

Nevada

Court Improvement Program

2018 Annual Report



Supreme Court of Nevada
Administrative Office of the Courts
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State Court Improvement Program 2018 Annual Self-Assessment Report

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

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

Joint Project with the Child Welfare Agency:

STATEWIDE JUVENILE DEPENDENCY MEDIATION PROGRAM

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

The purpose of the Statewide Juvenile Dependency Mediation Program (JDMP) is to improve system processing of dependency cases; thereby decreasing time to permanency and termination of parental rights (TPR). In so doing, it helps stabilize children's lives by getting them into safe, stable, and permanent homes in a timely manner consistent with the Adoption and Safe Families Act of 1997.

Mediation has been used to enhance 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 contested hearing. Contested hearings tend to be especially painful for children, as they may be required to testify against their parents. Mediations allow children to avoid this trauma, as mediations tend to focus on the family's strengths. Benefits of mediation in child dependency cases include: improved outcomes for children from decreased time to permanency to improved well-being, enhanced parental engagement to safely reunify with the child, time and cost savings, and system efficiency.

Dependency mediation has been identified by child welfare, the judiciary and the Community Improvement Councils (CIC) throughout the State as an intervention to ameliorate timeliness issues. Following extensive research to verify that mediation was an appropriate service, the Division of Child and Family Services and CIP agreed that this was indeed a viable, evidence-based best practice to help the children move into a permanent home situation in a more timely

manner. Former parent's counsel Emilie Meyer, perhaps, said it best when she observed, "*Dependency mediation creates a humane place for these discussions.*" It finds solutions that offer better outcomes for children and a quicker path to permanency for the child outside the litigious and often traumatizing environment of the courtroom.

Identify the specific safety, permanency, or well-being outcome this project is intended to address. The specific outcome expected as a result of implementing a statewide juvenile dependency mediation program is to improve timeliness to permanency and TPR by improving case processing and parental engagement.

Approximate date that the project began:

July 1, 2016

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

Implemented and being fine-tuned.

How was the need for this project identified?

Dependency Mediation was initially identified in the 2nd Judicial District's (JD) CIC action plan as a means to improve timeliness to permanency and termination of parental rights (TPR) by improving case processing and parental engagement. This area in need of improvement was identified during the Round Two of the Child and Families Services Review (CFSR) and resulting Program Improvement Plan (PIP). The PIP outlined several Systemic Factors to be addressed during the PIP implementation period. Specifically, Primary Strategy (3) "Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case" and goal number 1 under that strategy "Reduce the number of children in out of home care for 18 months or longer and reduce barrier to adoption and TPR."

CIP first funded dependency mediation as a pilot project in the 2nd JD in 2011. Research indicates that programs implemented in a manner consistent with national and state guidelines and best practices can be expected to offer an improvement over traditional child welfare proceedings. National evaluations of mediation programs find that mediations tend to result in full or partial agreement in at least 70% of cases. Of course, simply producing agreements is not the only goal of mediation. There is substantial support across a variety of studies that mediation provides parents and other participants an opportunity to talk and discuss the issues they believe are necessary for the family's success. The ability to be heard has been a consistent theme in the 2nd JD's program's exit surveys which provide quantitative and qualitative data on non-professional (parents, foster parents, etc.) and professional participant's response to mediation.

As a result of the success of the pilot juvenile dependency mediation project in the 2nd JD, using the same refined protocols, four more pilots were launched in Clark, Nye, the northern rural

Nevada Counties, and the Washoe Tribe. These four programs met with similar success – 78% to 100% agreement rates, improved parental engagement particularly in hearings, and enhanced communication among case parties.

Research has demonstrated that not only is juvenile dependency mediation successful in producing agreement at every stage of a dependency case, but it also provides an atmosphere in which all parties feel heard. When parties are heard they are likely to become more engaged in the case with an increased likelihood of positive outcomes. Additionally, research has shown that time from petition to permanency is less for mediated cases when compared to a control group of cases not mediated.

What is the theory of change for the project?

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 increased likelihood that parents will work their case plans. This will, in turn, lead to long term outcomes such as improved time to permanency and reunification rates.

Court hearing quality studies, including that conducted in Nevada, indicate that hearings in which children, parents, and their attorneys are present are more likely to result in reunification. When parents are offered the opportunity to be heard, their children are less likely to age out of the system. When parents engage in discussion of efforts to reunify, the time to permanency for their children is decreased. If one extrapolates, such characteristics of quality hearings and positive outcomes to mediation, it would be expected that mediation would have similar positive impacts.

Some of the lack of timeliness to permanency and TPR may be due to the fact that parents may not be engaged in working their case plans. Research has demonstrated that not only is mediation successful in producing agreement across a wide range of case types, but it also provides an atmosphere in which all parties feel heard. When parties are heard they are likely to become more engaged in the case with an increased likelihood of positive outcomes. Additionally, research has shown that time from petition to permanency is less for mediated cases when compared to a control group of cases not mediated.

Mediation is used 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: time savings, efficiency, parental engagement, and improved outcomes for children.

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

Yes, Statewide Juvenile Dependency Mediation (JDMP) implemented in a consistent manner using a facilitative model with continual quality improvement. The JDMP is administered by a highly qualified mediator with a specifically trained mediation panel.

What has been done to implement the project?

As a result of the pilot mediation programs' success, the CICs, Child Welfare and CIP launched the Statewide Juvenile Dependency Mediation Program (JDMP) on July 1, 2016, with a full panel of mediators who were specifically trained and certified in dependency mediation. Another 40-hour dependency mediation training was conducted in April 2018, enlarging the panel of mediators to accommodate the increased demand. A highly skilled Administrator manages the Program and guides the mediators. She conducts monthly mediator trainings, schedules mediations as they are received via court order or direct referral from Child Welfare, co-mediate with mediators on particularly difficult mediations, , and assists judicial districts in creating their internal processes. All JDMP mediations throughout the state follow the facilitative model.

In all districts, the judges and their CICs have been actively involved in determining how mediation will function within their districts. The program design allows referral to mediation at any stage during the legal process. It includes collecting participant and outcome data with standardized data collection tools designed by NCJFCJ.

The Program Administrator ensures fidelity to program design and process across the state.

Protocols, procedures, and forms have been created to ensure consistent implementation (Appendix 1). Brochures were developed (Appendix 2) explaining the mediation process and expected outcomes to the parents. The intent is for the court to note time, date, and location of the mediation on the brochure at the time the judge ordered mediation. However, in some of the smaller jurisdictions child welfare has taken an active role in advocating for mediation when a case gets "stuck" by contacting the CIP Coordinator directly. The brochure has become an educational tool for other stakeholders, as well.

The JDMP Administrator, as well as the CIP Coordinator, provide trainings to child welfare, attorneys, and judges regarding the use and benefits of JDMP and their unique role both before and during the mediations. The attorney training conducted in the 8th JD was video-taped (https://www.youtube.com/channel/UCKAwJrLEcQS_j4eAfcq7zqQ) for future use. The JDMP developed extensive forms and protocols for the program and created an implementation "toolkit"

complete with a video on YouTube (<https://www.youtube.com/watch?v=OaD4M-EaNk>) that fully explains dependency mediation.

“Children’s Attorney Program (CAP) attorneys have been very pleased with mediation and would like to see it expanded to the other contested proceedings. The process is a genteel and respectful alternative to the winner-take-all mentality of litigation. We can’t say enough about the caliber and professionalism of our mediators.”

Janice Wolf, Director of CAP at LACSN

Mediation is available at all stages of a dependency or TPR case. Once ordered by the court, participation in mediation by all parties to the case is mandatory with the exception of domestic violence cases and cases in which a parent lacks the capacity to make a decision in mediation. CIP received a VOCA grant to fund the mediation portion of the program, and a grant from the Children’s Justice Act Task Force for the trainings, videos, and protocol and brochure development. CIP funded the administration and evaluation of the Program.

Mediators participate on monthly mediator trainings via facilitated peer to peer conference calls with the JDMP Administrator and CIP Coordinator to discuss program improvements, new issues, and difficult cases. An additional monthly call is held with the lead judge and other judicial leaders in the 8th JD discussing particular implementation issues that arise in this larger jurisdiction where calendaring, for example, became an issue simply because so many courts were ordering mediations into a limited number of slots each week.

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

As part of the CIP continual quality improvement efforts and to ensure fidelity of implementation, the National Council of Juvenile and Family Court Judges (NCJFCJ) was contracted to design the stakeholder surveys and conduct process and satisfaction assessments for the JDMP. NCJFCJ is also conducting an impact assessment of the 2nd JD’s program because it has been in place long enough for cases to have closed.

During the piloting of dependency mediation in Nevada, NCJFCJ was contracted to conduct assessments of the 2nd, 5th, and 8th JD’s mediation programs. NCJFCJ also conducted an initial impact assessment of the 2nd JD’s program because it had been in place long enough for cases to have closed.

The NCJFCJ’s key findings from their process and satisfaction assessment of the mediation program in the 2nd JD indicate that there is a general perception that mediation is successful. Stakeholders agreed that mediation lessened their workload in preparation and hearings, and is a good alternative to court. The majority of the mediations (78%) resulted in agreement, and non-professional participants felt heard, respected, and treated fairly. Mediated cases had fewer default orders in the 2nd JD. Key findings from the 2nd JD’s impact assessment indicate that mediated

cases are more likely to result in reunification of the children with their families when compared to non-mediated cases. Among mediated cases that had closed, 88% resulted in reunification. Among the non-mediated closed cases, only 50% resulted in reunification. Findings show that fathers who participated in mediation were more engaged and were present at more hearings compared to fathers who did not participate in mediation. Fathers who participated in mediation attended 72% of all hearings, while those who did not participate in mediation only attended 50% of their hearings.

As with the 2nd JD process evaluation, the JDMP process evaluation primarily focuses on data obtained from exit surveys completed by participants (e.g., mothers, fathers, children, relatives, foster parents, and others) and professional/system stakeholders (e.g., social workers, deputy district attorneys, attorneys for parents, attorneys for children, and others) at the completion of their mediation sessions.¹ The surveys received from each district court were aggregated to present process evaluation findings for the statewide mediation program as a whole. In addition to satisfaction indicators drawn from these surveys, preliminary data were also collected from JDMP case data sheets to provide some initial indicators of statewide program performance and outcomes.

Although mediation is available to be used at any point in a case, the initial analyses conducted for this report showed that most cases used the JDMP at the Termination of Parental Rights (TPR) stage of a case. The predominance of TPR cases in the statewide program is largely a reflection of mediation cases in Clark County which has employed all or most of its mediation sessions in TPR matters.

The statewide process evaluation involved analyses of 113 participant surveys and 267 professional stakeholder surveys that were completed during the study period (July 2016 through April 2017) to determine satisfaction levels and to prepare initial suggestions for continued mediation program improvements. These survey figures represent the total numbers of surveys completed by statewide program participants and stakeholders during this 10-month time frame.

Statewide Juvenile Dependency Mediation Program Process Evaluation: Key Findings

1. A substantial majority of non-professional program participants (85%) and dependency system stakeholders (98%) expressed overall satisfaction with the statewide mediation program;
2. In this sample, a majority of participants (75%) and stakeholders (72%) indicated that their cases reached full or partial agreements during mediation (the overall agreement rate for the total population July 1, 2016 through June 9, 2017 is **84.4%**). Without mediation,

¹ In some jurisdictions, assistant attorneys general may represent the state in dependency or TPR matters.

contested issues may have delayed reunification of children with their families and/or delayed other permanency options for children;

3. The results of the surveys administered at the end of the mediations indicate that 95% of the participants felt that they were treated with respect and were able to be part of finding answers to the problems discussed. Additionally, 99% believed that they had an opportunity to voice their opinions. All (100%) of the participants felt that the mediator treated everyone fairly and explained the process clearly. Stakeholders felt that the mediations were conducted fairly (99%), they were treated with respect (99%), they were heard (96%), and had an opportunity to voice their opinions (99%).
4. Participants who expressed satisfaction with mediation (on some questions) reached full or partial agreements more frequently than those who expressed less satisfaction (this finding was shown to be statistically significant for all satisfaction survey questions);
5. No statistically significant differences between the stage in the case when mediation was held and stakeholder satisfaction with mediation were found. This indicates that stakeholders were generally satisfied with mediation regardless of the type of legal action or case stage;
6. Nearly half of the mediations resulted in vacated hearings.

Additionally, the program's praises are being sung by the judiciary as exemplified in the 2nd JD's final mediation program report, reflecting on the Dependency Mediation Program in the 2nd Judicial District, Judge Egan Walker observes:

"In cases where the dependency process results in termination of parental rights, mediation is likely one of the few humane processes which we can offer. In the great majority of cases which remain, mediation is reaping benefits through earlier participation of parents and the tantalizing possibility that mediation will be a significant tool with which to accelerate the safe and effective reunification of families."

The dependency mediation pilot program in the 8th JD launched in early 2013 and only had completed 13 mediations at the time the assessment began. Consequently, this assessment conducted by the NCJFCJ only included process and satisfaction evaluations as it was too early to be able to assess the program's impact. As in the 2nd JD, there is a general perception in the 8th JD that mediation is successful and that parties feel heard, respected, and treated fairly during the process. The majority (92%) of the mediations have resulted in agreement. Most stakeholders feel that mediation is successful in increasing cooperation among parties and in engaging parents.

The NCJFCJ also completed a process evaluation of dependency mediation in the 5th JD. The results of that process evaluation demonstrate that the dependency mediation program in the 5th JD has had a successful start. Although only 5 mediations have been held, all five have resolved

with agreements. There is a general perception from all parties that mediation is a helpful tool in moving their case forward toward permanency for the child.

The data used to assess reduction in time to permanency and TPR are court timeliness and child welfare data from UNITY and Chapin Hall, University of Chicago and AFCARS and NCANDS data compiled by Chapel Hill, University of North Carolina. Nevada has recently added another data resource: the University of North Carolina's Chapel Hill Fostering Court Improvement Data Project. The most recent data provided by Chapel Hill indicates that Exits to Adoption in less than 24 months are trending positively. The fact that all the statistical measures are trending in the directions of improvement since 2010 or 2011 suggests that a systemic change is taking place in Nevada. Thirty percent (30%) of the exits to adoption are taking place in less than 24 months as compared to only 14.6% in 2010. While overall exits to adoption are taking 27.5 months compared to 36.3 months in 2010. (See chart below in Hearing Quality section).

JDMP is growing and successful:

- During the first year of implementation, with all counties except Washoe being served, 92 mediations were conducted statewide with 80% resulting in full or partial agreement on how to resolve issues that were preventing child victims from finding a permanent home.
- The number of dependency mediations will increase 110% between FY 2016/17 (92) and 2017/18 (193).
- 145 children were helped by JDMP during that first year; and,
- 331 children have been helped during the second year, July 2017 through April 2018;
- 80% of the mediations conducted through April 2018, came to agreement compared to a 68% national average;
- 85 hearings were vacated as a result of those agreements;
- 62% of the vacated hearings being termination of parental rights trials; and,
- Approximately \$315,338 were saved in 8 months (July 2017 –March 2018), projected to \$420,451 for the entire year.

Mediations have been conducted in every county in Nevada with the majority in Clark (47%) and Washoe (41%) counties. Churchill County has held the third most (5%) juvenile dependency mediations during the first nine months of FY 2017/18. In all districts, the judiciary, Child Welfare, and the CICs have been actively involved in determining how mediation will function within their districts. The program design allows referral to mediation at any stage during the legal process. These referrals can be initiated by any of the parties. It also includes collecting participant and outcome data with tools designed by NCJFCJ.

In Nevada, the size and attributes of children in foster care are staggering. According to the Adoption and Foster Care Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS):

- From October 2016 through September 2017, 28,516 children were the subject of maltreatment reports; and 19,484 children were subjects of a maltreatment investigation
 - Of these children, 3,870 were identified as victims of abuse and neglect
 - **2,067** of these child victims were removed from their homes and placed in foster care;
- An average of 172 children are removed from their homes per month in Nevada;
- During April 2017 through March 2018 an average of 4,366 children were in foster care per day, costing a total of \$298,533 per month;
- The median length of stay in foster care was 12.7 months – twelve months to a young child is unfathomable; and,
- 74% of these children are 9 years or younger.

Mediation is used 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: time savings, efficiency, parental engagement, and improved outcomes for children.

The greatest consequence of foster care is on the children themselves. National and international studies have proven the devastating impact varies from depression to behavioral problems such as aggression and delinquency. In adulthood, former foster children have difficulties establishing long lasting relationships, have lower levels of education and employment, and are more often homeless, arrested, and imprisoned.

“The Dependency Mediation Program is a great example of how a modest investment of dollars early can reap untold rewards in positive outcomes for the children later.”

Judge Egan Walker, Second Judicial District Court

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

Nevada would like to collaborate with other CIPs interested in piloting the dependency mediation modeled in Nevada to determine the effectiveness of such a program in other jurisdictions. After several states have piloted JDMP, CBCC assistance in assessing a more global effectiveness would be appreciated.

At the Nevada level, as the program continues to expand CBCC guidance on additional, appropriate data to gather and how to gather beyond exit surveys, and how to best analyze these data would be helpful. It would also be helpful to receive guidance on analyzing administrative data to determine if correlational improvements may be occurring.

It would also be helpful to have regular review of JDMP processes to ensure that fidelity to the model is being adhered to. Guidance on how to conduct informative, multi-disciplinary focus groups would also be useful.

Hearing Quality Project:

COMMUNITY IMPROVEMENT COUNCILS

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

In response to the PIP from the 2nd round CFSR, the courts were asked to develop a workgroup to address the need to reduce barriers to adoption and TPR. Rather than create one large workgroup, CIP asked each judicial district to create a platform/forum for ongoing identification of strengths and opportunities as they pertain to child welfare outcomes. As a result each judicial district created a Community Improvement Council (CIC) of local stakeholders to identify barriers to timely permanency, adoption, and TPR and develop and implement solutions to these barriers in its locale.

The courts and their CICs are regularly informed of their data metrics and how to interpret the data and evidence-based best practices that have demonstrated improvement in specific areas. The members of each CIC each agree on the areas in need of improvement and, using expert advice and guidance, select the interventions that best fit their local circumstances and needs.

By providing the courts and their CICs data to help them identify areas needing improvement and information about evidence-based and best practices, with CIP support and guidance, the courts have made systemic changes to improve timeliness and hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district have been built on a foundation of empirical data and consensus among the key stakeholders and constituency of that district.

Approximate date that the project began:

October 2010

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

Implemented and continually improving.

How was the need for this project identified?

The Community Improvement Councils (CICs) were created after the Nevada Child and Family Services Review (CFSR) and the resultant Program Improvement Plan (PIP) identified that Nevada needed to improve its time to permanency particularly in the areas of adoption and termination of parental rights (TPR). The PIP outlined several Systemic Factors to be addressed during the PIP implementation period. Specifically, Primary Strategy (3) “Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case” and goal #1 under that strategy “Reduce the number of children in out of home care for 18 months or longer and reduce barrier to adoption and TPR.” The creation of CICs helped address this area of needed improvement.

