Announcements to courts and CICs inform that additional trainings are available.</p>	<p>Improved court timeliness data.</p> <p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and Centralized Case Index.</p>				
<i>Action Step 6 – Attorneys’ standards of practice in dependency case developed and implemented.</i>	CIP Courts CICs BRK Statewide Attorney Standards Committee CBCC LACSN Washoe County Legal Services DAs AG	<p>Attorney practice standards discussed at CIC meetings. Where appropriate such standards developed and implemented locally until statewide standards are in place.</p> <p>Build local JD’s capacity to apply CQI once attorney standards have been implemented.</p>	<p>Improve knowledge and skills of attorneys.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.</p>	On-going	<p>CBCC reviews and redoes the preliminary legal representation report.</p> <p>CBCC assists with another statewide survey re: legal representation in dependency cases.</p>	<p>Courts implement standing court orders to implement local attorneys practice standards.</p>	On-going

Priority Area #3: Other

Outcome #1: *Increased likelihood of timely reunification with parents for children entering foster care whose dependency cases have been mediated.*

Need Driving Activities & Data Source: *How do you know this is a need in your state? The statewide quality hearing study conducted by NCJFJC, the Blue Ribbon for Kids Commission reports, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary. Data sources include UNITY data, AFCARS, and NCJFCJ outcome evaluation.*

Theory of Change: *The engagement of all case parties in a non-adversarial dispute resolution process when disagreements occur (e.g., denial of the petition or TPR petition, and disagreements over case plan or placement), is expected to reduce contention among the parties, lead to agreement, and allow both the professionals and the parents to feel fully engaged and vested in the process. This is expected to lead to increased parental engagement in future hearings and working their case plans. This will, in turn, lead to long term outcomes such as improved time to permanency and reunification rates, as well as increased parental engagement.*

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>
<p>Project 1 – The Statewide Dependency Mediation Program is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings.</p>							
<p><i>Action Step 1 – Finalize implementation of the Statewide Juvenile Dependency Mediation Program (JDMP).</i></p>	<p>CIP CICs Child Welfare</p>	<p>Educate Courts, Child Welfare and Stakeholders about dependency mediation to ensure referral of 70 cases to mediation in first year of implementation.</p> <p>75% of mediations come to agreement within one month of the mediation.</p>	<p>Improved permanency outcomes for children and engagement for parents.</p>	<p>On-going</p>	<p>Continuation of the VOCA grant to fund JDMP in subsequent years.</p> <p>Identify funding for JDMP Administrator if no training and data funds are available.</p>	<p>Mediation court order referrals.</p> <p>Mediation program data sheets and independent process and outcome evaluations conducted by NCJFCJ.</p>	<p>On-going</p>

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>
<p><i>Action Step 2 – Continued training of JDMP mediation panel to ensure that mediators are adhering to program design and process.</i></p>	<p>CIP CICs</p>	<p>Monthly training calls take place and are attended.</p> <p>JDMP Administrator conducts co-mediations to ensure adherence to program design and process.</p> <p>JDMP Administrator assesses and verifies mediation agreements, mediator statements, and mediation data sheets prior to approving payment.</p> <p>Courts and stakeholders' surveys are analyzed to ensure that parties are satisfied with mediation process.</p> <p>Conduct 40-hour dependency mediation training.</p>	<p>All mediators attend training calls.</p> <p>JDMP Administrator verifies with CIP that all mediators are adhering to program design and process.</p> <p>Mediation agreements are being filed with the courts.</p> <p>Increase panel of dependency mediators trained in facilitative mediation.</p>	<p>On-going</p> <p>April 2018</p>	<p>Leverage CIP funds to access other funding sources to enable CIP to continue the JDMP.</p>	<p>Call agendas</p> <p>Stakeholder and participant satisfaction surveys.</p> <p>Participant surveys.</p>	<p>On-going</p> <p>Participant surveys.</p>
<p><i>Action Step 3 – Create and fully implement an educational process for courts and stakeholders.</i></p>	<p>CIP CICs Child Welfare CJA Task Force Saltman Clinic at UNLV</p>	<p>Develop a court/stakeholder toolkit (e.g., informational toolkit, parents brochure) to educate CICs, courts, stakeholders, parents on dependency mediation.</p>	<p>Courts and stakeholders comprehend the use and expectations of JDMP.</p>	<p>On-going</p>	<p>Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with</p>	<p>Toolkit developed and distributed to courts and child welfare.</p>	<p>Completed</p>