In October 2010, Justice Nancy Saitta, Chair of the CIP Select Committee, requested that each lead district court dependency judge create a workgroup or Community Improvement Council (CIC) of local stakeholders to identify barriers to timely permanency, adoption, and TPR and develop and implement solutions to these barriers (Appendix 3).

The expectation was that time to permanency and TPR would decrease with state-level support of the CICs’ concerted efforts to systemically improve court processing of abuse and neglect cases (Nevada Revised Statutes 432B cases) by implementing evidence-based best practices and continually assessing and improving their execution.

What is the theory of change for the project?

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.

Because each judicial district is unique, the specific local activities and interventions for that district were built on a foundation of empirical data and consensus among the key stakeholders and constituency of that district. Implementation of the resultant annual action plans will result in the immediate short and long term outcomes as defined by CICs.

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

The courts and their CICs were informed of their data metrics and how to interpret the data, and evidence-based best practices that had demonstrated improvement in their specific areas of interest. The CICs agreed on the areas in need of improvement within their own systems and,

using expert advice and guidance, selected the interventions that best fit their local circumstances and needs.

What has been done to implement the project?

Following receipt of Justice Saitta's letter (October 2010) requesting the formation of a CIC in each judicial district, every lead district court judge in the state created a CIC under the guidance and with the support of Nevada CIP. The two new Judicial Districts, 10 and 11, have also formed CICs and have been meeting regularly, created and are implementing annual action plans.

CIP produces quarterly and annual data packets containing court timeliness, child welfare, and trend metrics (Appendix 4). The timeliness data metrics distributed to the CICs quarterly allow for comparison over time as well as comparison among judicial districts. The court performance measures quarterly report (CFS 775 report) generated by the SACWIS (State Automated Child Welfare Information System) was modified to include a comparison of the median days to permanency per year for each judicial district and the proportion of children for whom the first permanency hearing falls within the mandatory requirements. This enables the courts to quickly assess their progress in improving timeliness. It became apparent that some old case data were continuing to skew the impact of recent court case processing improvements. The report now contains columns of information looking back only 2 years, as well. That is what we are calling the "modified" report. A committee is continuing to look at this report to ensure its accuracy. Recently, it became apparent that in some courts (8th JD) case management systems, permanency hearings were being flagged as timely if they occurred within the month the hearing was due even if the hearing date exceeded 365 days. The formula for the CSF 775 report does not allow for this latitude. This is not an issue, as such reports are used to generally assess overall improvements in each district.

Data are used by the CICs to assess the impact of interventions on areas targeted for improvement in their action plans. The CICs utilize the quarterly and annual data packets, and information on targeted evidence-based and best practices provided at the annual CIC Summit to create annual logic models designed to improve some aspect of court functioning identified at the local level as in need of improvement (Appendix 5).

These data are also used to guide CIP's discussions with the judiciary and their CICs so local stakeholders can work to improve timeliness and resolve systemic problems. For example, many courts were not allowing children to be present in the courtroom. Several CICs included developing protocols to allow input from children at the hearings when appropriate. CIP attends most local CIC meetings (Appendix 6), reaching out to each CIC to help them identify evidence-based and best practices that may be applicable in their jurisdictions, technical assistance to move forward on planning their implementation, and other brainstorming support. The Coordinator is also able to note similar areas of difficulty or success across the State to address. CIP writes and

distributes a quarterly newsletter to all CIC members updating on action plan and program implementation and CQI status throughout the state (Appendix 7).

CIP has contracted with the National Council of Juvenile and Family Court Judges (NCJFCJ) to assist the CICs with data interpretation and analysis. As a result, all 11 local CICs are working on improving court hearing processes and quality, and have been doing so since 2011.

Initially each judicial district developed an action plan to identify barriers to permanency, timely adoptions, and termination of parental rights; and solutions to resolve these barriers in their districts. With help from the NCJFCJ, CIP conducts targeted annual convenings of stakeholder teams from each of the judicial districts. During the last four annual Summits, judicial roundtables (Appendix 8) have been facilitated by Nevada Supreme Court Justice Nancy Saitta, Ret. and a judicial facilitator during which the judicial officers share and discuss their issues of concern. This year Judge Rubin, retired from Pima County, joined Justice Saitta to facilitate a lively discussion around warrant processes related to the 9th Circuits warrant decision, rules of evidence, documentation standards/court reports, reasonable efforts findings, and best practices being implemented in Nevada.

During the annual CIC Summits each of the judicial district's CICs are provided with their local timeliness performance measures from UNITY (Unified Nevada Information Technology for Youth, the Nevada SACWIS) and child welfare information from the Chapin Hall web tool. Guidance is provided by NCJFCJ to help the CICs begin assessing how their systems' timeliness measures compare to federal mandates and to the State as a whole. Training the judges and key stakeholders on performance measurement, helping them to think about their goals, and how and what to measure has been CIP's strategy to advance a CQI mindset throughout the State. NCJFCJ was contracted to develop and present "A Guide to Integrating Continuous Quality Improvement into the Work of the Community Improvement Councils" at the 2015 CIC Summit (Appendix 9). This Guide offers practical suggestions for steps to fully integrate CQI into planning and action within the CIC and is being used by the CICs as they strategize on how to improve hearing quality. During the 2016 CIC Summit, they were provided a primer on how to access the Chapin Hall web-tool and interpret the available data. During the 2017 CIC Summit, Christopher Church introduced some new data concepts such as survival curves for reunification. As a result several CICs included in their annual action plans the intention to smooth the curves thus indicating that reunification was taking place as was appropriate for the child and family, not whenever the court hearing may have been scheduled.

Using their local data to inform the process, the CICs each created two action plans (around timeliness and child safety decision-making) during the CIC Summits in September 2012 and 2013. The 2014 and 2015 Annual CIC Summits focused on timeliness to permanency and the principles of quality hearings and specific evidence-based strategies to improve hearing quality,

and concluded with development of action plans to improve court timeliness and hearing quality. The 2016 CIC Summit focused on producing the best outcomes for children and their families. In 2017, the Summit focused on “Collaboration: The Key to Unlocking a Quality Hearing Door”. This year Christopher Church, JD will guide the CIC teams through navigating the Fostering Court Improvement Data Project, Nevada webpage and how to use the information, therein. Alicia Summers, Ph.D. will share the results of the recent hearing quality study conducted on the majority of the dependency courts and how to use these data to drive continued improvements of their hearings.

To ensure fidelity of implementation, the CICs have been guided by CIP as they developed and grew. The integrated and ongoing collection and provision of information (data that are available and covering an extensive range of measures and potential evidence-based strategies for improvement), combined with efforts to address challenges as they arise has a solid foundation in Nevada’s CICs is the focus of Nevada CIP. As a matter of fact, the CICs have proven to be so effective that CIP used the CIC action plans upon which to build CIP’s Strategic and Funding Plan and updates.

To ensure that all parties’ due process rights are protected, most of the CICs have included access to high quality legal representation for children, parents, and the child welfare agency in their action plans. Nearly all are appointing parents’ counsel and most were appointing legal representation to children. The recently passed Nevada Senate Bill 305 requires that all children be appointed legal counsel. Child welfare reports that in 16 of the 17 Nevada counties, the District Attorney represents the agency. The CICs have made a concerted effort in this area. In the rural judicial districts, for the most part, the Attorney General’s Office represents the Agency during TPRs because until the recent passage of Nevada Senate Bill 432, TPRs were not part of the dependency process.

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

The CICs are asked to report on implementation status and processing changes annually. Most also review progress during their local CIC meetings. During the year, the CIP Coordinator participates in these CIC meetings to monitor implementation, help interpret quarterly data reports to assess impact, and guide implementation changes that may be necessary. In the past, Nevada CIP has been able to contract with NCJFCJ to provide technical assistance related to CQI of current statewide and local court improvement projects. NCJFCJ also conducts satisfaction, process, and impact evaluations on the best practices implemented by the courts. Recommendations for program improvement are then implemented. The Capacity Building Center for Courts (CBCC) is helping CIP develop an additional means to assess CIC implementation of the action plans to compliment CIP observation and the CICs verbal report out at the CIC Summit.

Drs. Alicia Summers and Sophia Gatowski have been contracted to conduct a follow-up quality hearing study to the 2014 study. This will be completed on 10 of the 11 judicial districts and results presented at the 2018 Annual CIC Summit, the end of September 2018.

The data used to assess reduction in time to permanency and TPR are court timeliness and child welfare data from UNITY and Chapin Hall, University of Chicago and Chapel Hill, University of North Carolina Fostering Court Improvement Data Project. The most recent data profiles indicate that Exits to Adoption in less than 24 months continues to trend positively reflecting that improvement has occurred in timeliness of adoptions. A full 30% of those exiting to adoption are in less than 24 months. The national median is 26.8%, and the 75th percentile is 36.6%. The data also indicate that children are now exiting to adoption in 27.5 months. The national median is 32.4 months and the 25th percentile is 27.3 months (see chart below).

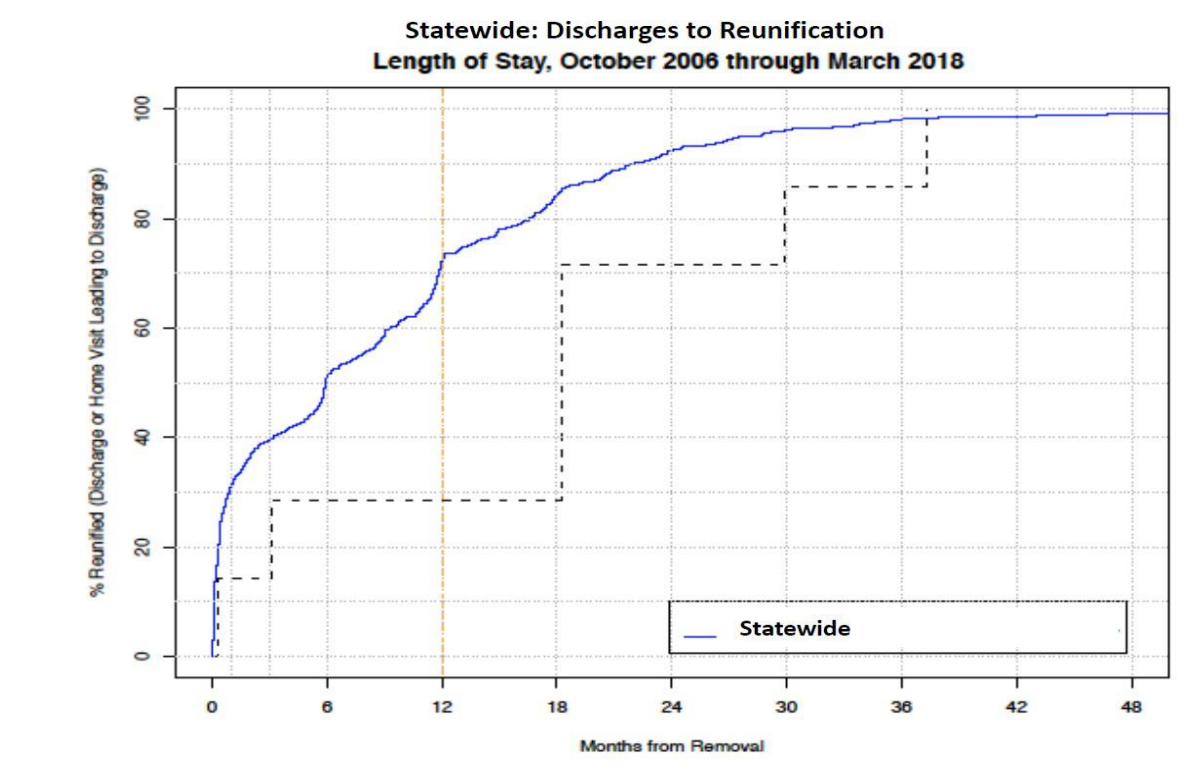
TIMELINESS OF ADOPTIONS DISCHARGED FROM FOSTER CARE	FY 2010	FY 2011	SFY 2012	SFY 2013	SFY 2014	SFY 2015	SFY 2016	SFY 2017
Exits to Adoption in less than 24 Months (national median 26.8%, 75th percentile = 36.6%)	14.6%	18.1%	25.0%	27.8%	30.0%	34.5%	32.0%	30.0%
Exits to Adoption, median length of stay(national median 32.4 months, 25th percentile = 27.3 months)	Median =36.3 months	Median =35.4 months	Median =30.7 months	Median =29.0 months	Median =29.0 months	Median =28.0 months	Median =28.0 months	Median = 27.5 months

Source: Nevada CFSP-SFY 2015-2019, page 54, 6/23/2015 Data Profile; for SFYs 2015 and 2016 data from Report CFS732, provided by DCFS Data Team on 11/03/2016, Fostering Court Improvement Data Project for 2017.

The fact that all the statistical measures are trending in the directions of improvement since 2010 or 2011 suggests that a systemic change is taking place in Nevada. Thirty-two percent (30%) of the exits to adoption are taking place in less than 24 months as compared to only 14.6% in 2010. Exits to adoption are taking 27.5 months in SFY 2016 compared to 36.3 months in 2010. The proportion of permanency hearings held within 12 months of removal (NRS 432B.590) has increased from 67% in CY 2012 to 82% in CY 2016. The time to permanent placement has decreased 160 days or 19% between 2011 and 2018 1st quarter (from 848 median days to 688 median days), and the time to TPR has decreased 136 days or 21% (Appendix 10).

Proportion of Permanency Hearings Meeting Statutory Timeliness Requirements	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017
Percent of Permanency Hearings Held within 365 days	67%	70%	75.4%	77%	80%	82%

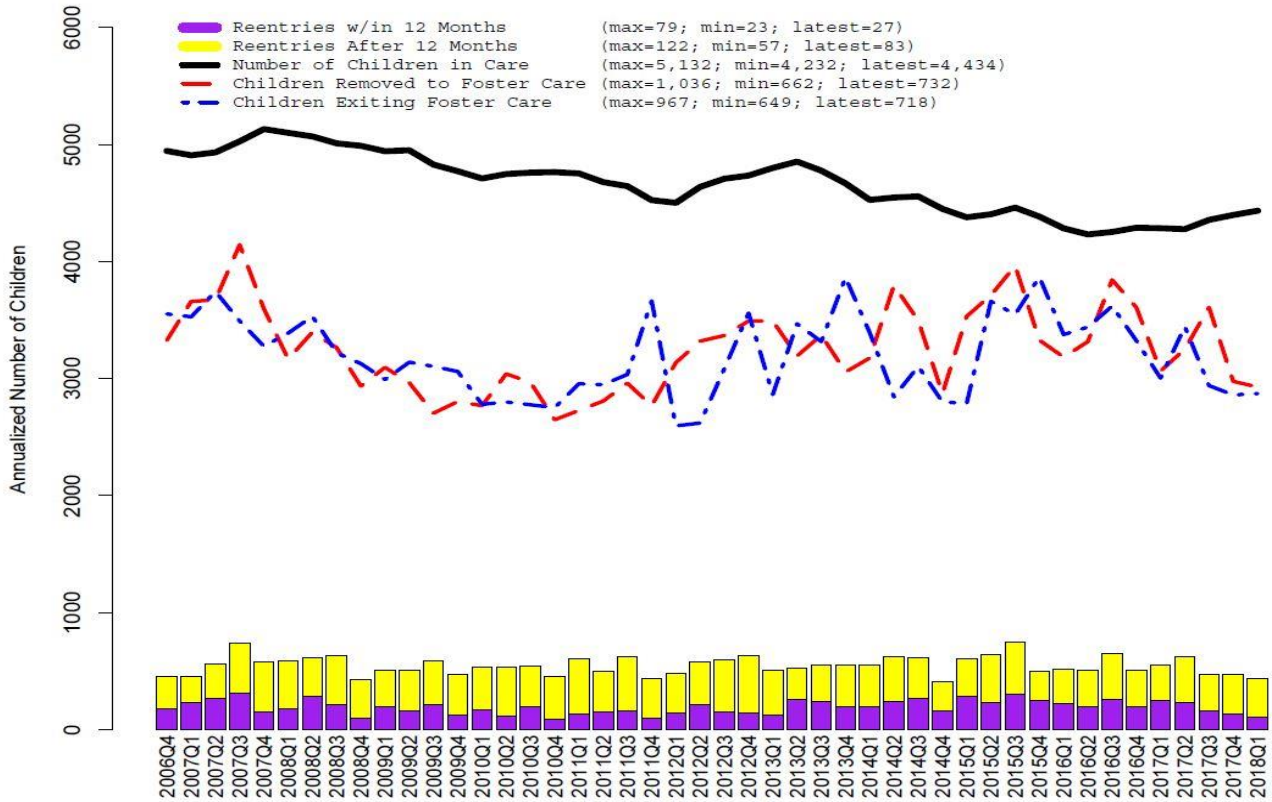
As the CICs identify additional areas of improvement (e.g., hearing quality, impact of dependency mediation) additional and different data will need to be collected and provided.



Using AFCARS data, the graphs above and below demonstrate Nevada’s commitment to reunification of children with their families during 2006 through March 2018. For example, it appears that around 50% of those children are reunified within 6 months of removal, and 40% are reunified within 3 months. The fact that some children return home so quickly raises the possibility they may be able to remain in their homes with additional support. Further analysis by year may, however, reveal that the new child safety practice model implemented by the child welfare agencies, in recent years, has had an impact on ensuring that only children in immediate danger are removed from their homes; thereby, reducing the large proportion of children being immediately reunified early in the removal year.

The chart on the next page outlines the dynamics of foster care over the same time period, showing that that the numbers of children entering foster care are beginning to decrease while the numbers of children exiting foster care are starting to increase. At the same time reentries within 12 months have been steadily decreasing since the first quarter of 2017.

Statewide: Foster Care Dynamics October 2006 through March 2018 by Quarter



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

Provide assistance analyzing and presenting administrative data to demonstrate trends similar to what Christopher Church does would be helpful.

Continued assistance developing and analyzing CIC annual action plans to help them move forward on identifying how to measure the impact of activities designed to improve hearing quality.

Guidance on CIC Summit agendas to include most useful and effective data elements regarding hearing quality.