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>
		<p>JDMP Administrator travels to JDs to educate stakeholders on how to best use mediation.</p> <p>With the court and the UNLV Saltman ADR Clinic, develop and implement strategy to initiate JDMP in the 8th JD.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>			mediation educational efforts.	Court and stakeholders survey results.	Completed, but on-going
<i>Action Step 4 – Create an array of training options to grow the dependency mediation panel.</i>	CIP JDMP Administrator	A trained and competent cadre of dependency mediators from which to select.	Increase the Juvenile Dependency Mediation Program panel to serve the entire state.	On-going	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with mediation educational efforts.	Stakeholder and Participant surveys.	On-going
<i>Action Step 5 – Complete Supreme Court Budget Enhancement Process</i>	CIP Staff AOC Administrators AOC Accounting Supreme Court Justices	The Statewide Juvenile Dependency Mediation Program is funded through the Supreme Court budget.	Stable funding for JDMP to ensure sustainability for the program.	On-going		Final Legislatively approved Court Budget.	On-going

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>
Action Step 6 – Independent process and outcome evaluations of JDMP conducted by an outside expert.	CIP Staff Neutral 3 rd party evaluator JDMP and 2 nd JD Program Administrators	Scope of work developed and contract with evaluator finalized. Process and outcome evaluation reports with recommendations for program improvement. Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents. Continual quality improvement of the JDMP.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years. Identify funding for JDMP Administrator if no training and data funds are available.	Court and stakeholders survey results.	Ongoing

Priority Area #4: Well-Being

Outcome #1: *Bring increased educational stability, instructional continuity, and well-being to the State’s foster children.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The collaborative efforts among the courts and the executive branch agencies, joint actions are taken to implement PIP, IV-E Review, CFSP, APSR, PL 113-183, other applicable federal law, Court Improvement Council (CIC) action plan strategies and Blue Ribbon for Kids Commission recommendations to help bring increased educational stability and well-being to the State’s foster children.

Theory of Change: *Improved and consistent communication among the Child Welfare Agencies, the Department of Education, the school districts, and the courts, will increase trust among the entities resulting in an increased likelihood that efforts to improve educational stability and instructional continuity for foster children will take place.*

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 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.							
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts and the ABA.	Training from ABA on the development of effective policies, cooperative agreements, and processes to best implement ASFA, Fostering Connections and ESSA.	Strategic Roadmap implementation process takes place. Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes. Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations. Improve educational stability and continuity of instruction among foster children throughout the state.	January 2019	Technical Assistance from the ABA Center on Children and the Law.	Collaborative meetings and activities. Finalized Strategic Roadmap.	On-going

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>
<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS. Educate legislature and stakeholders concerning importance of bill. Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted	Completed
<i>Action Step 3 – Align the Coalition to Prevent CSEC with the Statewide Educational Collaborative.</i>	CIP Staff DCFS WCDSS CCDFS DOE CSEC Coalition Other partners such as the courts.	Participation of Educational Collaborative members on Subcommittees to Prevent CSEC and Care and Coordination.	CSEC victims’ educational needs identified and addressed.	September 2020	Coalition to Prevent CSEC Coordinator		On-going

Priority Area #5: Preventing Trafficking and Strengthening Families

Outcome #5: *Promote judicial understanding of how to identify and respond to child victims of commercial sexual exploitation in the courtroom to improve outcomes for child victims of commercial sexual exploitation.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* P.L. 113-183 states that judicial officers must be trained. Nevada judicial officers did receive initial training during the Family Law Conference in March 2016, but more is needed according to judicial input.