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

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

1. Trainings

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>How many persons attended?</i>	<i>What type of training is it? (e.g., conference, training curriculum/program, webinar)</i>	<i>What were the intended training outcomes?</i>	<i>What type of training evaluation did you do? S=Satisfaction, L=Learning, B=Behavior, O=Outcomes</i>
Data	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Courts/stakeholders/ Community Improvement Councils	88	Conference	Identification of areas in need of improvement and development of action plan to improve timeliness, permanency, and hearing quality for upcoming year.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input checked="" type="checkbox"/> B <input checked="" type="checkbox"/> O <input type="checkbox"/> N/A
Hearing quality	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Courts/stakeholders/ Community Improvement Councils	88	Conference	Identification of specific strategies and best practices to improve court processing and development of action plan to improve hearing quality for upcoming year.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>How many persons attended?</i>	<i>What type of training is it? (e.g., conference, training curriculum/program, webinar)</i>	<i>What were the intended training outcomes?</i>	<i>What type of training evaluation did you do? S=Satisfaction, L=Learning, B=Behavior, O=Outcomes</i>
Improving timeliness/permanency	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Courts/stakeholders/ Community Improvement Councils	88	Conference	Development of action plan to improve timeliness, permanency, and hearing quality for upcoming year.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input checked="" type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Quality legal representation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Children's and parents' attorneys and deputy district attorneys in 432B (child abuse and neglect) cases	99	On-line training	Improve attorney understanding of NRS432B and federal acts relating to child abuse and neglect.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Engagement & participation of parties	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Courts/stakeholders/ Community Improvement Councils	88	Conference	Development of action plan to improve timeliness, permanency, and hearing quality for upcoming year.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Well-being	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Courts/stakeholders/ Community Improvement Councils	88	Conference	Identification of specific strategies and best practices to improve court processing and development of action plan to improve hearing quality for upcoming year.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>How many persons attended?</i>	<i>What type of training is it? (e.g., conference, training curriculum/program, webinar)</i>	<i>What were the intended training outcomes?</i>	<i>What type of training evaluation did you do? S=Satisfaction, L=Learning, B=Behavior, O=Outcomes</i>
ICWA	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judiciary, children's and parents attorneys, deputy district attorneys in 432B cases, child welfare, CASAs, and other stakeholders		On-line training	Update judicial officers and dependency stakeholders on their responsibilities under ICWA and the new ICWA Regulations.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
ICWA	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judiciary, children's and parents attorneys, deputy district attorneys in 432B cases, child welfare, CASAs, tribal members, and other stakeholders from the 4 th , 6 th , 10 th , and 11 th Judicial Districts	28	Curriculum/Program	Update judicial officers and dependency stakeholders on their responsibilities under ICWA and the new ICWA Regulations.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Sex Trafficking	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Statewide Coalition to Prevent the Commercial Sexual Exploitation of Children	29	Training	To educate members about the basics of child trafficking.	<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input checked="" type="checkbox"/> N/A

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>How many persons attended?</i>	<i>What type of training is it? (e.g., conference, training curriculum/program, webinar)</i>	<i>What were the intended training outcomes?</i>	<i>What type of training evaluation did you do? S=Satisfaction, L=Learning, B=Behavior, O=Outcomes</i>
Mediation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile Dependency Mediation Panel	23	Training	Improve JDMP mediator's skills in recognizing and managing domestic violence in the mediation setting.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Mediation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile Dependency Mediation Panel	10	40-hour Training	Increase knowledge of new JDMP mediators on facilitative mediation, NRS 432B, JDMP processes and expectations.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Mediation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	All NRS 432B case stakeholders	X	40-hour Training	Increase knowledge of all NRS 432B stakeholders on the basics of juvenile dependency.	<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A

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

One or two training events are held each year with additional webinars and on-line trainings recorded and available. Three on-line trainings have been recorded to date this year: Juvenile Dependency Mediation 101, ICWA and New ICWA Regulations, and The Basics of Representing a Child in 432B Cases.

Additional webinars are planned on such topics as: Domestic Violence in 432B cases, Developmental Science and Child Welfare: Moving Toward a More Child-Centered Court Improvement Model, Judicial Overview of Dependency Mediation, Commercial Sexual Exploitation of Children: A Judge's Role, and Hearing Quality/Reasonable Efforts.

A mediators' 40-hour dependency mediation training was conducted to build a mediation panel of trained and qualified dependency mediators for the joint Child Welfare/CIP project: Statewide Juvenile Dependency Mediation Program. Twelve people, nominated by district court judges across the state, completed the course.

The Legal Aid Center of Southern Nevada provides CLE attorney training on a wide variety of relevant topics for all attorneys throughout the state.

What is your best prediction for the number of attorneys and judges that attend trainings annually? 400 attorneys and judges have been trained by our various trainings annually. CIP has trained at least that many CASAs, child welfare workers and administrators, court administrators, and other community stakeholders, as well.

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

(1)² IN GENERAL .— In order to be eligible to receive a grant under this section, a highest State court shall have in effect a rule requiring State courts to ensure that foster parents, pre- adoptive parents, and relative caregivers of a child in foster care under the responsibility of the State are notified of any proceeding to be held with respect to the child, *shall provide for the training of judges, attorneys, and other legal personnel in child welfare cases on Federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a foster family home*, and shall submit to the Secretary an application at such time, in such form, and including such information and assurances as the Secretary may require, including—

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

² Sec. 50741(c) of P.L. 115-123 revised sec. 438(b)(1) to add language regarding training. Effective as if enacted on 1/1/18 (sec. 50746(a)(1) of P.L. 115-123).

NRS 432B currently requires that notice of the time and place of hearings must be given to a parent or “other person” responsible for the child’s welfare. This “other person” will be defined to include, but not be limited to foster parents, pre- adoptive parents, and relative caregivers. A legislator will be identified to carry the bill. Language will be drafted to appropriately modify the necessary definition(s) in 432B for the bill and effective date will be determined. The bill will be shepherded through the 2019 Legislative session by engaging legislators and other stakeholders as appropriate. If passed, CIP will disseminate information regarding the measure to the courts of competent jurisdiction and provide technical assistant as needed.

The CIC Summit will include training on Families First Prevention Services Act particularly around the Federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a foster family home. Connie Hickman Tanner, Chief Program Officer, NCJFCJ, and Judge Karen Howze (Ret.), NCJFCJ Judge-in- Residence will conduct presentations for both the Judges’ Round Table and the CIC Summit to address Families First intentions and implementation specific to the various disciplines including judges, attorneys, child welfare and other legal personnel in dependency cases.

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>Court Event Notification: The purpose of this project is to ensure that all parties in a case are properly and consistently notified of hearings. In October 2016, the Nevada Division of Child and Family Services (DCFS) completed implementation of a NIEM-based web service to consume new, updated and cancelled hearing information directly from the 8th Judicial District Family Court Case Management System. This information automatically updates the “Hearing Screen” of the Nevada SACWIS system, UNITY. Child Welfare Case Workers, supervisors and attorneys assigned to the case are now able to view both historical and upcoming hearing information from within the SACWIS that is updated by the Court Case Management System. The 8th Judicial District Family Court is in the final stages of implementing software to transmit new and updated case hearing information and planning to implement by the end of 2018. A recent test detected errors in personal identifiers which are being addressed by the 8th JD and DCFS IT teams and Clark County Department of Family Services.</p>	<p>Agency Data Sharing Efforts</p>	<p>Implementation</p>
<p>Centralized Case Index (CCI): The purpose of this project is to provide the judiciary with aggregate data reports into which they may drill down to obtain case specific information, helping them manage their caseloads and improve timely processing of dependency cases.</p>	<p>Data dashboards</p>	<p>Implementation</p>

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>To this end, CIP undertook several technical proofs of concept (POC) initiatives. Two POCs were designed to prove that:</p> <ul style="list-style-type: none"> • Case and case party information from the child welfare agency (e.g., removal date, permanency goals, placement information) and information provided by the family court (e.g., assigned judicial personnel, hearing dates, petition filing dates, adoption dates) can be combined into a single data store and provide a consolidated view of case information; • Timeliness reports can be generated on-demand through a browser-based system and presented to the user in an easily understandable format. <p>The second POC created a Centralized Case Index (CCI) which allows authorized users to view this consolidated information and generate a set of standardized reports. In 2014, this demonstration capability was implemented using Microsoft Reporting Services. The user can use configurable parameters to refine the report. The user may generate a more detailed report listing the cases contained in that particular grouping simply by clicking on a vertical bar.</p> <p>Since the POCs successfully accomplished both of these objectives, over the past year the CIP has been productionalizing these capabilities through the implementation of data exchanges with both the DCFS and the Second Judicial District (2nd JD). To date, the CCI has imported eight years of DCFS case data into the CCI system. These data include: UNITY case, court hearings, case parties, case petition, placement history, provider service, and removal information.</p> <p>Work has also begun on software to consume case data from the Second Judicial District Court Case Management System, Contexte. These data will include hearing, filing and case party information and will include the UNITY case number so the court information can be cross-referenced with DCFS information.</p> <p>A CCI front-end has been built at https://www.nevadacipdashboard.org/ and work is ongoing to provide the judiciary with aggregate data reports into which they may drill down to obtain case specific information helping them manage their caseloads and improve timeliness. The intention is to provide a continuous feedback</p>		

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>loop to the courts and CICs on their progress and to help them determine where they may wish to focus additional efforts. Judges and other key partners are already anticipating how the CCI could be expanded to include juvenile justice data (Project One) and education data to help inform and continually improve the quality of other programs and outcomes for children.</p> <p>Discussions concerning pulling some of their pertinent data into the CCI are also being held with such additional agencies as the Nevada Department of Education (NDE), the Washoe County School District, and the Jan Evans Juvenile Justice Center. Additionally, the 10th Judicial District was added to the pilot project allowing the project to include both urban and rural districts.</p>		

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>Each of the 11 judicial districts has created Community Improvement Councils which meet regularly to implement their annual action plans developed at the annual CIC Summit.</p> <p>These action plans focus on improving the quality of their court hearings. Each judicial district focuses on different aspects of the process for improvement dependent upon where their challenges appear. The courts are in the process of implementing the changes they believe will best improve their hearings.</p> <p>The State CIP is focusing on encouraging judges to: engage parties present by explaining the hearing process and asking if they understand, include children in the hearings, address ICWA, discuss child's safety and why child cannot return home today, and emphasize well-being in all hearings, review permanency and concurrent plans more frequently possibly by utilizing case plan summaries as a tool.</p>	Process Improvements	Evaluation/Assessment

Project Description	How would you categorize this project?	Work Stage (if applicable)
With assistance from CBCC, CIP will work with the CICs on assessing the impact of their systems' changes.		
Through a partnership between the Nevada Division of Child and Family Services and CIP the Statewide Juvenile Dependency Mediation Program was launched in August 2016. The overarching goal of the mediation program is to reduce the time to permanency for children. The mediation program also aims to understand and resolve legal and non-legal issues, provide opportunities for parties to speak for themselves and hear others, and build relationships. In mediation, parties are able to meet in a neutral setting to address case issues and identify available options with the help of an impartial third party. Previous research in Nevada and in other jurisdictions throughout the country has shown that mediation can enhance case processing (i.e., improve timeliness of court events), increase key participant (i.e., parents, children, relatives, and foster parents) and system stakeholder (i.e., prosecutors, parents' and children's attorneys and advocates, social workers, and others) engagement in the case process, and improve juvenile dependency case outcomes in a non-adversarial manner (i.e., reunification, timeliness of permanency).	Mediation	Evaluation/Assessment
A court hearing quality study is being conducted during FY2018. Timely, thorough dependency court hearings are a CIP priority. 2014 research on hearing quality in Nevada illustrated some positive practice as well as some opportunities for enhancement. CICs have been working toward improving hearing quality for the last three years, but do not have the resources to conduct rigorous monitoring practice. This study will describe the current court practices and explore relationships between hearing practice and case outcomes. The results of this study will be presented during the 2018 CIC Summit and will be the basis for CIC action planning for the upcoming year.	Court Observation/Assessment	Evaluation/Assessment

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

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

All the projects CIP undertakes, the Community Improvement Councils, the Statewide Mediation Program, and the data exchange projects, are designed to improve hearing timeliness and permanency outcomes.

Project Description	How would you categorize this project?	Work Stage (if applicable)
Integration of all CIP efforts and programs	General/ASFA	Evaluation/Assessment

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
Implementation of SB 305. This new bill allows a county to increase its recording fee from \$3 up to \$6 to assist with funding for attorneys for youth in foster care. In counties where there is legal aid the money will go to legal aid.	New Practice Models	Implementation
On-line Attorney Training Project is designed to educate attorneys practicing in 432B cases about state and federal law and ethical considerations. It will also be used to inform child welfare workers. The training has been developed and completed. It will be uploaded to the AOC's Judicial Education Website in January 2017.	Assessment	Evaluation/Assessment
On-line Children's Attorney Training has been videotaped and is in the process of being edited before uploading to CIP website.	Other	Implementation

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
The Statewide Juvenile Dependency Mediation Program has been demonstrated to increase parental participation in their case.	Parent Engagement	Evaluation/Assessment

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>The Nevada Education, Child Welfare and the Courts Collaborative (Nevada’s Department of Education (NDOE), Clark County Department of Family Services (CCDFS), Division of Child and Family Services (DCFS), Washoe County Department of Social Services (WCDSS)) chaired by CIP has the mission to improve school placement stability and continuity of instruction, specifically reducing the number of school moves and ensuring that if a move is necessary that the transition is eased by making certain that the child’s records are readily available to the new school and that the new school is aware that the child is in foster care.</p> <p>The Educational Collaborative included the Every Student Succeeds Act (ESSA) in Nevada Revised Statutes via Assembly Bill 491, thereby ensuring that foster children are identified quickly by the school district and afforded appropriate services. The statewide Educational Collaborative with technical assistance from ABA’s Center on Children and the Law worked collaboratively for over a year on developing the bill draft for this initiative to modify the Nevada Revised Statutes to comply with ESSA and define foster care, school of origin, and immediate enrollment similar to other federal definitions in either Fostering Connections or McKinney-Vento. The resultant bill, AB491, was signed into law. The Collaborative held an educational webinar for school districts and child welfare staff on MOUs between child welfare and school districts concerning best interest decision-making processes and forms, and sample local transportation procedures, and implementing ESSA and AB491. A basic factsheet on ESSA and AB491 was distributed to participants.</p> <p>This Statewide Collaborative is also responsible for a pilot project to ensure that foster children are identified quickly by the school district and afforded appropriate services. The WCHSA and the WCSD initiated a Pilot Electronic Information sharing project in which placement date, location and type into the school district’s case management system, Infinite Campus (IC), populate from UNITY (Nevada’s SACWIS). To date the UNITY tab has been created in IC and the bugs are being worked out. At this time WCHSA counselors can view this tab to identify new foster children within the student population. This information has been electronically pushed from UNITY to IC twice per week. They have accomplished a 24-hour automatic update.</p>	Education	Implementation

Project Description	How would you categorize this project?	Work Stage (if applicable)
<p>Updated addresses and custody changes are manually added by school staff and/or the WCHSA Foster Care Liaison.</p> <p>This means, among others things, that schools will have updated information about foster children, including the fact that these students are in foster care, as soon as the information is entered into UNITY and is pushed into Infinite Campus nightly. CIP is exploring pulling Infinite Campus data into its Centralized Case Index, as well.</p> <p>The WCHSA wants to turn these statistics around for children under their care. It received a two year grant and is nearing the end of the second year of providing educational case management and mentoring support to transition-age foster youth in the “Achievements Unlocked” (AU) program. The effectiveness and efficacy of this intervention is being assessed by the National Council of Juvenile and Family Court Judges (NCJFCJ). The program is using experienced high school counselors to provide educational supports for each foster youth to help guide and motivate them. Data is driving advocacy-related decision making for the students, and is being used to measure intervention outcomes.</p> <p>WCHSA and WCSD have shifted the educational trajectory of students in foster care. Only 50% of foster youth in the U.S. graduate by the age of 18. However, 70% of AU students graduated from high school. “Achievements Unlocked” provides advocacy, tutoring, mentoring, and case management to high school aged foster youth. The National Council of Juvenile and Family Court Judges has completed a two-year process and impact assessment of this project. The results demonstrate that the multi-disciplinary model works. There was a 70% reduction in school moves, 63% of the AU students were on track to graduate compared to only 58% of the control group. AU students attempted and completed more courses and therefore earned more credits, experienced fewer disciplinary actions, and had significantly fewer unexcused absences than the control group. (follow link: County program helping foster kids already showing results) (Appendix 11).</p>		

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
The 11 th JD held a “Super CIC” Meeting to train its three county stakeholders and tribal members on ICWA and the new regulations. The National Council of Juvenile and Family Court Judges and the 2 nd JD’s Judge Egan Walker conducted the day long training that was deemed highly successful by those who attended. Other CICs and tribal courts are interested in holding similar trainings.	Other	Implementing Changes

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

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

Project Description	How would you categorize this project?	Work Stage (if applicable)
Working with Governor’s Office developed a statewide coalition to prevent CSEC	Sex Trafficking	Implementation
Through TA from the Center for Coordinated Assistance to States developed work plan for CSEC Coalition (Appendix 12)	Sex Trafficking	Implementation
Creating a statewide data collecting and sharing process	Data collection/assessment/analysis	Selecting Solution

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

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

The Nevada court system has partnered with the Division of Child and Family Services (DCFS) on a variety of fronts the last year focusing many of its efforts on implementing the CFSP and the upcoming CFSR. The courts assisted in the implementation of various data exchange projects to ensure that the judiciary, the Community Improvement Councils (CICs), and child welfare all have access to significant and accurate data. CIP has portions of the CFSP for which it is responsible to implement and report on annually.

Agency representatives regularly attend and contribute to all 11 judicial district CIC meetings as well as the CIC Annual Summit. In several instances the agency CIC member provides regular data updates to the court concerning permanency issues, child safety decision-making, and adequacy of foster family population. The CICs all include their child welfare partners as they

develop their annual, action-plans to resolve local dependency issues. The DCFS Quality Improvement Social Services Chief presented a session on the CFSR at the 2017 CIC Summit. The CIP Coordinator is an active member of the DCFS Indian Child Welfare Committee, the Statewide Quality Improvement Committee.

Since Nevada does not have a unified court system, or a statewide court case management system, CIP worked with the Unified Nevada Information Technology for Youth (UNITY, the Nevada SACWIS or State Automated Child Welfare Information System) manager to pull the court timeliness statistics quarterly by county for each of the judicial districts (CFS 775 report). At this point, four of the five timeliness measures are available because, although UNITY does have a screen into which to enter the TPR petition filing date, only one county enters this data element consistently. This deficit is being addressed by the Centralized Case Index (CCI) which will draw data from court case management systems.

Baseline data reports were first distributed to the 11 Judicial Districts in 2012 during the Community Improvement Council (CIC) Summit where the CICs were taught to read and understand them. During each subsequent CIC annual Summit district by district comparative analyses of current and previous years' data are shared with the CIC teams. The statewide data are also provided to each CIC quarterly in the form of the CFS 775 report from UNITY.

Additionally CIP and DCFS have worked together to promote Nevada's participation in the University of North Carolina – Chapel Hill's *Fostering Court Improvement Data Project* in which AFCARS and NCANDS data are used to create a platform of shared data that the courts and child welfare agencies can collaboratively use to make informed decisions, manage operations, monitor performance and make systemic changes to improve outcomes for children and families.

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

The IV-E Review has taken place already. CIP was invited to join the closing conference for the IV-E Foster Care Eligibility Review during which it was noted that two of the areas needing improvement were directly related to court errors. One was a single error involving prematurely closing the case before the child actually left foster care. The second was more ongoing and has been addressed during several monthly CIC meeting in which the CIP Coordinator was actively involved. That issue has been resolved.

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

The CFSR is taking place at this time. To date two of the three child welfare agencies (Washoe and Clark Counties) have conducted their case file reviews. The third agency's case files will be reviewed in August followed by the second case file review in Clark County. The Children's

Bureau completed its focus groups the week of June 4, 2018. CIP was responsible for inviting participants and coordinating the focus groups for the judges, the district attorneys and deputy attorney generals, the parents' attorneys, the children's attorneys, and the CASAs. The discussions centered around permanency and review hearings, service array and a bit about continuances. CIP was also interviewed primarily regarding permanency and review hearings, and continuances. The judges expressed interest in helping develop and implement the PIP during their focus group discussion. CIP provided the Children's Bureau representatives with extensive data to substantiate what was shared.

Please check all the ways that the CIP or Court Personnel were involved (or plan to be involved) in the CFSR and PIP Process. Feel free to add additional narrative to explain your involvement in the process.

Because Nevada has not yet completed its CFSR, only the first 4 boxes below are relevant at this point in time.

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

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

The Statewide Quality Improvement Committee, CIP Select Committee, CIC Meetings, and the annual CIC Summit are all venues at which the Statewide Juvenile Dependency Mediation Program are actively discussed, third party evaluations shared, and suggestions for data offered. The surveys administered at the conclusion of the mediations provide helpful information concerning fidelity of the implementation of the mediation model (see description above in Section

1). The process and outcome evaluations guide continuous improvement of the Program's quality. During three of the last CIC Summits, mediation was a presentation topic. The DCFS Quality Improvement Social Services Chief presented a session on the CFSR at the 2017 CIC Summit.

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

Sufficient time for all parties to engage in an unhurried manner is a rare commodity. That is why the CIC Summits are so important to allow all stakeholders to work collaboratively together to plan system improvement.

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

If yes, please provide a brief description of what is provided and how.

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

Yes, it requires changes be made in our State Plan. CIP is working on how to accomplish that.

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

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

IV. CQI Current Capacity Assessment

1. *Has your ability to integrate CQI into practice changed this year? No, Nevada continues to integrate CQI in most areas. If yes, what do you attribute the increase in ability to?*

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

- Designing & Evaluating Effective Trainings Workshop
 CQI Consult (*Topic:* _____)
 Constituency Group – Hearing Quality Constituency Group – Safety Decision Making
 Constituency Group – CFSR Constituency Group – Quality Legal Rep
 Constituency Group – ICWA Constituency Group – Anti-Trafficking
 Constituency Group – New Directors Constituency Group – APPLA/Older Youth
 CIP All Call — *What % of All Calls does your CIP participate in? 100%*

3. Do you have any of the following resources to help you integrate CQI into practice?
- CIP staff with CQI (e.g., data, evaluation) expertise
 - Consultants with CQI expertise
 - a University partnership Contracts with external individuals or organizations to assist with CQI efforts
 - Other resources: _____

4. *Consider the phases of change management and how you integrate these into practice. Are there phases of the process (e.g., Phase I-need assessment, Phase II-theory of change) that you struggle with integrating more than others? No*

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

Nevada CIP could use help and guidance with evaluation design and data analysis and interpretation, particularly administrative data, as Christopher Church explained during the 2016 CIP Annual Meeting, to help the CICs best implement their annual action plans.

Revise the legal representation survey conducted two years ago. We received assistance, but unfortunately, it didn't measure what we expected.

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

As mentioned above in 5.

APPENDIX A: DEFINITIONS

Definitions of Evidence

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

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

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

Definitions for Work Stages

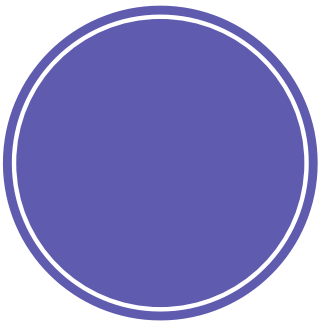
Identifying and Assessing Needs – This phase is the earliest phase in the process, where you are identifying a need to be addressed. The assessing needs phase includes identifying the need, determining if there is available data demonstrating that this a problem, forming teams to address the issue.

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

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

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

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



Well-Being



Quality




Safety



Stability



Permanency



Statewide Juvenile Dependency
Mediation Program Protocols,
Forms, and Surveys



STATEWIDE JUVENILE DEPENDENCY MEDIATION PROGRAM PROTOCOL

1. Authority

Nevada Revised Statute Code Section 3.225 states, in pertinent part:
Family court to encourage resolution of certain disputes through nonadversarial methods; cooperation to provide support services.

1. The family court shall, wherever practicable and appropriate, encourage the resolution of disputes before the court through nonadversarial methods or other alternatives to traditional methods of resolution of disputes.

2. Purpose

This document sets forth protocols for the Statewide Juvenile Dependency Mediation Program.

3. Definition

"Juvenile Dependency Mediation" is a confidential process conducted by specially trained, neutral third-party mediators who have no decision-making power. Dependency mediation provides a non-adversarial setting in which a mediator assists the parties in reaching a fully informed and universally acceptable resolution that focuses on the child's safety and best interest and the safety of all family members. Dependency mediation is concerned with any and all issues related to child protection.

4. Actions Eligible For Mediation

Active pre and post-adjudication child abuse and neglect cases from all Child Protection calendars are eligible for mediation. Termination of parental rights cases are also eligible for mediation. The mediation program focuses on whether or not Court jurisdiction is appropriate, petition language, services for children and parents, visitation, placement options, educational issues, reunification plans, permanency plans, dismissal orders, termination of parental rights, post-adoption contact, and any issues that are barriers to permanency.

At the discretion of the court mediation sessions for cases may be set: (1) All petition cases in which parents have entered a denial; (2) All contested permanency plan hearings; (3) All contested placement or visitation hearings in underlying dependency cases; and (4) All cases set for a contested Termination of Parental Rights trial.

In addition, when the Court determines that an issue is contested, or otherwise appropriate for mediation, the Court may order the case to mediation. Attorneys, social workers, CASA workers, parents and any other individual involved in the case may request that the matter be referred to mediation. The Court, however, retains authority to grant or deny the request.

5. Scheduling Mediation Appointments

If the request for mediation/order to attend mediation takes place at a Court hearing, the mediation appointment will be scheduled at the hearing. The mediation referral order will be completed and provided to the parties and the Statewide Dependency Mediation Program Administrator will receive a copy of the referral order and an email notice of the referral.

If there is not an upcoming hearing scheduled, the parties will contact the court clerk to request that a mediation appointment be scheduled. Once the mediation appointment has been scheduled, the referral order form will be completed by the clerk, submitted to the Court for judicial signature, and filed with copies distributed to the parties. The Statewide Juvenile Dependency Mediation Program Administrator will receive a copy of the referral order as well as an email notice of the referral.

In addition to the referral order, the court clerk will also transmit to the mediator: (1) a list of expected participants and their contact information (from the court clerk); (2) the petition or TPR petition/motion; (3) the last case report filed; (4) the last court order; and (5) any other reports the Program Administrator requests as well as any issues related to domestic violence.

If a party requests mediation and another party objects to the mediation referral, a motion must be filed in the case and an order sought for the mediation. After the appropriate motion practice and if an order referring the matter for mediation is issued, setting of the session will proceed as outlined in this protocol.

To ensure compliance with ASFA and Nevada law, termination of parental rights cases that cannot be scheduled for mediation prior to the termination of parental rights trial will not be referred for mediation. The judge presiding over the termination of parental rights matter has the discretion to order the case to mediation at any time.

Once a mediation is scheduled, the Program Administrator will contact the parties to obtain all the documents described in Section 9(a)(i) of this protocol.

6. Who May Participate in Mediation

Participants in Mediation:

The Statewide Juvenile Dependency Mediation Program shall utilize a model of mediation that includes, at the mediator's discretion, the active participation of parents, guardians, social workers, foster parents, prospective adoptive parents and CASA

workers. Also actively involved are parents' attorneys, agency attorneys, and children's attorneys. Additional participants may be included (e.g., counselor, psychiatrist) or support persons (e.g., in domestic violence cases, a domestic violence support person) at the mediator's discretion.

Once the matter is ordered to mediation by the Court, attendance at mediation is mandatory. Failure to attend mediation by the mandated participants will be reported to the Court and may result in Court-ordered sanctions.

Child Participation in Mediation:

Children may be included in some or all of the mediation process on a case-by case basis. Among the factors considered are the child's age, developmental level, maturity, emotional well-being, desire to participate, as well as the nature of the abuse/neglect, and the nature of the disputed issue, in other words, whether the disputed issue has direct relevance to the child (e.g., removal or return, placement, visitation). The mediator will make a determination about the child's participation in mediation in consultation with the child's attorney, CASA, social worker and other relevant parties. The child's safety and well-being are always at the forefront of the decision about whether, and how, to include the child in the mediation process.

When children do participate in mediation, they will receive an age appropriate orientation to the mediation process. Among the issues discussed will be any options available to the child for his/her participation in the mediation; what is going to happen in the mediation process; the role of the mediator; what realistic goals the child may expect from the mediation and the limits on his/her ability to control the outcome; any limitations to the confidentiality of the process; the child's right to be accompanied throughout the mediation process by his/her attorney and/or other support persons; and, the ability to take a break and/or discontinue participating in the mediation process.

7. Domestic Violence Protocol

Research indicates that domestic violence in the form of adult-to-adult violence is frequently present in child abuse cases. The Statewide Juvenile Dependency Mediation Program will operate in a manner consistent with the recommendations of the National Council of Juvenile and Family Court Judges Family Violence Department as included in *Effective Intervention In Domestic Violence & Child Maltreatment Cases: Guidelines For Policy and Practice; Recommendation 48*.¹

¹ Mediators are trained thoroughly in the dynamics of domestic and family violence, including child maltreatment, as well as trained in the dynamics of substance abuse, basic psychology and family systems theory, the developmental needs of children, the workings of the local child protection and juvenile court systems, local domestic violence services, and other local community resources,

The mediation program provides specialized procedures designed to protect survivors of domestic violence from intimidation alleged perpetrators and to correct power imbalances created by the violence. With interventions, including the performance of a domestic violence screening, the offering of individual- as opposed to joint-sessions

It is the responsibility of all regular participants in mediation to inform the mediator whether adult-to-adult violence is an issue in any dependency/termination of parental rights case and to inform the Court if this issue is present in any case referred for mediation. It is then the responsibility of the Statewide Juvenile Dependency Mediation Program, in particular, its mediators, once notified of the existence of allegations of domestic violence in a given case, to ensure that mediation is conducted in an appropriate manner as described below.

This protocol holds that the issue of the violence itself will never be mediated (i.e., domestic violence including child and/or partner abuse is never justified), though conditions designed to preclude violence may be appropriate for discussion. Additionally, the cessation of violence shall not be predicated on the behavior of the survivor.

Additionally, it is recognized that psychological and/or physical intimidation may affect the balance of power between the parties. It may also affect the ability of a party to participate in her/his own best interest or the best interest of the children in the Court process. Measures included herein are designed to help rectify that imbalance of power during the course of mediation. Domestic violence is understood to be a behavior, or set of primarily learned behaviors, arising from multiple sources, which may follow different patterns in different families, rather than a disease process or syndrome with a single underlying cause. Domestic violence occurs where one partner in an intimate relationship controls or attempts to control the other through force, intimidation, subjugation and/or the threat of violence.

The procedures for cases involving domestic violence referred to the Statewide Juvenile Dependency Mediation shall be as follows:

The Court, at the time of the scheduling of the Statewide Juvenile Dependency Mediation session, shall inform the program coordinator that the case includes elements of domestic violence, in addition to child abuse; The Court shall also note this information on the referral order.

for the survivor and alleged perpetrator so that they never have direct contact with each other, and permitting the survivor to have an advocate in attendance throughout the process;

The mediation process also provides for the participation of survivor and child advocates, the child protection agency, other interested family members and individuals, as well as involved attorneys and GALs or CASAs, to reinforce further the balance of power and ensure that the rights of the participants are protected in the search for a resolution that focuses upon the safety and best interest of the child and the safety of all family members;

Mediators are vigilant when involved in discussions concerning the factual basis of the abuse of the child or survivor-parent in order to prevent victim blaming and/or collusion with the abuser's minimizing or discounting the significance of the violence or abuse (p.101)

Prior to commencing the mediation, the mediator will review the court file and, when available, any pertinent reports describing the domestic violence, and/or any existing domestic violence protective orders. This document review will be the first step in a domestic violence screening further discussed below. Even if domestic violence is not directly mentioned in the file, the mediator will be screening for incidents/behaviors that may indicate domestic violence is present and also communicating with stakeholders about any possible domestic violence. The mediator will continue to assess for domestic violence until the mediation has concluded.

If domestic violence has been identified and both parties will be present, prior to actually involving the family members in the mediation process, the mediator(s), shall perform a domestic violence screening using the protocol attached as Attachment A. The screening will be for the purpose of:

- a. Assessing the ability of the survivor parent to fully and safely participate and reach a non-coerced settlement in that particular case;
- b. Clarifying the history and dynamics of the domestic violence issue in order to determine the most appropriate manner in which mediation should proceed consistent with the other provisions of this protocol;
- c. Assisting the parties, family members and attorneys, in formulating an agreement that provides appropriate safeguards for the safety of children and family members.

The mediator(s) will inform identified survivors of domestic violence that it is the policy of the Statewide Juvenile Dependency Mediation Program that they have the following options available to them:

- a. The parent who has been the survivor of domestic violence has the option of having separate sessions with the mediators, that is, she/he does not have to be in the mediation room at the same time as the perpetrator of the violence.
- b. In the alternative, she/he may elect to be seen jointly in mediation with the family member who perpetrated the violence but only after having been individually interviewed by the mediator, and only if the mediator concurs that a conjoint interview is safe and appropriate.
- c. In cases involving domestic violence, a support person will be permitted to accompany a party during mediation, whether or not she/he elects to be seen separately or together with the perpetrator. The protected party may also choose to have her/his attorney function as a support person. In the event the survivor of the violence selects any other adult to be her/his support person, the function of the support person and causes for exclusion will be as follows:
 - i. It is the function of the support person to provide moral and emotional support for a person alleging she/he is a survivor of domestic violence.
 - ii. The person who alleges that she/he is a survivor of domestic violence may select any individual to act as a support person. No certification, training, or other special qualification is required for an individual to act as a support person.

- iii. The support person's role is to assist the person in feeling more confident that she/he will not be injured or threatened during a proceeding when the survivor of domestic violence and the other party must be present in close proximity. The degree of participation by the support person will be determined by the mediator.
- iv. Except when the support person is the individual's attorney, the support person shall not be present as a legal adviser and shall not give legal advice.
- v. The presence of the support person does not waive the confidentiality of the mediation.
- vi. The mediator has the authority to exclude any support person, other than the individual's attorney, from a mediation proceeding if the presence of a particular support person is disruptive or disrupts the process of the session.

Dependency mediators will be sensitive when involved in discussions concerning the factual basis of child abuse or neglect, or domestic violence, in order to avoid collusion with victim blaming, denial, minimization or discounting of alleged child abuse or violence against any family member.

It is appropriate for dependency mediators to facilitate the process in a manner which encourages the incorporation of appropriate safety and treatment interventions in any settlement.

The mediation location provided by the court should be a safe and secure place for members of the community to discuss the most important issues related to their families, if possible. Persons present in and about the mediation location are expected to conduct themselves in a civil and businesslike manner at all times. With this in mind, the Program has a zero tolerance policy with regard to any expression or threat of violence, disorderly conduct, verbal abuse, or observable intimidation in the mediation. Such behavior may be considered detrimental to the safety and best interest of children and families, will be dealt with accordingly, and will be reported to security personnel and/or the Court, as appropriate.

When during the course of mediation, it appears that there is a clear and immediate danger to an individual or to society; the mediator shall take appropriate action aimed at protecting those in jeopardy.

8. Orientation

There shall be an oral orientation to mediation designed to inform dependency mediation participants about the mediation process in order to facilitate their safe, productive, and informed participation and decision-making by educating them about:

- a. How the mediation process is conducted, who generally participates in the session(s), the range of issues which may be discussed, and what to expect at the conclusion of the mediation;
- b. The mediator's role;

- c. Confidentiality and any limitations on the confidentiality of the process;
- d. If appropriate, the right of a participant who has been a survivor of violence perpetrated by another mediation participant, to be accompanied by domestic violence support person and to have sessions with the mediator separate from the perpetrator. Unless otherwise authorized to participate, this support person may not actively participate in the mediation, except to act as emotional support for the survivor.

9. The Mediation Process

The Statewide Juvenile Dependency Mediation process typically involves the following stages:

- a. Pre-Mediation:
 - i. A review of the case related information forwarded to the Program Administrator by the Court, including at a minimum, a list of expected participants and their contact information (from the court clerk), the petition or TPR petition/motion, the last case report filed, the last court order, and any other reports the Program Administrator requests as well as any issues related to domestic violence.
 - ii. Program Administrator selects mediator and forwards case file and a list of participants and contact information.
 - iii. Discussion between the mediator and participants and/or others with knowledge relevant to the mediation.
- b. During the Mediation
 - i. A brief orientation of the parents and other interested participants to the dependency mediation process.
 - ii. A meeting with the attorneys, social worker, and assigned CASA worker/GAL for exchange of the most current case related information, including that related to domestic violence, identification of issues, and problem solving.
 - iii. Meetings and/or caucuses with the family members in various combinations, including for the purpose of differentially assessing the issue of domestic violence as it applies to the mediation process, for an identification and exchange of the most current case related information, identification of issues, and problem solving.
 - iv. Discussion among the parties, social worker, and their attorneys.
 - v. Final group or subgroup meeting(s) for: remaining problem solving; to identify areas of agreement/disagreement; clarification of expectations; answering remaining questions; and if applicable, drafting and reviewing the mediation agreement.
 - vi. The mediator will make concerted reasonable efforts to ensure that any agreement reached in mediation is clearly understood by each

participant. Mediation agreements shall be reviewed and approved by all parties and the attorneys participating in said agreement, prior to its submission to the Court. When possible, parties and attorneys will proceed directly to Court to present the mediation agreement on the record (signed by all of the parties) to the judicial officer. Otherwise, the mediation outcome form, and, if applicable, the mediation agreement (signed by all of the parties) is lodged in the court file for review and approval.

c. Post-Mediation

- i. Participants will be asked to complete a voluntary survey geared to their role in the mediation. The surveys are intended to be confidential. The surveys will not be reviewed by the mediators and will be placed directly in an envelope addressed to the Program Administrator.
- ii. Mediators must complete Mediation Report, Case Data Sheet, and In-Kind Form and return to Program Administrator with a copy of the invoice within two weeks of mediation. Invoices will not be approved for payment unless all of these documents have been submitted.
- iii. Once all forms are submitted, the mediator(s) shall destroy any notes made during the mediation process.

10. Use of Interpreters

Whenever possible, dependency mediation will be conducted in the shared language of the participants. When the participants speak different languages, court-certified interpreters will be assigned to translate the mediation session.