Theory of Change: *The greater the Judiciary and stakeholder understanding of how to identify and respond to CSEC victims in the courtroom, the greater the likelihood that this population of children will have improved 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 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 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children.</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings. CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	On-going
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition AOC Judicial Education	CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend. Develop distance learning CSEC modules.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening. CSEC red flags are recognized and reviewed in courts.	On-going	Educational opportunities and experts such entities as NCJFCJ.	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

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			Judicial officers are aware of any required findings in orders necessary to provide services to CSEC victims.				



The State of Nevada

Court Improvement Program



**Data
Strategic
Plan**

Strategic Plan Template
Data

State Name: Nevada

Date Strategic Plan Submitted: June 30, 2017; updated July 30, 2018

Timeframe Covered by Strategic Plan: October 1, 2016 – September 30, 2021

Overall Goal/Mission of CIP: *The Court Improvement Program enables the courts and agencies involved in the child welfare system to develop systemic, statewide changes to significantly improve the processing of dependency cases while ensuring compliance with state and federal laws regarding child dependency and child welfare matters.*

Priority Area #1: Quality Court Hearings

Outcome #1: *Enhanced high quality court proceedings that safeguard due process, encourage child and family involvement, and ensure accountability within and throughout the child dependency system.*

Need Driving Activities & Data Source: How do you know this is a need in your state? *The statewide quality hearing study conducted by NCJFJC, the Blue Ribbon for Kids Commission reports, the statewide assessment of parents’ attorneys conducted via the Capacity Building Center for Courts (CBCC) consult, APSR Self-Assessment Judiciary Focus Groups, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary.*

Theory of Change: *The theory is that by providing the judiciary and their CICs data to help them identify areas needing improvement and information about evidence-based and best practices, the judiciary and stakeholders will have increased knowledge of what constitutes a quality hearing, and judges will have a better understanding of what constitutes reasonable efforts which will lead to an increase in depth of information brought to court by all parties because stakeholders will better understand the information needed by the court. The data and training provided will lead to increased identification of barriers and creation of action steps to improve outcomes. This will, in turn, lead to long term outcomes such as improved time to permanency and overall timeliness of cases.*

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Project 1 - The Nevada CIP continues supporting and informing the Community Improvement Councils as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, CIP also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and							

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<p>data-driven dialogue, and peer-to-peer court observation. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>							
<i>Action Step 1 – Support CICs’ development and implementation of annual action plan by generating and distributing accurate statistics.</i>	CIP CICs Child Welfare NCJFCJ	CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly. NCJFCJ develops data summaries for each CIC to help inform planning and action planning for the upcoming years.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going	Access to CFS 775 reports, Chapin Hall database, and AFCARS. Assistance from CBCC in assessing administrative data.	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs Neutral 3 rd party	Hearing videos reviewed and outcomes compared to previous court observation outcomes from study conducted in 2014.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going		CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY	On-going

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						data reports (CFS 775 and CFS 732) and Centralized Case Index.	
Action Step 3 – Conduct hearing quality study.	CIP CICs Capacity Building Center for the Courts CBCC Alicia Summers Sophie Gatowski	Final research design. Court observation dataset complete. Case file review dataset. Combined court observation and case file review outcomes dataset. Research summaries. Final research report presented at the 2018 CIC Summit.	Increases in knowledge regarding hearing quality and its relationship to case outcomes. Increased awareness of specific court practices related to case outcomes. Increased awareness of how practice has changed. Data-driven practice changes to enhance the quality of hearings. Timelier case processing. Improved timely permanency.	September 2018		CIC agendas and meeting minutes focusing on steps to improve hearing quality. CIC Summit agenda. CICs annual action plans reflect actions to address findings of hearing quality study.	On-going
Project 2 – The Court Event Notification Project using the National Information Exchange Model (NIEM), the Global Reference Architecture (GRA), and Extensible Markup Language (XML).							
Action Step 1 – 8th JD implements data feed to UNITY using web services.	CIP Waterhole DCFS IT 8 th JD IT	Direct entry of 8 th JD court hearing dates into UNITY.	Ensure proper notification of court hearings and court reviews. Ensure involvement and participation of parents, foster parents, guardians, pre-adoptive	On-going	DCFS and 8 th JD IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case	On-going