11. In Custody Mediation Participants

If possible, the mediation appointment shall be conducted in an appropriate location to accommodate the in-custody mediation participant. Any incarcerated parent shall be telephonically available to attend mediation and the court shall issue any requisite orders.

12. Failure to Appear for Mediation Appointment

Participation in the mediation session is mandatory once a case has been ordered to mediation. The parties and their attorneys are expected to participate in the mediation process.

13. Termination of Mediation Appointment

Each session will end with the consensus of the parties, unless the mediator determines that the session should be terminated prior to such consensus. The mediator shall have the power to suspend or terminate the mediation process if it is determined that the mediation cannot be conducted in a safe or appropriately balanced manner. The mediator shall also suspend or terminate the mediation process if it is determined that any party is unable to participate in an informed

manner for any reason, including fear or intimidation.

14. Mediation Outcome Report and Mediation Agreement

If the agreement cannot be presented in court, a Mediation Court Memo shall be completed by the mediator at the end of each mediation session and submitted to or filed with the Court. If the mediation session was not held, the Memo shall inform the Court why it did not occur whether the appointment was rescheduled, or that the case is inappropriate for mediation. If the mediation session was held, the Mediation Memo shall inform the Court of the parties present at the mediation; whether the parties reached a written or verbal agreement and if it represents a full agreement, a partial agreement, or if there is no agreement; and if an additional mediation appointment has been scheduled.

While parties may have been ordered to participate in mediation and make an effort to resolve certain issues, entering into any agreement is strictly voluntary. The attorneys for the parties have an opportunity to review any written agreement that is reached before it is presented to the Court. When a written agreement is reached and signed by all of the parties, the parties may either present the agreement in court or the mediator shall attach the agreement to the Mediation Memo and both shall become part of the court file. The Court shall ultimately determine the acceptability or unacceptability of all mediation agreements.

15. Confidentiality

Statewide Juvenile Dependency Mediation is a confidential process consistent with Nevada Revised Statute Code Section 48.109.

NRS 48.109 Closure of meeting held to further resolution of dispute;
Exclusion of admission, representation or statement made during mediation proceedings; confidentiality of matter discussed during mediation proceeding.

1. A meeting held to further the resolution of a dispute may be closed at the discretion of the mediator.
2. The proceedings of the mediation session must be regarded as settlement negotiations, and no admission, representation or statement made during the session, not otherwise discoverable or obtainable, is admissible as evidence or subject to discovery.
3. A mediator is not subject to civil process requiring the disclosure of any matter discussed during the mediation proceedings.

Exceptions to Confidentiality:

In the Statewide Juvenile Dependency Mediation program, there are certain circumstances where these protections do not apply and mediation communications may or must be disclosed. Some of the circumstances where mediation communications are **not confidential** are listed below.

- a. Some professionals participating in the mediation may be permitted or required by law to report specific information to certain authorities, such as:
 - i. Information that would **support new allegations of child abuse or neglect**
 - ii. Information about elder abuse and/or dependent adult abuse
 - iii. A mediation participant's **threat to harm him/herself or someone else**
- b. Any written settlement agreement
- c. An attorney and client may discuss the details of a mediation with each other in the event that one of them is not present at the mediation.
- d. There may also be other circumstances where information from the mediation may not be confidential (including but not limited to, if a **criminal case is pending or filed at a later date**)
- e. Non-identifying information about this mediation may be made available for Program evaluation

If parties have any questions about confidentiality and the limits of confidentiality, they are advised to consult with their attorney privately before discussing any topic at the mediation.

Discovery:

All statements, whether oral or in a record or verbal or nonverbal, made during a mediation session conducted pursuant to this protocol, including those made in any individual meeting with the mediator, and all such statements made for the purposes of considering, conducting, participating in, initiating, continuing or reconvening a mediation, shall be exempt from discovery and inadmissible as evidence in the child protection case. Evidence or information that is otherwise admissible or subject to discovery does not become inadmissible or protected from discovery solely by reason of its disclosure or use in mediation. Disclosure of mediation communications shall not be compelled in any arbitration, administrative hearing, adjudication, civil action, or non-criminal proceeding in which, pursuant to law, testimony is compelled to be given. The mediators are exempted from participating in discovery proceedings

16. Mediation Records

Statewide Juvenile Dependency Mediation Program files are kept separate from the court file and no papers generated by the dependency mediation process will be included in the court file, nor shall the judicial officer assigned to the case have access to them, except as follows:

- a. Mediation settlement agreement/stipulation (signed by all of the parties)
- b. Mediation Memo as described in Section 14
- c. Mediation confidentiality and agreement to mediate form

Confidentiality will be protected in the appropriate storage and disposal of records.

17. Accountability and Complaint Process

The Statewide Juvenile Dependency Mediation Program is accountable to the Court Improvement Program

The Statewide Juvenile Dependency Mediation Program Administrator will submit a report to the Court Improvement Program no less than four times a year. Included in the report will be a summary of the number and types of cases mediated, the agreement rate, and cumulative information collected from mediation participant surveys.

Informal concerns or complaints regarding the Statewide Juvenile Dependency Mediation Program may be made at any time by contacting the Court Improvement Program Coordinator at 775-687-9809. Formal complaints about a mediator's performance must be addressed in writing to:

The Court Improvement Program Coordinator
Administrative Office of the Courts
Supreme Court Building
201 S. Carson Street, Suite 250
Carson City, Nevada 89701-4702

The Court Improvement Program Coordinator will respond to the complaint in writing within thirty days of receipt of the complaint.

Attachment A

Domestic Violence Screening Protocol

1. What are we trying to find out by screening? We are trying to determine whether a survivor is safe or feels safe participating in mediation with the abuser present. We are also trying to determine whether the parties will be able to voluntarily and meaningfully participate in mediation, free from coercion and control by the abuser, whether the mediation is conducted in joint session or through shuttle mediation.

2. How should screening be done? Screening must be initiated by discussion between the mediator, district attorney, child welfare and attorneys of parties in the action. Screening should be done separately with each party (ideally with the survivor first) so the abuser does not directly influence the answers given by the survivor. If screening is done in person, appointments should be on different days to prevent stalking of the survivor by the abuser. If screening is done telephonically, the parties should be asked if they are alone prior to questioning.

3. If screening reveals that a survivor is in immediate or present danger. A person in danger of battering should be put in touch with the police or a domestic violence shelter. It is helpful to follow up and see if they are safe. A mediator should not be neutral about safety.

4. Where there is a history of domestic violence the process may be modified to provide a safe environment for the survivor. Consider the following strategies.

1. The survivor should arrive 10 minutes after the abuser and leave 10 minutes earlier than the abuser.
2. Seat the survivor closer to the door.
3. Set additional ground rules for the mediation and conversation between the couple to reduce fear and intimidation. Discuss concerns of parties prior to mediation in development of ground rules (e.g. "what ground rules will make you feel safe?")
4. Allow for an advocate to come to the mediation with the survivor or to wait in the waiting room for the survivor.
5. Require a court bailiff to be present, if possible.
6. Utilize caucus as a safety valve.

7. Talk to the survivor during breaks or between sessions to assess the level of fear.

STRUCTURE FOR SCREENING INTERVIEW OF PARTIES IF NEEDED

- The person conducting the screening must be trained in domestic violence.
- Screening must be undertaken before joint sessions are held.
- Screening of each party must be conducted separately, preferably in person, during the orientation portion of the mediation. When scheduling a screening in person, inquire whether a party has any safety concerns about coming to the screening location. Arrangements should be made to respond to the safety concerns of the parties.

GUIDELINES FOR THE ORIENTATION INTERVIEW

- Observe each party's behavior during the interview.
- Preface screening with reassurance to reduce awkwardness.
- Explain the program's policy of confidentiality consistent with applicable statutes and court rules to the parties, as well as the goals and process of mediation.
- Identify each party's ability to negotiate, patterns of abuse, and any acts of coercion or threats by a party that may influence the mediation process. Ask the survivor whether she or he has concerns about participating in the mediation jointly and whether shuttle mediation is more appropriate. Consider the batterer's ability to negotiate in a meaningful way if it appears that a pattern of coercion and control is present and that the batterer may not be able to separate from this pattern to openly negotiate.
- Assure all participants that participation in the orientation screening process fulfills the requirement for court ordered mediation and that any additional participation is entirely voluntary.
- Do not make judgments about allegations of abuse. The mediator's role is to determine whether the case is appropriate for mediation with both parties present or at different times, or if the case is appropriate for mediation.
- Seat the survivor in a position of power (e.g., next to mediator), by an exit, away from the batterer and out of the batterer's line of vision, and next to a support person such as an attorney or domestic violence advocate.

- Use caucus regularly to check in with the victim and ensure that participation continues to be voluntary and appropriate throughout the mediation.
- Never share confidential information learned in preliminary interviews or caucus with the batterer (note: this is particularly important if the mediator learns the location of a survivor's safe house).
- Never have parties waiting in the same room before mediation begins or during breaks.
- Create a safety plan with the victim before the mediation begins. This may include pre-identified signals that enable the victim to safely communicate fear or discomfort during the mediation or to request a caucus.
- Set forth ground rules before the mediation begins and ensure strict adherence
- Have a telephone close at hand to call for assistance if needed
- Mediators should familiarize themselves with the following domestic violence screening tools:
 - Michigan's Domestic Violence Screening Protocol for Mediators of Domestic Relations Conflicts, <http://courts.mi.gov/Administration/SCAO/Resources/Documents/standards/odr/Domestic%20Violence%20Screening%20Protocol%20for%20Mediators.pdf>
 - The Battered Women's Justice Project (BWJP) [Practice Guides for Family Court Decision-Making in Domestic Abuse Related Child Custody Matters](http://www.bwjp.org/assets/documents/pdfs/practice-guides-for-family-court-decision-making-ind.pdf), <http://www.bwjp.org/assets/documents/pdfs/practice-guides-for-family-court-decision-making-ind.pdf>
- Become familiar with the dynamics of domestic violence in order to recognize signs that domestic violence may be present. Because domestic violence is a pattern of coercion and control, and is not limited to physical and sexual violence, mediators should screen for a full range of batterer behaviors, such as those identified in the following power and control wheels designed to address the unique experiences of different survivor populations:
 - Duluth Power and Control Wheel: <https://www.theduluthmodel.org/wheels/>

- Power and Control Wheel for Immigrant Women, <https://www.futureswithoutviolence.org/power-and-control-tactics-used-against-immigrant-women/>
- Power and Control Wheel for Lesbian, Gay, Bisexual and Trans Relationships, <http://www.loveisrespect.org/lir-files/LGBT-Power-and-Control-Wheel.pdf>
- Abuse in Later Life Power and Control Wheel, <http://www.ncall.us/FileStream.aspx?FileID=27>
- Other adaptations of the power and control wheel available at http://www.ncdsv.org/publications_wheel.html.

**THE * JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA
IN AND FOR THE COUNTY OF ***

JUVENILE DEPENDENCY MEDIATION REFERRAL ORDER

IN THE MATTER OF: CHILD'S NAME _____, <u>Minor Child</u>
--

CASE NUMBER: _____ DEPARTMENT NUMBER: _____
--

THE COURT HEREBY refers the dispute indicated below to **Juvenile Dependency Mediation**. The Parties to the dispute shall appear at the time and place set and make every effort to resolve the issues related to this case. The Court expects legal counsel for the parties to be present at the Court Ordered mediation.

Disputed issue: _____

This case involves allegations of domestic violence

If this case is scheduled for trial, how much time has been set aside for the trial: _____

MEDIATION DATE: _____ **TIME:** _____

The parties shall report for Juvenile Dependency Mediation at: _____

IT IS SO ORDERED:

DISTRICT JUDGE/COURT MASTER

DATE

Statewide Juvenile Dependency Mediation Program

List of Parties

(To Be Sent to Program Administrator)

Margaret M. Crowley
 Program Administrator
 Crowley Mediation, L.L.C.
www.CrowleyMediation.com
 775-233-6711

Mother: Email: Phone:	Mother's Attorney: Email: Phone:
Father: Email: Phone:	Father's Attorney: Email: Phone:
Child(if applicable): Email: Phone:	Child's Attorney Email: Phone:
Foster Parent: Email: Phone:	District Attorney: Email: Phone:
CASA: Email: Phone:	Attorney General: Email: Phone:
Other: Email: Phone:	Social Worker: Email: Phone:
Other: Email: Phone:	Social Worker(Supervisor): Email: Phone:



Statewide Juvenile Dependency Mediation Program Confidentiality Statement and Agreement to Mediate

Mediation is a process where parties come together in an attempt to settle a dispute. A trained mediator assists the parties during the mediation. Free and open communication is necessary for a mediation to cover all of the concerns of the participants. Because this is of such great importance, the law considers mediation communications confidential and prohibits their disclosure (NRS 48.109). The mediator and all of the participants are not allowed to disclose to anyone else a communication made in a mediation session. Also, information from a mediation session cannot be used in the court case related to the mediation.

HOWEVER, there are certain circumstances where these protections do not apply and mediation communications may or must be disclosed. Some of the circumstances where mediation communications are not confidential are listed below.

- A. Some professionals participating in the mediation may be permitted or required by law to report specific information to certain authorities, such as:
 1. Information that would support **new allegations of child abuse or neglect**
 2. Information about **elder abuse and/or dependent adult abuse**
 3. A mediation participant's **threat to harm him/herself or someone else**
- B. An attorney and client may discuss the details of a mediation with each other in the event that one of them is not present at the mediation
- C. Any written settlement agreement
- D. There may also be other circumstances where information from the mediation may not be confidential (including but not limited to, if a **criminal case is pending or filed at a later date**)

If you have any questions about confidentiality and the limits of confidentiality, please consult with your attorney privately before discussing any topic at the mediation.

- While parties may have been ordered to participate in mediation and make an effort to resolve certain issues, entering into any agreement is strictly voluntary.
- The only report the mediator will make to the court is one that states who attended the scheduled mediation appointment, whether an agreement was reached, and if so, the terms of the agreement, and whether an additional mediation appointment has been scheduled. The mediator will not make any recommendations to the court as to how the case should be decided.
- The mediator cannot be used as a witness in civil court or other non-criminal legal proceedings (NRS 48.109). Written documents prepared for mediation, during mediation, or as a direct result of mediation, cannot be used as evidence in civil court or other non-criminal legal proceedings.
- The attorneys for the parties have an opportunity to review any written agreement that is reached before it is presented to the court. Once signed by all parties, written settlement agreements will be tendered to the court for review/approval and become part of the court file.

- Non-identifying information about this mediation may be made available for program evaluation.

This agreement binds all mediation participants, including but not limited to, social workers, district attorneys, parents' attorneys, minor's counsel, CASA, therapists, parents and any other persons present at the mediation.

By signing below, I agree that I have read and understand the above and that the mediator has verbally explained this document to me. I further agree to participate in the mediation and keep confidential all communications from the mediation unless I am permitted or required by law to disclose specific information.

Case Number

Child(ren)'s Name(s) & Date(s) of Birth

Date: _____

Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:

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Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:

Print Name:
Relationship to case:



Statewide Juvenile Dependency Mediation Program

TO: The Honorable

FROM: Dependency Mediator

DATE:

SUBJECT:

The parties participated in mediation on ----- to attempt to resolve issues related to this case.
The parties
successfully reached agreement
successfully reached a partial agreement
were unable to reach an agreement

cc:
, Esq.
, Esq.
, DCFS

This memo is lodged in Case No. _____ to apprise the Court of the status of the mediation referral.

08/15/16

**IN THE * JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA
IN AND FOR THE COUNTY OF ***

In Re: the Matter as to

***,**

CASE NO. *

minor child.

DEPT. NO. *

JUVENILE DEPENDENCY MEDIATION AGREEMENT

OUTCOME: Full Agreement OR Partial Agreement

MEDIATION DATE:

MEDIATOR: *, Statewide Juvenile Dependency Mediator

PARTIES PRESENT:

***, Mother**

***, Attorney for Mother**

***, Father**

***, Attorney for Father**

***, Social Worker**

***, Social Work Supervisor**

***, Deputy District Attorney, Attorney for Agency**

***, Attorney for Name(s) of Child(ren)**

***, CASA**

Pursuant to the mediation held _____, the parties agree as follows:

Read and Accepted by:

*, Mother

*, Mother's Attorney

*, Father

*, Father's Attorney

*, Social Worker

*, Social Work Supervisor

*, Deputy District Attorney

*, Attorney for Child(ren)

*, CASA

IT IS ORDERED.

This ____ day of _____, 2016.

MASTER

IT IS ORDERED.

This ____ day of _____, 2016.

DISTRICT JUDGE

Statewide Juvenile Dependency Mediation Program
Mediation Report

A mediation for the ____ Judicial District was conducted on ____ with ____ acting as the mediator. The child has been in care since birth, for over 13 months, and the DCFS has referred the case to the Attorney General's Office for termination of parental rights. The child has been placed with prospective adoptive parents who are not related to the birth parents. Present at the mediation were: parents and their attorneys, prospective adoptive parents, DCFS, District Attorney's Office and CASA.

The parents came to the mediation ready to consent to the adoption of their child by the prospective adoptive parents. Prospective adoptive parents were willing to offer very generous terms to biological parents so that they can be a part of their child's life. In addition, biological parents have another child and wanted the siblings to have the opportunity to know each other. There were several challenges in the mediation, including trying to craft a plan that would endure for the next 17 years as well as negotiating a name change for the child. The parties were able to come to agreement and the parents signed a consent to adopt.

Submitted by: ____

08/15/16



Statewide Juvenile Dependency Mediation Program PARTICIPANT SURVEY

You recently participated in juvenile dependency mediation. We are interested in your experience of the juvenile dependency mediation service and any suggestions you may have. Your comments are important to us and will help improve our services.

Was this co-mediated? Yes No

1.) Today's Date: ____ / ____ / ____

2.) What is your relationship to the child?

- Mother
- Father
- Child (Age: _____)
- Other Family Member _____
- Foster Parent _____
- Other _____

3.) The mediator explained the mediation process clearly so I knew what to expect.

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

4.) Did you have a chance to voice your opinions?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

5.) Was an agreement reached?

- Yes, on all issues
- Yes, on some issues
- No

If no, why do you think an agreement could not be reached?

If yes, do you think that the mediation agreement will work?

6.) Do you think the other people in mediation really listened to what you had to say?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

7.) Did you feel ignored or unimportant during the mediation?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

8.) Were you treated with respect?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

9.) Were you able to be a part of finding answers to the problems discussed?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

10.) Did the mediator treat everyone fairly?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

11.) What did you find most helpful?

12.) What did you find least helpful?

13.) Other comments or suggestions:



Statewide Juvenile Dependency Mediation Program STAKEHOLDER SURVEY

You recently participated in juvenile dependency mediation on behalf of your client or agency. We are interested in your experience of the juvenile dependency mediation service and any suggestions you may have. Your comments are important to us and will help improve our services.

Was this co-mediated? Yes No

1.) Today's Date: ____ / ____ / ____

2.) What is your role in this case?