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			parents, and relative caregivers in the child’s safety, permanency, and well-being. Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness and parental engagement.			timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	
<i>Action Step 2 – 2nd JD implements data feed to UNITY using web services.</i>	CIP Waterhole DCFS IT 2 nd JD IT	Direct entry of 2nd JD court hearing dates into UNITY.	Ensure proper notification of court hearings and court reviews. Ensure involvement and participation of parents, foster parents, guardians, pre-adoptive parents, and relative caregivers in the child’s safety, permanency, and well-being. Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness and parental engagement.	On-going	DCFS and 2 nd JD IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
Project 3 – Centralized Case Index with dashboard capabilities							
<i>Action Step 1 – develop additional reports and data sources.</i>	CIP Waterhole DCFS IT 2 nd JD IT Washoe County School District.	All necessary reports developed and approved by the judiciary.	Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates such continued improvement as: Increased frequency of periodic reviews where appropriate to	On-going	DCFS and 2 nd JD IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness;	On-going

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>
			improve parental engagement in the case plan. Improved hearing timeliness. Improved time to permanency. Increased permanency in 12 months of children entering foster care.			improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	
<i>Action Step 2 – Expand to other judicial districts.</i>	CIP Waterhole DCFS IT Other JD IT	Judicial districts who wish to participate are included. Data flows into CCI without error.	Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates such continued improvement as: Increased frequency of periodic reviews where appropriate to improve parental engagement in the case plan. Improved hearing timeliness. Improved time to permanency. Increased permanency in 12 months of children entering foster care.	On-going	DCFS and court IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
<i>Action Step 3 – Provide access to and train on how to use the dashboards.</i>	CIP Waterhole DCFS IT Other JD IT	Judiciary trained to use CCI. Judiciary better able to manage caseload and adhere to ASFA requirements.	Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates such continued improvement as: Increased frequency of periodic reviews where appropriate to	On-going	DCFS and court IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness;	On-going

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>
		The Judiciary is able to track case trends in the aggregate and move into individual cases to determine specific actions to be taken.	improve parental engagement in the case plan. Improved hearing timeliness. Improved time to permanency. Increased permanency in 12 months of children entering foster care.			improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	
Project 4 – Maintain and continually improve UNITY CFS 775 report							
<i>Action Step – 1 - Consult with UNITY IT and DCFS QA staff to revise and improve CFS775 report.</i>	CIP Staff DCFS IT and QA Staff	Improved and more useful timeliness report for Courts, CICs, and Child Welfare. Judiciary is better able to track timeliness of hearings and permanency for children.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going	Support and assistance from Child Welfare.	Comparative analysis between CCI reports, CFS775 reports, and statewide data summary.	On-going

Priority Area #2: Quality Legal Representation

Outcome #1: Improved quality of legal representation *in dependency cases.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The statewide quality hearing study conducted by NCJFJC, the statewide assessment of parents’ attorneys conducted via the CBCC consult, CIC Action Plans expressing intent to improve quality of and/or increase legal presentation for both parents and children, Blue Ribbon for Kids Commission reports, and information from the 2015 post CIC Summit follow-up survey completed by the judiciary.

Theory of Change: *By better educating attorneys regarding federal and state mandates, the quality of legal representation is likely to improve; thereby, increasing the likelihood of adhering to AFSA timelines and achieving permanency more quickly, increasing the engagement of parents and, hence, reunification rates, the well-being of children and ensure their best interests. By educating CICs on the positive impacts of legal representation, increased legal representation is likely to occur.*

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 1 – Educate all attorneys, DAs, DAGs, Parents and Children’s Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B) including but not limited to Adoption and Safe Families Act, Fostering Connections, ICWA and its new regulations. Open appropriate trainings to Child Welfare staff and CASA, as well.							
<i>Action Step 1 – Inform courts and CICs that the on-line Attorney Training Is available for trainees.</i>	CIP	Announcements to courts and CICs that on-line Attorney Training is available and instructions re: how to register.	70% of attorneys practicing in dependency court will complete course.	January 2017 On-going		Announcement email. Announcement in the CIC newsletter.	Completed
<i>Action Step 2 - Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	Significant proportion of attorneys in each JD complete course. Attorneys understand that dependency cases are different from criminal cases.	Improve knowledge and skills of attorneys. Attorneys better understand the needs of their clients and the services available to them.	On-going	CBCC assists with another statewide survey re: legal representation in dependency cases. CBCC assists with assessment of	Satisfaction is measured upon completion. Knowledge gains are measured through pre and post-tests during the course of the training.	On-going