- Mother's Attorney
- Father's Attorney
- Child's Attorney
- District Attorney/Attorney General
- Social Worker
- CASA
- Other _____

3.) What legal action is pending in this case?

- Adjudicatory/Evidentiary Hearing
- Disposition Hearing
- 6 Month Review Hearing
- 12 Month Review Hearing
- Permanency Planning Hearing
- Termination of Parental Rights
- Other _____

4.) Did your session result in an agreement?

- Yes, All Issues
- Yes, Some Issues
- No

If no, why do you think an agreement could not be reached?

If yes, how does the mediated agreement compare w/ court orders?

5.) Did you (or your client) have a chance to voice your opinions?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

6.) Do you think the other people in mediation really listened to what you (or your client) had to say?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

7.) Were you treated with respect?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

8.) Was your mediation session conducted fairly?

- Yes, Strongly Agree
- Yes, Agree
- No, Disagree
- No, Strongly Disagree

9.) What did you find most helpful about the mediation session?

10.) What did you find least helpful?

11.) Other comments or suggestions:

Mediator's Name: _____ APPOINTMENT DATE: _____

Case Preparation Time: _____ APPOINTMENT TIME: _____



Statewide Juvenile Dependency Mediation Program Case Data

Unity Number _____ Judicial District _____ Case Number _____ Dept. # _____

Previous Mediation? ___ Yes ___ No

Children's Name(s) & Date(s) of Birth _____

Race/Ethnicity: _____ Gender Identity: _____

Children's Name(s) & Date(s) of Birth _____

Race/Ethnicity: _____ Gender Identity: _____

Siblings? ___ Yes ___ No

How many are a Party to this case? _____ How many are Not? _____

Mediation: ___ Ordered by Court ___ Requested by party _____ Other _____

FOCUS OF MEDIATION:

___ Jurisdiction	___ petition language	___ services for children & parents
___ visitation	___ placement	___ education issues
___ reunification plans	___ permanency plans	___ dismissal orders
___ TPR	___ post-adoption contact	___ post-guardianship contact
___ other _____		

SPECIAL INSTRUCTIONS: _____

Next Court Date: _____

Mediator's Use Only **START TIME:** _____ **END TIME:** _____

Did the mediation result in the Court vacating a hearing? ___ Yes ___ No

If yes, which hearing? _____

Settlement Conference _____ Trial/Evidentiary Hearing # of days _____

OUTCOME: _____ AGREEMENT
 _____ PARTIAL AGREEMENT
 _____ NO AGREEMENT REACHED
 _____ PARTIES FAILED TO SHOW
 _____ OTHER

Written / Verbal (circle)
Written / Verbal (circle)

Type of Victimizations:

_____ Child Physical Abuse or Neglect
 _____ Child Sexual Abuse/Assault
 _____ Human Trafficking: Sex

Special Classifications of Individuals:

	<u>Child</u>	<u>Parent</u>
_____ Deaf/Hard of Hearing	_____	_____
_____ Homeless	_____	_____
_____ Immigrants/Refugees/Asylum Seekers	_____	_____
_____ LGBTQ	_____	_____
_____ Victims with Disabilities: Cognitive/ Physical /Mental	_____	_____
_____ Victims with Limited English Proficiency	_____	_____
_____ Other	_____	_____

Number of surveys distributed _____

Number of surveys completed _____

FOLLOW-UP

2ND MEDIATION SCHEDULED:

_____ YES _____ NO DATE: _____ TIME: _____

POST-MEDIATION INFORMATION:

JDMP CHECKLIST

Documents to complete for Program ASAP:

- In-Kind Match Information Sheet
- Register as vendor

Before Mediation

- Prepare Confidentiality Statement and Agreement to Mediate
- Prepare draft agreement if applicable
- Obtain UNITY # for social worker to put on Case Data sheet
- Envelope for surveys and Confidentiality Statement addressed to:

Margaret Crowley
Crowley Mediation, LLC
121 Washington Street
Reno, NV 89503

During Mediation

- Have parties sign Confidentiality Statement
- Participant Survey
- Stakeholder Survey

After Mediation

- Memo/Agreement to Court if applicable
- Case Data sheet
- Mediator's Report
- In-Kind Reporting Form

Documents that go to Margaret


- Confidentiality Agreement, original
- Surveys, originals
- Case Data Sheet
- Mediator's Report
- In-Kind Reporting Form (I will forward to Robbie Taft)

Billing

- Prepare Invoice
- Email invoice to JudicialBranchAcct@nvcourts.nv.gov; copy rtaft@nvcourts.nv.gov
- Make sure your email includes "The invoice attached is the only invoice provided and a hard copy will not be mailed."



Appendix 2



Statewide Juvenile Dependency
Mediation Program Brochure



What is Juvenile Dependency Mediation?

Dependency Mediation Program is an informal and confidential process in which the parents, social workers, attorneys, and other people in a case meet with an impartial person (the mediator).

The mediator helps the parties explore ways to resolve differences and make a plan that everybody agrees is safe and best for the child, as well as safe for all of the involved adults.

Mediation is an opportunity for you to help decide what is best for your family. The mediator does not make decisions for the people in mediation and will not make any recommendations to the court.

You can consult with your attorney at any time.

Be sure to ask as many questions as necessary so that you understand what is expected of you and what you can expect from your social worker and the Court.

Your Mediation Appointment
has been scheduled for:

Date: _____

Time: _____

Place: _____

Please plan on arriving 10 minutes
before the appointment time.

What You Should Know About: **Juvenile Dependency Mediation**



Who Participates in Mediation?

Mediation usually includes the parents, social workers, attorneys, CASA, as well as other people involved in the case.

Children may also participate in one form or another if they are of an appropriate age, if it is likely to be helpful, and if the child's attorney agrees.

Mediation Procedure

At the beginning of the appointment, the mediator will meet with you to answer questions and explain the mediation process. The mediator will then speak with the attorneys, social workers, and others present to discuss the case and identify legal issues.

At some point during the process, it is likely that all of the participants will meet together in the same room. Throughout the process, the mediator will meet with various groups of people to help them share their ideas and problem solve. The goal is for everybody to come up with a plan that is safe and best for the child, as well as safe for the family members.

If the parties come to some agreement, the mediator will write this down and have everyone sign it. Agreements become court orders when signed by the Judicial Officer. In the alternative, the agreement may be placed on the court record by the Judicial Officer. Even if you have reached a mediated agreement, you will still attend your next court hearing. If there is no agreement, the case moves on to the previously scheduled court date for the Judicial Officer's decision.

Confidentiality & Exceptions

Confidentiality in Dependency Mediation means that no one can tell the Juvenile Dependency Court Judge or Master what was said in mediation, except to report who attended and the areas of agreement. It also means that people in the mediation should not talk to anyone outside of the mediation about what was said, unless everyone agrees that this should happen. Notes taken in the mediation session will be collected by the mediator.

The following things are NOT confidential, and require that the proper authorities be informed:

- The agreement reached in mediation that goes to the Judicial Officer for signature;
- If the mediator reasonably suspects a new act of abuse or neglect (child or elder) has happened;
- If anyone threatens to harm self or others.

There may be other circumstances where information may not be confidential (including if a criminal case is pending, or filed at a later date.) Consult with your attorney prior to participating in mediation if there is a related criminal matter or investigation in process.

Who are the Mediators?

All of the JDMP mediators are formally trained in dependency mediation. They come from different professions and have an understanding of the Nevada child welfare system, the dynamics of conflict, and cultural considerations. Their job is to facilitate conversation in a safe, informal environment, empowering participants to find satisfactory solutions.

Issues Discussed in Mediation

Some of the issues talked about in mediation are:

- Wording of Allegations (petition language)
- Reunification Plans
- Placement Options
- Custody and Visitation Plans
- Expectations
- Services for children and parents, such as:
 - » individual and/or family counseling
 - » drug testing
 - » substance abuse treatment
 - » parenting and/or domestic violence classes

Throughout the mediation session, the focus will be on what the child's needs are, what parents will do, and what social services can do.

Preparing for the Appointment

To prepare for the mediation appointment you can talk with your attorney about the issues you would like to bring up, think about what is best for your child, and be open to considering different ideas.





Justice Saitta's Letter Requiring
Formation of Community
Improvement Councils

SUPREME COURT OF NEVADA
NANCY M. SAITTA, JUSTICE
201 SOUTH CARSON STREET
CARSON CITY, NEVADA 89701-4702
(775) 684-1530



October 27, 2010

The Honorable T. Arthur Ritchie, Jr.
Judge, Eighth Judicial District Family Court
200 Lewis Avenue
Las Vegas NV 89155

Dear Chief Judge Ritchie, Jr.:

art

In response to a federal review of Nevada's child welfare system, the courts have been asked to identify barriers to permanency, timely adoption, and termination of parental rights. Work groups or "community improvement councils" (CIC) have proven to be very effective in other states. Because you are directly involved in the system, know what your local issues are and how best to resolve them, I would like you to convene and have one of the family court judges chair a CIC in your judicial district. These Councils should be composed of key local stakeholders and other system partners such as district attorneys, private attorneys, child welfare agency staff, CASAs, GALs, and other interested parties.

The goal of these CICs is to consider the current functioning and efficiency of the permanency timeframes by identifying and assessing the challenges and possible solutions specific to your jurisdiction. To accomplish this goal your CIC will meet two or three times over the next four months. Ideally, all the CICs should share their experiences and lessons learned.

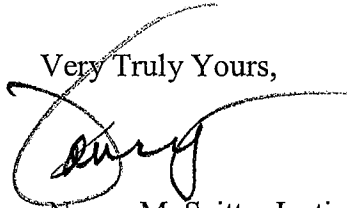
You will not be alone in this endeavor. The Court Improvement Program will provide you with information and staff support. CIP has some limited resources available to assist you with such things as facilitation of your Council, invitations to community members, or research data.

In the next day or two, you will receive a letter from Kathie Malzahn-Bass, CIP Coordinator, with more specific information on the Community Improvement Council process. Kathie plans to attend as many initial CIC meetings as possible. Please consider this letter as my "introduction" of Kathie. As the CIP coordinator, Kathie can assist you and identify opportunities during your council meetings where CIP might offer assistance.

I am counting on you to make your CIC a success. I know how busy you are, and I sincerely appreciate the time and effort you will give to this project. I believe that the court plays an important part in ensuring the system works for everyone.

Should you have any questions, please contact me directly at nsaitta@nvcourts.nv.gov or 775.684.1530.

Very Truly Yours,

A handwritten signature in black ink, appearing to read 'Nancy', with a large, sweeping flourish extending to the right.

Nancy M. Saitta, Justice

rt

cc: Chief Justice Parraguirre
Judge Togliatti
Judge Sanchez
Judge Steel
K. Malzahn-Bass



Appendix 4



Court Performance Measures and Statewide Data Summary

From: 01-01-2017 To: 12-31-2017

Last update: 01-30-2018

This is the ad hoc modified CFS775 report (new court names, no future hearings, youth age 18 and under, etc) prepared by the DCFS Data Team.

Court	Nbr of Children with Protective Custody Hearing*	Nbr of Children with at least 1 Permanency Hearing**	Median Days to 1st Permanency Hearing	Percent 1 st Hearing within 365 days from Removal Date	Nbr of Children with at least 1 Permanency Hearing - 2-year look back from end of PUR	Median Days to 1 st Permanency Hearing - 2-year look back from end of PUR	Percent 1 st Hearing within 365 days from Removal Date - 2 year look back from end of PUR	Nbr of Parents with Termination	Median Days to Terminate Parental Rights	Nbr of Parents with Relinquishment	Median Days to Relinquishment of Parental Rights
TOTAL	4004	2363	355	81.6	1852	355	81.8	2061	600	969	632
1ST/CARSON	76	37	267	97.3	32	288	96.9	10	649	41	487
1ST/STOREY	0	0	0	0	0	0	0	0	0	0	0
2ND/WASHOE	815	549	351	95.3	408	351	95.8	369	650	291	696
3RD/LYON	49	33	349	75.8	30	349	76.7	17	661	20	431
4TH/ELKO	29	31	363	71	27	364	66.7	14	707	12	635
5TH/ESMERALDA	4	4	531	0	4	531	0	0	0	0	0
5TH/NYE	69	37	373	48.7	26	355	61.5	13	677	14	373
6TH/HUMBOLDT	11	15	364	100	14	364	100	2	1471	2	403
7TH/EUREKA	1	1	364	100	0	0	0	0	0	0	0
7TH/LINCOLN	1	0	0	0	0	0	0	0	0	0	0
7TH/WHITE PINE	10	3	367	33.3	3	367	33.3	1	0	1	826
8TH/CLARK	2872	1607	356	77.7	1271	355	77.7	1623	581	548	637
9TH/DOUGLAS	16	15	327	86.7	9	349	100	4	627	12	431
10TH/CHURCHILL	28	16	304	81.3	15	273	86.7	10	517	20	468
10TH (3RD) CHURCHILL	1	x	x	x	x	x	x	2	967	4	852
11TH/LANDER	6	6	352	83.3	6	352	83.3	1	1159	1	1106
11TH/MINERAL	6	3	380	33.3	1	353	100	4	1821	5	884
11TH/PERSHING	10	6	258	100	6	258	100	4	738	6	323

*This column shows the count of youth in agency custody with a removal record and a protective custody hearing entered in UNITY for the current foster care episode.

**This column shows the count of youth in agency custody with a removal record and at least one permanency hearing entered in UNITY for the current foster care episode.

NEVADA/STATEWIDE (Jurisdiction weighted averages)

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	699	3.56	682,132	852
AGED OUT	24	11.83	26,008	788
CUSTODIANSHIP	1	2	419	419
DEATH OF CHILD	0	0	0	0
EMANCIPATION	0	0	0	0
GRDNSHPNONREL	9	3.78	6,601	501
GRDNSHPRELATIVE	88	3.3	61,571	638
RTNTOCARETAKER	373	3.17	219,213	529
RTNTOOTHRPRNT	266	3.11	155,694	535
RTNTOOTHRRELT	3	3	1,416	510
RUNAWAY	2	14	2,394	1197
TRANSFROTHAGNCY	4	6	2,183	562
TRANSFRTOTRIBE	1	6	1,672	1672

Quarterly Median Days to Permanency for STATEWIDE – CY 2017		
Median Days to Permanency	1 st Quarter 2017	656
Median Days to Permanency	Through 2 nd Quarter 2017	687.5
Median Days to Permanency	Through 3 rd Quarter 2017	689
Median Days to Permanency	Through 4 th Quarter 2017	709
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	824
Median Days to Permanency per Year	CY 2011	848
Median Days to Permanency per Year	CY 2012	729
Median Days to Permanency per Year	CY 2013	675
Median Days to Permanency per Year	CY 2014	688
Median Days to Permanency per Year	CY 2015	644
Median Days to Permanency per Year	CY 2016	714
Median Days to Permanency per Year	CY 2017	709

1ST/CARSON

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	18	3.61	14470	734
AGED OUT	1	2	150	150
RTNTOCARETAKER	4	1	1958	448
RTNTOOTHRPRNT	6	1.33	3057	459

1ST/STOREY

N/A

Quarterly Median Days to Permanency for the 1 st JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	475
Median Days to Permanency	Through 2 nd Quarter 2017	734.5
Median Days to Permanency	Through 3 rd Quarter 2017	728
Median Days to Permanency	Through 4 th Quarter 2017	614
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,190
Median Days to Permanency per Year	CY 2011	790
Median Days to Permanency per Year	CY 2012	730
Median Days to Permanency per Year	CY 2013	557
Median Days to Permanency per Year	CY 2014	715
Median Days to Permanency per Year	CY 2015	578
Median Days to Permanency per Year	CY 2016	871
Median Days to Permanency per Year	CY 2017	614

2ND/WASHOE

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	128	3.11	134370	983
AGED OUT	7	18.71	13271	928
GRDNSHPRELATIVE	8	3	6119	766
RTNTOCARETAKER	116	2.71	64353	531
RTNTOOTHPRNT	33	3.24	23347	467
RTNTOOTHRELT	1	2	510	510

Quarterly Median Days to Permanency for the 2 nd JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	726
Median Days to Permanency	Through 2 nd Quarter 2017	710.5
Median Days to Permanency	Through 3 rd Quarter 2017	709.5
Median Days to Permanency	Through 4 th Quarter 2017	726
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	849
Median Days to Permanency per Year	CY 2011	818
Median Days to Permanency per Year	CY 2012	712
Median Days to Permanency per Year	CY 2013	659
Median Days to Permanency per Year	CY 2014	658
Median Days to Permanency per Year	CY 2015	681
Median Days to Permanency per Year	CY 2016	713
Median Days to Permanency per Year	CY 2017	726

3RD/LYON

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	7	2.29	6045	774
RTNTOCARETAKER	2	1	1094	547

Quarterly Median Days to Permanency for the 3 rd JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	547
Median Days to Permanency	Through 2 nd Quarter 2017	670
Median Days to Permanency	Through 3 rd Quarter 2017	724
Median Days to Permanency	Through 4 th Quarter 2017	765
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	603
Median Days to Permanency per Year	CY 2011	1,128
Median Days to Permanency per Year	CY 2012	1,029
Median Days to Permanency per Year	CY 2013	761
Median Days to Permanency per Year	CY 2014	719
Median Days to Permanency per Year	CY 2015	503
Median Days to Permanency per Year	CY 2016	920
Median Days to Permanency per Year	CY 2017	765

4TH/ELKO

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	6	4.5	6285	922
GRDNSHPNONREL	2	3.5	3146	1573
RTNTOCARETAKER	2	1	1208	604
RTNTOOTHRPRNT	7	2.29	4117	657

Quarterly Median Days to Permanency for the 4th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	740
Median Days to Permanency	Through 2 nd Quarter 2017	690.5
Median Days to Permanency	Through 3 rd Quarter 2017	691
Median Days to Permanency	Through 4 th Quarter 2017	657
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,270
Median Days to Permanency per Year	CY 2011	685
Median Days to Permanency per Year	CY 2012	522
Median Days to Permanency per Year	CY 2013	618
Median Days to Permanency per Year	CY 2014	753
Median Days to Permanency per Year	CY 2015	448
Median Days to Permanency per Year	CY 2016	620
Median Days to Permanency per Year	CY 2017	657

5TH/ESMERALDA

N/A

5TH/NYE

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
AGED OUT	1	8	616	616
GRDNSHPRELATIVE	2	1.5	1394	697
RTNTOCARETAKER	3	1.67	1152	336
RTNTOOTHPRNT	3	1	1900	656

Quarterly Median Days to Permanency for the 5th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	3171
Median Days to Permanency	Through 2 nd Quarter 2017	656
Median Days to Permanency	Through 3 rd Quarter 2017	636
Median Days to Permanency	Through 4 th Quarter 2017	616
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,573
Median Days to Permanency per Year	CY 2011	562
Median Days to Permanency per Year	CY 2012	732
Median Days to Permanency per Year	CY 2013	557
Median Days to Permanency per Year	CY 2014	674
Median Days to Permanency per Year	CY 2015	916
Median Days to Permanency per Year	CY 2016	1,018
Median Days to Permanency per Year	CY 2017	616

6TH/HUMBOLDT

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	2	7.5	3564	1782
GRDNSHPNONREL	1	3	296	296
RTNTOOTHRPRNT	7	1.57	4599	688

Quarterly Median Days to Permanency for the 6 th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	688
Median Days to Permanency	Through 2 nd Quarter 2017	688
Median Days to Permanency	Through 3 rd Quarter 2017	688
Median Days to Permanency	Through 4 th Quarter 2017	688
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,068
Median Days to Permanency per Year	CY 2011	1,564
Median Days to Permanency per Year	CY 2012	581
Median Days to Permanency per Year	CY 2013	966
Median Days to Permanency per Year	CY 2014	810
Median Days to Permanency per Year	CY 2015	929
Median Days to Permanency per Year	CY 2016	704
Median Days to Permanency per Year	CY 2017	688

7TH/EUREKA

N/A

7TH/LINCOLN

N/A

7TH/WHITE PINE

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	1	2	924	924
RTNTOOTHRPRNT	1	1	552	552

Quarterly Median Days to Permanency for the 7th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	N/A
Median Days to Permanency	Through 2 nd Quarter 2017	N/A
Median Days to Permanency	Through 3 rd Quarter 2017	552
Median Days to Permanency	Through 4 th Quarter 2017	738
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	995
Median Days to Permanency per Year	CY 2011	540
Median Days to Permanency per Year	CY 2012	356
Median Days to Permanency per Year	CY 2013	1,206
Median Days to Permanency per Year	CY 2014	948
Median Days to Permanency per Year	CY 2015	417
Median Days to Permanency per Year	CY 2016	660
Median Days to Permanency per Year	CY 2017	738

8TH/CLARK

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	513	3.69	492055	836
AGED OUT	10	8.9	6902	581
CUSTODIANSHIP	1	2	419	419
GRDNSHPNONREL	6	4	3159	434
GRDNSHPRELATIVE	78	3.38	54058	576
RTNTOCARETAKER	239	3.51	145881	529
RTNTOOTHRPRNT	197	3.33	112769	540
RTNTOOTHRRELT	2	3.5	906	453
RUNAWAY	2	14	2394	1197
TRANSFROTHAGNCY	4	6	2183	562

Quarterly Median Days to Permanency for the 8 th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	647
Median Days to Permanency	Through 2 nd Quarter 2017	672
Median Days to Permanency	Through 3 rd Quarter 2017	699
Median Days to Permanency	Through 4 th Quarter 2017	711
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	793
Median Days to Permanency per Year	CY 2011	869
Median Days to Permanency per Year	CY 2012	735
Median Days to Permanency per Year	CY 2013	679
Median Days to Permanency per Year	CY 2014	691
Median Days to Permanency per Year	CY 2015	641
Median Days to Permanency per Year	CY 2016	663
Median Days to Permanency per Year	CY 2017	711

9TH/DOUGLAS

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	6	2.67	3924	654
AGED OUT	3	9.67	3057	1265
RTNTOCARETAKER	4	1.5	1771	412
RTNTOOTHRPRNT	1	2	665	665

Quarterly Median Days to Permanency for the 9 th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	544
Median Days to Permanency	Through 2 nd Quarter 2017	544
Median Days to Permanency	Through 3 rd Quarter 2017	606
Median Days to Permanency	Through 4 th Quarter 2017	575
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	241
Median Days to Permanency per Year	CY 2011	478
Median Days to Permanency per Year	CY 2012	418
Median Days to Permanency per Year	CY 2013	399
Median Days to Permanency per Year	CY 2014	537
Median Days to Permanency per Year	CY 2015	482
Median Days to Permanency per Year	CY 2016	916
Median Days to Permanency per Year	CY 2017	575

10TH/CHURCHILL

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	13	5.84	12635	754
AGED OUT	2	12.5	2012	1006
RTNTOCARETAKER	1	2	536	536
RTNTOOTHRPRNT	3	1.33	1117	334

Quarterly Median Days to Permanency for the 10 th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	917
Median Days to Permanency	Through 2 nd Quarter 2017	881
Median Days to Permanency	Through 3 rd Quarter 2017	645
Median Days to Permanency	Through 4 th Quarter 2017	657
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	726
Median Days to Permanency per Year	CY 2011	699
Median Days to Permanency per Year	CY 2012	601
Median Days to Permanency per Year	CY 2013	650
Median Days to Permanency per Year	CY 2014	831
Median Days to Permanency per Year	CY 2015	504
Median Days to Permanency per Year	CY 2016	533
Median Days to Permanency per Year	CY 2017	657

11TH/LANDER

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
RTNTOOTHRPRNT	2	3.5	1264	632

11TH/MINERAL

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	3	3.33	5704	2005
RTNTOCARETAKER	2	5	1260	630
RTNTOOTHRPRNT	5	2.6	1914	348

11TH/PERSHING

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
TRANSFRTOTRIBE	1	6	1672	1672
ADOPTIONLEGAL	2	2	2156	1078
RTNTOOTHRPRNT	1	0	393	393

Quarterly Median Days to Permanency for the 11 th JD – CY 2017		
Median Days to Permanency	1 st Quarter 2017	630
Median Days to Permanency	Through 2 nd Quarter 2017	720
Median Days to Permanency	Through 3 rd Quarter 2017	720
Median Days to Permanency	Through 4 th Quarter 2017	630
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,225
Median Days to Permanency per Year	CY 2011	1,589
Median Days to Permanency per Year	CY 2012	1,382
Median Days to Permanency per Year	CY 2013	577
Median Days to Permanency per Year	CY 2014	1,252
Median Days to Permanency per Year	CY 2015	931
Median Days to Permanency per Year	CY 2016	484
Median Days to Permanency per Year	CY 2017	630

From: 01-01-2018 To: 3-31-2018

Last update: 04-11-2018

This is the ad hoc modified CFS775 report (new court names, no future hearings, youth age 18 and under, etc) prepared by the DCFS Data Team.

Court	Nbr of Children with Protective Custody Hearing*	Nbr of Children with at least 1 Permanency Hearing**	Median Days to 1st Permanency Hearing	Percent 1 st Hearing within 365 days from Removal Date	Nbr of Children with at least 1 Permanency Hearing - 2-year look back from end of PUR	Median Days to 1 st Permanency Hearing - 2-year look back from end of PUR	Percent 1 st Hearing within 365 days from Removal Date - 2 year look back from end of PUR	Nbr of Parents with Termination	Median Days to Terminate Parental Rights	Nbr of Parents with Relinquishment	Median Days to Relinquishment of Parental Rights
TOTAL	4040	2339	354	83.54	1802	354	84.07	1349	601	626	688
1ST/CARSON	83	46	288	97.83	39	288	97.44	1	700	17	556
1ST/STOREY	0	0	0	0	0	0	0	0	0	0	0
2ND/WASHOE	798	558	349	95.7	421	350	96.44	278	629	212	708
3RD/LYON	40	36	347	77.78	33	347	78.79	9	655	16	431
4TH/ELKO	30	31	363	77.42	26	363	73.08	9	687	3	420
5TH/ESMERALDA	4	5	531	20.0	5	531	20.0	3	1091	3	1021
5TH/NYE	66	29	383	34.48	20	368.5	50.0	11	677	11	373
6TH/HUMBOLDT	11	16	364	100	16	364	100	0	0	0	0
7TH/EUREKA	1	1	364	100	0	0	0	0	0	0	0
7TH/LINCOLN	2	0	0	0	0	0	0	0	0	0	0
7TH/WHITE PINE	9	3	367	0	3	367	0.0	0	0	0	0
8TH/CLARK	2929	1567	355	80.09	1201	355	80.27	1042	598	351	694
9TH/DOUGLAS	15	14	338	92.86	9	354	100	5	587	3	576
10TH/CHURCHILL	28	19	330	84.21	17	330	88.24	0	0	6	529
10TH (3RD) CHURCHILL	1	0	0	0	0	0	0	0	0	0	0
11TH/LANDER	4	4	357	75.0	4	357	75.0	1	1159	1	1106
11TH/MINERAL	6	4	366.5	50.0	2	312.5	100	0	0	4	831
11TH/PERSHING	13	6	257.5	100	6	257.5	100	0	0	6	323

*This column shows the count of youth in agency custody with a removal record and a protective custody hearing entered in UNITY for the current foster care episode.

**This column shows the count of youth in agency custody with a removal record and at least one permanency hearing entered in UNITY for the current foster care episode.

NEVADA/STATEWIDE (Jurisdiction weighted averages)

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	131	3.59	130,059	859
AGED OUT	5	5.6	4,574	810
CUSTODIANSHIP	1	6.0	819	819
DEATH OF CHILD	0	0	0	0
EMANCIPATION	0	0	0	0
GRDNSHPNONREL	7	2.29	4,293	607
GRDNSHPRELATIVE	31	2.19	21,413	644
PC TO CUSTODY	1	1.0	55	55
RTNTOCARETAKER	77	3.51	44,497	544
RTNTOOTHRPRNT	86	3.45	58,085	547
RTNTOOTHRRELT	4	2.25	3,428	857
RUNAWAY	0	0	0	0
TRANSFROTHAGNCY	0	0	0	0
TRANSFRTOTRIBE	1	3.0	687	687

Quarterly Median Days to Permanency for STATEWIDE – CY 2018		
Median Days to Permanency	1 st Quarter 2018	697
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	824
Median Days to Permanency per Year	CY 2011	848
Median Days to Permanency per Year	CY 2012	729
Median Days to Permanency per Year	CY 2013	675
Median Days to Permanency per Year	CY 2014	688
Median Days to Permanency per Year	CY 2015	644
Median Days to Permanency per Year	CY 2016	714
Median Days to Permanency per Year	CY 2017	688
Median Days to Permanency per Year	CY 2018	

1ST/CARSON

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	1	2	785	785
RTNTOCARETAKER	1	1	349	349

1ST/STOREY

N/A

Quarterly Median Days to Permanency for the 1 st JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	567
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,190
Median Days to Permanency per Year	CY 2011	790
Median Days to Permanency per Year	CY 2012	730
Median Days to Permanency per Year	CY 2013	557
Median Days to Permanency per Year	CY 2014	715
Median Days to Permanency per Year	CY 2015	578
Median Days to Permanency per Year	CY 2016	871
Median Days to Permanency per Year	CY 2017	671
Median Days to Permanency per Year	CY 2018	

2ND/WASHOE

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	35	4	44273	1271
AGED OUT	3	6	3281	810
GRDNSHPNONREL	2	2	1214	607
RTNTOCARETAKER	23	2	12790	533
RTNTOOTHPRNT	11	4	6151	364

Quarterly Median Days to Permanency for the 2 nd JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	717.5
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	849
Median Days to Permanency per Year	CY 2011	818
Median Days to Permanency per Year	CY 2012	712
Median Days to Permanency per Year	CY 2013	659
Median Days to Permanency per Year	CY 2014	658
Median Days to Permanency per Year	CY 2015	681
Median Days to Permanency per Year	CY 2016	713
Median Days to Permanency per Year	CY 2017	718
Median Days to Permanency per Year	CY 2018	

3RD/LYON

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	5	2	3206	612
RTNTOCARETAKER	1	1	334	334
RTNTOOTHRPRNT	2	2	340	170
TRANSFRTOTRIBE	1	3	687	687

Quarterly Median Days to Permanency for the 3 rd JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	612
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	603
Median Days to Permanency per Year	CY 2011	1,128
Median Days to Permanency per Year	CY 2012	1,029
Median Days to Permanency per Year	CY 2013	761
Median Days to Permanency per Year	CY 2014	719
Median Days to Permanency per Year	CY 2015	503
Median Days to Permanency per Year	CY 2016	920
Median Days to Permanency per Year	CY 2017	697
Median Days to Permanency per Year	CY 2018	

4TH/ELKO

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	2	6	2097	1048

Quarterly Median Days to Permanency for the 4 th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	1048.5
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,270
Median Days to Permanency per Year	CY 2011	685
Median Days to Permanency per Year	CY 2012	522
Median Days to Permanency per Year	CY 2013	618
Median Days to Permanency per Year	CY 2014	753
Median Days to Permanency per Year	CY 2015	448
Median Days to Permanency per Year	CY 2016	620
Median Days to Permanency per Year	CY 2017	691
Median Days to Permanency per Year	CY 2018	

5TH/ESMERALDA

N/A

5TH/NYE

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
RTNTOOTHRPRNT	3	1	1071	342

Quarterly Median Days to Permanency for the 5th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	342
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,573
Median Days to Permanency per Year	CY 2011	562
Median Days to Permanency per Year	CY 2012	732
Median Days to Permanency per Year	CY 2013	557
Median Days to Permanency per Year	CY 2014	674
Median Days to Permanency per Year	CY 2015	916
Median Days to Permanency per Year	CY 2016	1,018
Median Days to Permanency per Year	CY 2017	646
Median Days to Permanency per Year	CY 2018	

6TH/HUMBOLDT

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
RTNTOOTHPRNT	1	8	1290	1290

Quarterly Median Days to Permanency for the 6 th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	1290
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,068
Median Days to Permanency per Year	CY 2011	1,564
Median Days to Permanency per Year	CY 2012	581
Median Days to Permanency per Year	CY 2013	966
Median Days to Permanency per Year	CY 2014	810
Median Days to Permanency per Year	CY 2015	929
Median Days to Permanency per Year	CY 2016	704
Median Days to Permanency per Year	CY 2017	688
Median Days to Permanency per Year	CY 2018	

7TH/EUREKA

N/A

7TH/LINCOLN

N/A

7TH/WHITE PINE

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
RTNTOCARETAKER	1	3	639	639

Quarterly Median Days to Permanency for the 7th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	639
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	995
Median Days to Permanency per Year	CY 2011	540
Median Days to Permanency per Year	CY 2012	356
Median Days to Permanency per Year	CY 2013	1,206
Median Days to Permanency per Year	CY 2014	948
Median Days to Permanency per Year	CY 2015	417
Median Days to Permanency per Year	CY 2016	660
Median Days to Permanency per Year	CY 2017	645
Median Days to Permanency per Year	CY 2018	

8TH/CLARK

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	88	3	79698	821
AGED OUT	2	5	1293	646
CUSTODIANSHIP	1	6	819	819
GRDNSHPNONREL	5	2	3079	526
GRDNSHPRELATIVE	31	2	21413	644
RTNTOCARETAKER	49	4	29685	568
RTNTOOTHRPRNT	68	4	48814	629
RTNTOOTHRRELT	4	2	3428	857

Quarterly Median Days to Permanency for the 8 th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	701.5
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	793
Median Days to Permanency per Year	CY 2011	869
Median Days to Permanency per Year	CY 2012	735
Median Days to Permanency per Year	CY 2013	679
Median Days to Permanency per Year	CY 2014	691
Median Days to Permanency per Year	CY 2015	641
Median Days to Permanency per Year	CY 2016	663
Median Days to Permanency per Year	CY 2017	686
Median Days to Permanency per Year	CY 2018	

9TH/DOUGLAS

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
RTNTOCARETAKER	2	5	700	350
RTNTOOTHRPRNT	1	4	419	419

Quarterly Median Days to Permanency for the 9th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	350
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	241
Median Days to Permanency per Year	CY 2011	478
Median Days to Permanency per Year	CY 2012	418
Median Days to Permanency per Year	CY 2013	399
Median Days to Permanency per Year	CY 2014	537
Median Days to Permanency per Year	CY 2015	482
Median Days to Permanency per Year	CY 2016	916
Median Days to Permanency per Year	CY 2017	560
Median Days to Permanency per Year	CY 2018	

10TH/CHURCHILL

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
PC TO CUSTODY	1	1	55	55

Quarterly Median Days to Permanency for the 10th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	55
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	726
Median Days to Permanency per Year	CY 2011	699
Median Days to Permanency per Year	CY 2012	601
Median Days to Permanency per Year	CY 2013	650
Median Days to Permanency per Year	CY 2014	831
Median Days to Permanency per Year	CY 2015	504
Median Days to Permanency per Year	CY 2016	533
Median Days to Permanency per Year	CY 2017	769
Median Days to Permanency per Year	CY 2018	

11TH/LANDER

N/A

11TH/MINERAL

N/A

11TH/PERSHING

N/A

Quarterly Median Days to Permanency for the 11th JD – CY 2018		
Median Days to Permanency	1 st Quarter 2018	N/A
Median Days to Permanency	Through 2 nd Quarter 2018	
Median Days to Permanency	Through 3 rd Quarter 2018	
Median Days to Permanency	Through 4 th Quarter 2018	
Annual Median Days to Permanency		
Median Days to Permanency per Year	CY 2010	1,225
Median Days to Permanency per Year	CY 2011	1,589
Median Days to Permanency per Year	CY 2012	1,382
Median Days to Permanency per Year	CY 2013	577
Median Days to Permanency per Year	CY 2014	1,252
Median Days to Permanency per Year	CY 2015	931
Median Days to Permanency per Year	CY 2016	484
Median Days to Permanency per Year	CY 2017	675
Median Days to Permanency per Year	CY 2018	

2nd Judicial District (JD) Timeliness Measures 2015, 2016 & 2017 (1st Half)

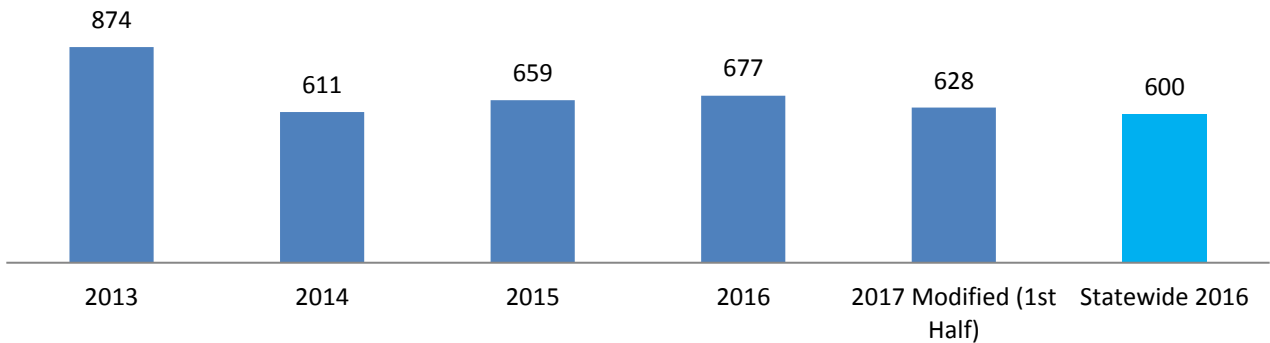
2nd JD Median Days to 1st Permanency Hearing