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		Attorneys have improved understanding of state and federal law applying to dependency cases.	Parties are more engaged. Improved court timeliness data. Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and Centralized Case Index.		number of continuances.		

Priority Area #3: Other

Outcome #1: *Increased likelihood of timely reunification with parents for children entering foster care whose dependency cases have been mediated.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The statewide quality hearing study conducted by NCJFJC, the Blue Ribbon for Kids Commission reports, and information from the 2016 post CIC Summit follow-up survey completed by the judiciary. Data sources include UNITY data, AFCARS, and NCJFJC outcome evaluation.

Theory of Change: *The engagement of all case parties in a non-adversarial dispute resolution process when disagreements occur (e.g., denial of the petition or TPR petition, and disagreements over case plan or placement), is expected to reduce contention among the parties, lead to agreement, and allow both the professionals and the parents to feel fully engaged and vested in the process. This is expected to lead to increased parental engagement in future hearings and working their case plans. This will, in turn, lead to long term outcomes such as improved time to permanency and reunification rates, as well as increased parental engagement.*

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>
<p>Project 1 – The Statewide Juvenile Dependency Mediation Program (JCMP) is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings. Process and impact evaluations, mediator assessments, customer satisfaction surveys, and focus groups will help ensure that the program is implemented appropriately and continues to grow properly.</p>							
<p><i>Action Step 1 – Independent process and outcome evaluations of JDMP conducted by an outside expert.</i></p>	<p>CIP Staff Neutral 3rd party evaluator JDMP and 2nd JD Program Administrators</p>	<p>Scope of work developed and contract with evaluator finalized. Process and outcome evaluation reports with recommendations for program improvement. Trainings on results of evaluations.</p>	<p>Improved permanency outcomes for children and engagement for parents. Continual quality improvement of the JDMP.</p>	<p>On-going</p>	<p>Continuation of the VOCA grant to fund JDMP in subsequent years. Identify funding for JDMP Administrator if no training and data funds are available.</p>	<p>Court and stakeholders survey results.</p>	<p>Ongoing</p>

Priority Area #4: Well-Being

Outcome #1: *Bring increased educational stability, instructional continuity, and well-being to the State’s foster children.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* The collaborative efforts among the courts and the executive branch agencies, joint actions are taken to implement PIP, IV-E Review, CFSP, APSR, PL 113-183, other applicable federal law, Court Improvement Council (CIC) action plan strategies and Blue Ribbon for Kids Commission recommendations to help bring increased educational stability and well-being to the State’s foster children.

Theory of Change: *Improved and consistent communication among the Child Welfare Agencies, the Department of Education, the school districts, and the courts, will increase trust among the entities resulting in an increased likelihood that efforts to improve educational stability and instructional continuity for foster children will take place.*

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 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.							
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i> <i>Continue data sharing via Infinite Campus.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	MOU agreed to between the AOC and Washoe County School District. Washoe County School Districts and Centralized Case Index (CIC) Pilot Projects implemented.	Schools are aware when a child becomes a foster child in near real time. Children remain in their school of origin if in their best interests and transportation is jointly provided by the school district and child welfare. If the school of origin is not appropriate, children are accepted into their new school without usual required paperwork. Foster children’s educational statistics e.g., standardized	January 2021		Washoe County School District Data on foster children is pushed into UNITY and UNITY data is being absorbed by Infinite Campus to be utilized by both child welfare and the school district. Infinite Campus data on foster children in Washoe County	Ongoing

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			tests, graduation rates, credits toward graduation) improve to be comparable with other students.			is being received by the Centralized Case Index and dashboard data is available to judges.	