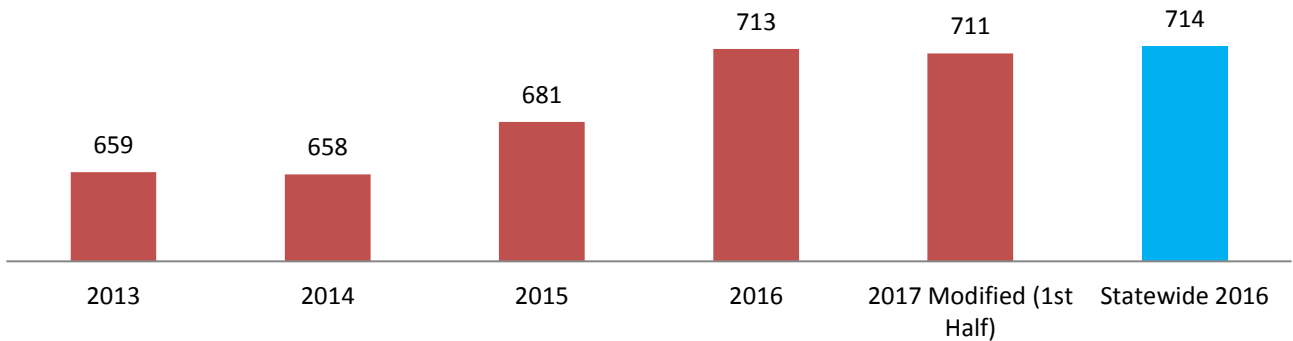
96% of 1st permanency hearings took place within 365 days in the 1st half of 2017

95% of 1st permanency hearings took place within 365 days in 2016

2nd JD Time to Termination of Parental Rights 2013 - 2017 (1st Half)



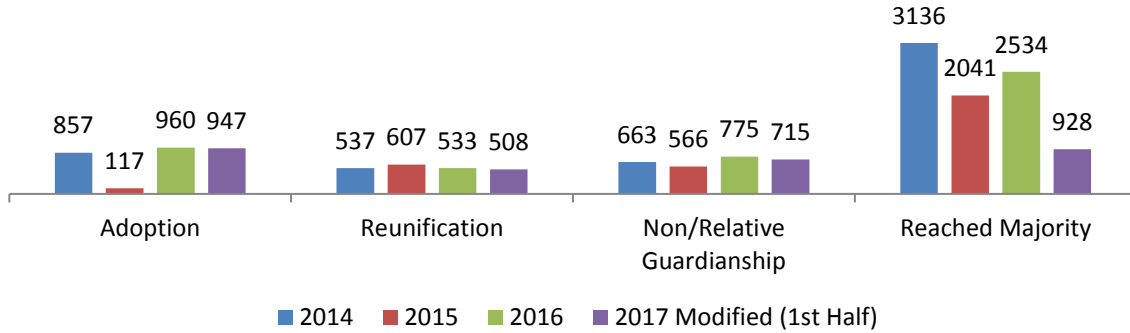
Time to Permanency 2013 - 2017 (1st Half)



Placement Stability For New Entries for 2013 – 2016 % of Placement Moves

	No Movement	One Movement	2-3 Movements	4-10 Movements	10+ Movements
2013	34%	34%	20%	12%	1%
2014	31%	31%	22%	14%	2%
2015	24%	30%	25%	17%	3%
2016	34%	28%	26%	10%	2%

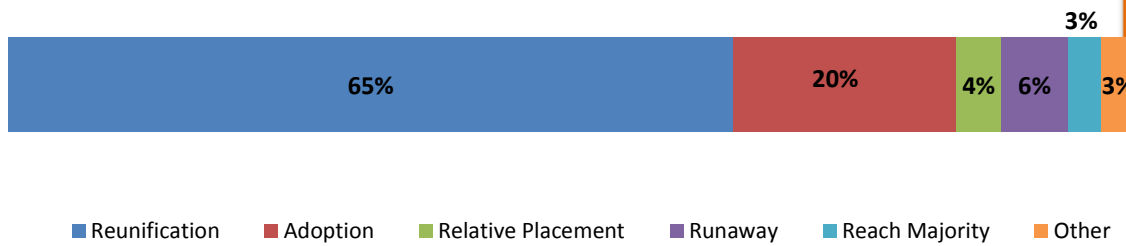
2nd JD Median Days to Case Closure 2014 - 2017 (1st Half)



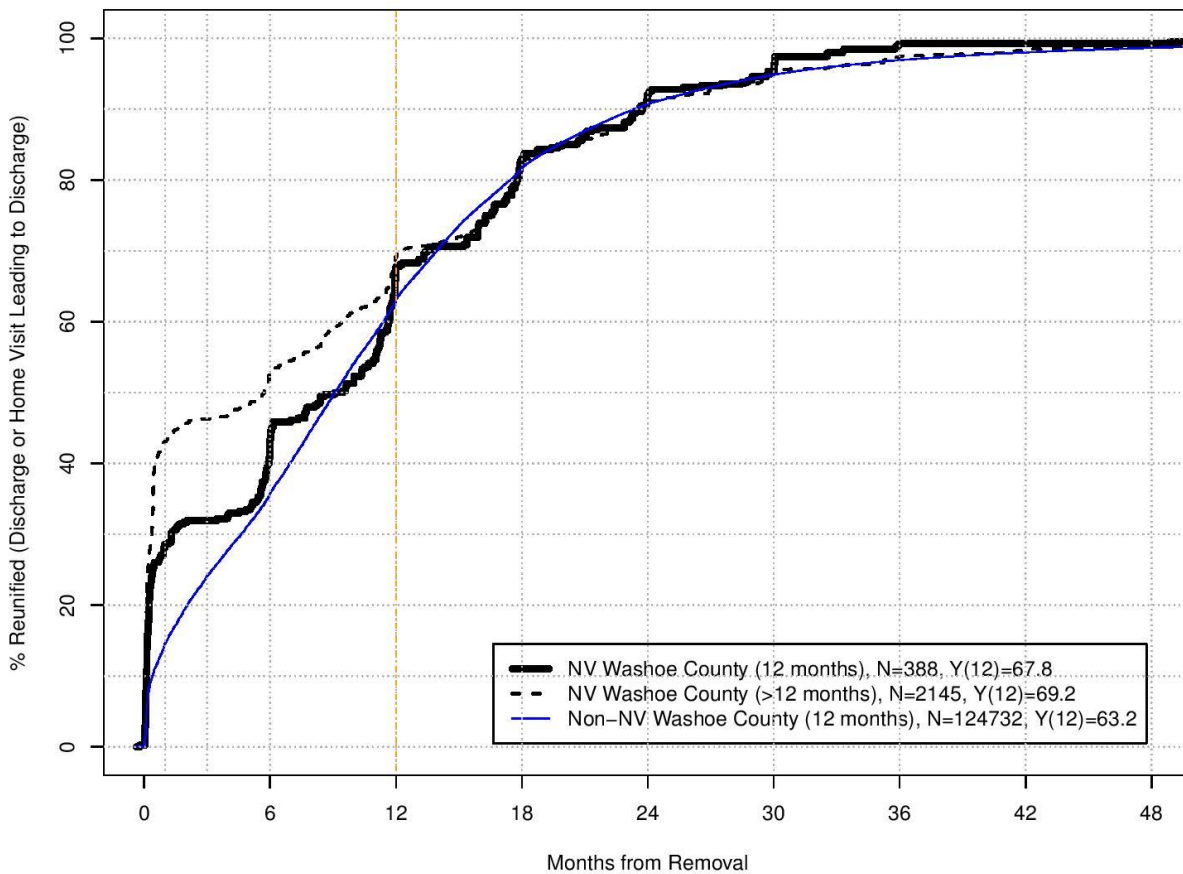
2nd JD
34% of youth who entered care in 2015 were still in care at the end of 2016.

Statewide
35% of youth who entered care in 2015 were still in care at the end of 2016.

2nd JD Outcomes for Children Who Exited Care in 2016 (n=612)



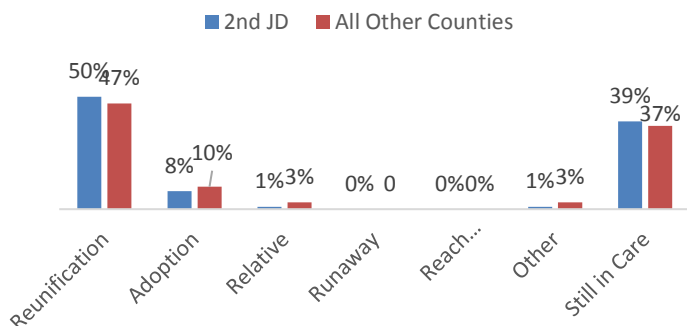
NV Washoe County: Discharges for Reunification Length of Stay, October 2009 through September 2016



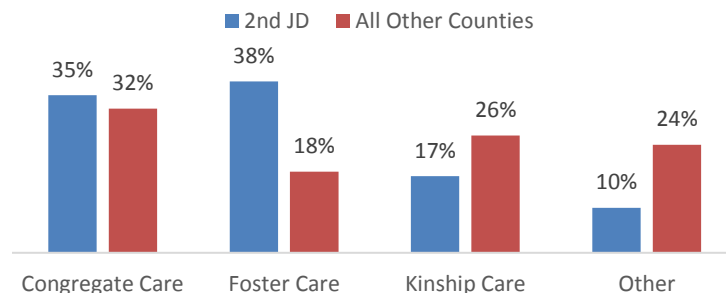
Digging Deeper

Children 0 – 3 Years Old who Entered Care Between 2014 – 2016 (n=802)

2nd JD Outcomes for Children Who Entered Foster Care 2014-2016

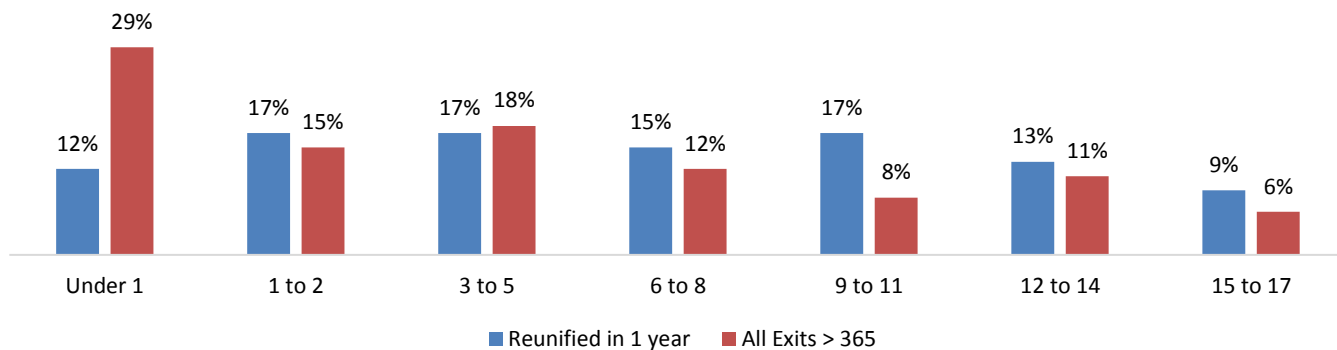


2nd JD First Placement Type for Children Who Entered Foster Care 2014-2016

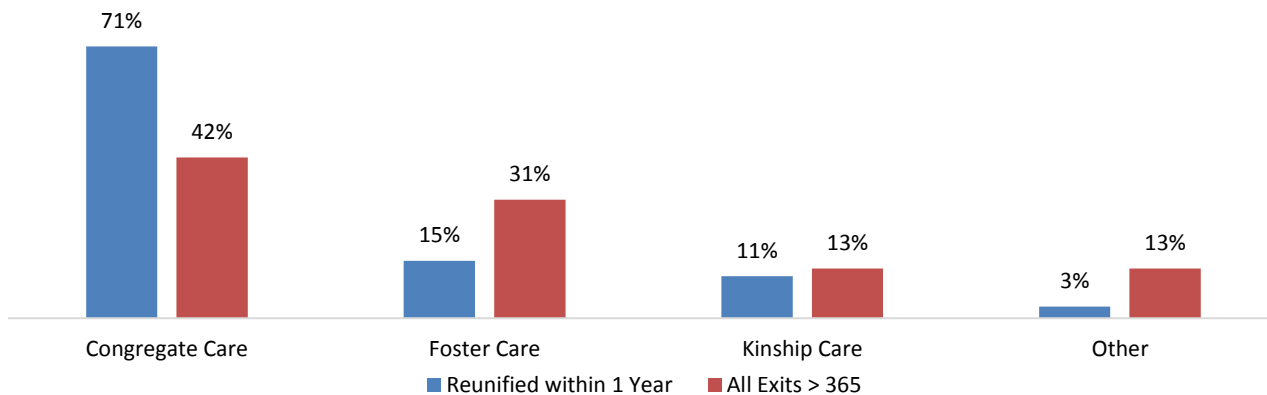


Youth Exiting to Reunification within 1 Year (n=339) Compared to All Other Exits (n=216) in 2016

2nd JD Youth Age at Placement

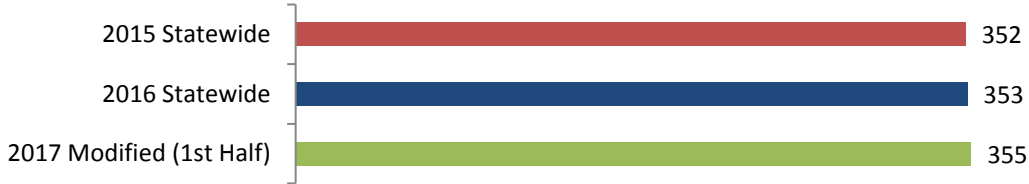


2nd JD Starting Placement for Youth



Statewide Timeliness Measures 2015, 2016 & 2017 (1st Half)

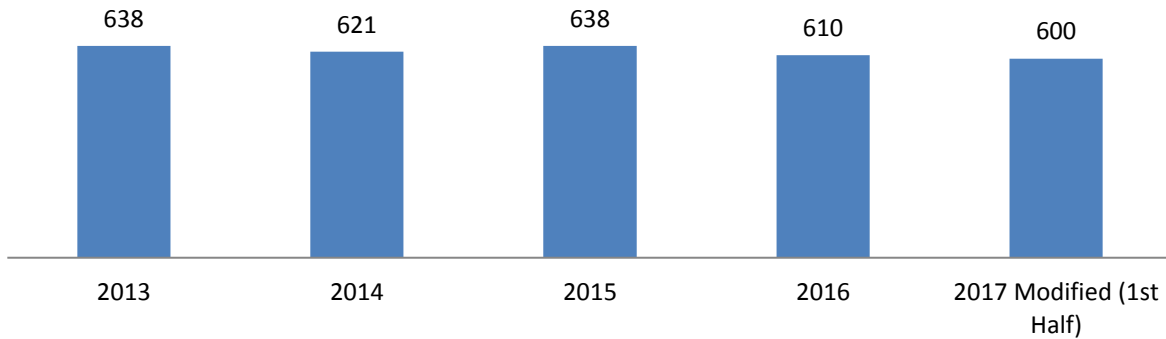
Median Days to 1st Permanency Hearing



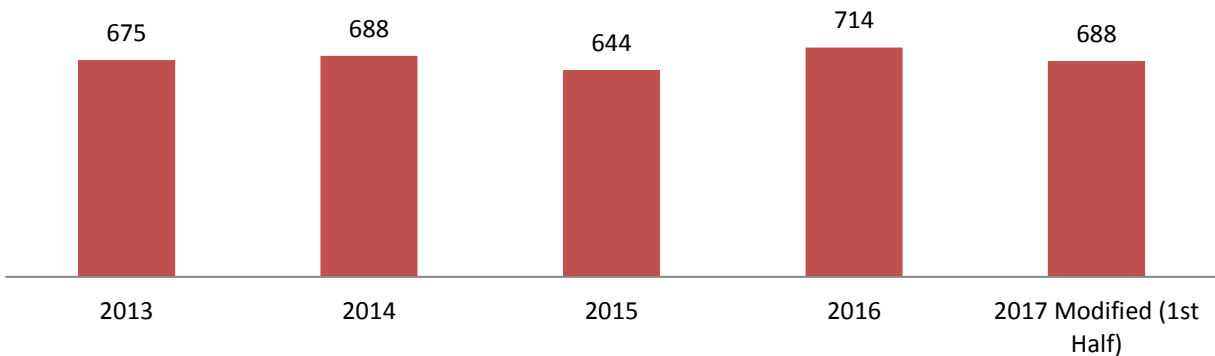
81% of 1st permanency hearings took place within 365 days in the 1st half of 2017

82% of 1st permanency hearings took place within 365 days in 2016

Time to Termination of Parental Rights 2013 - 2017 (1st Half)



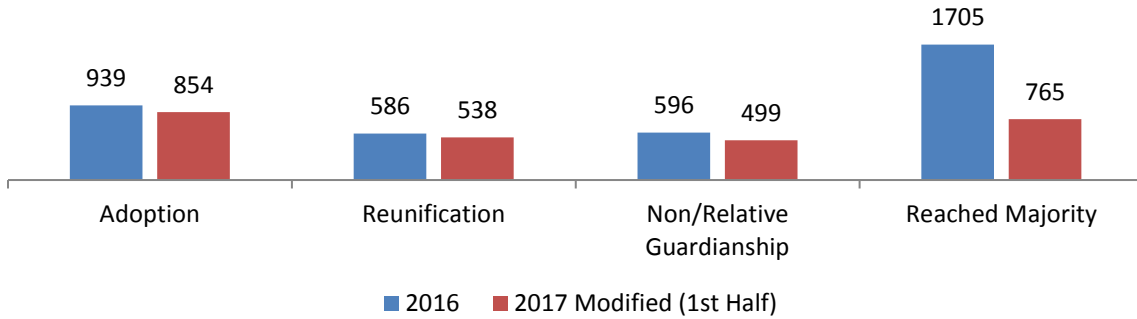
Time to Permanency 2013 - 2017 (1st Half)



Placement Stability For New Entries for 2013 - 2016 % of Placement Moves

	No movement	One movement	2 to 3 movements	4 to 10 movements	More than 10 movements
Statewide 2013	34%	35%	23%	8%	0%
Statewide 2014	30%	31%	27%	11%	1%
Statewide 2015	31%	32%	27%	20%	0%
Statewide 2016	33%	31%	26%	9%	1%

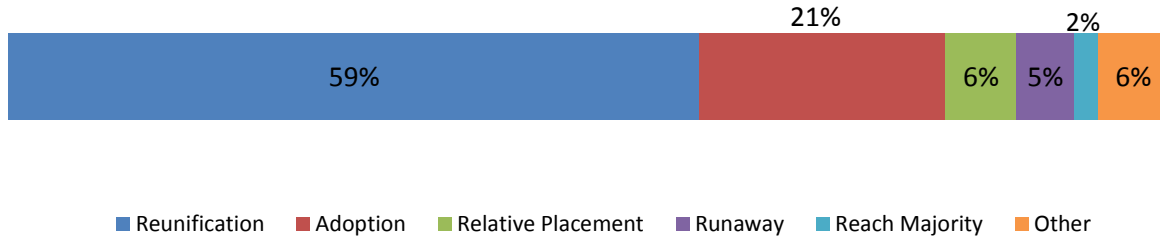
Median Days to Case Closure 2016 - 2017 (1st Half)



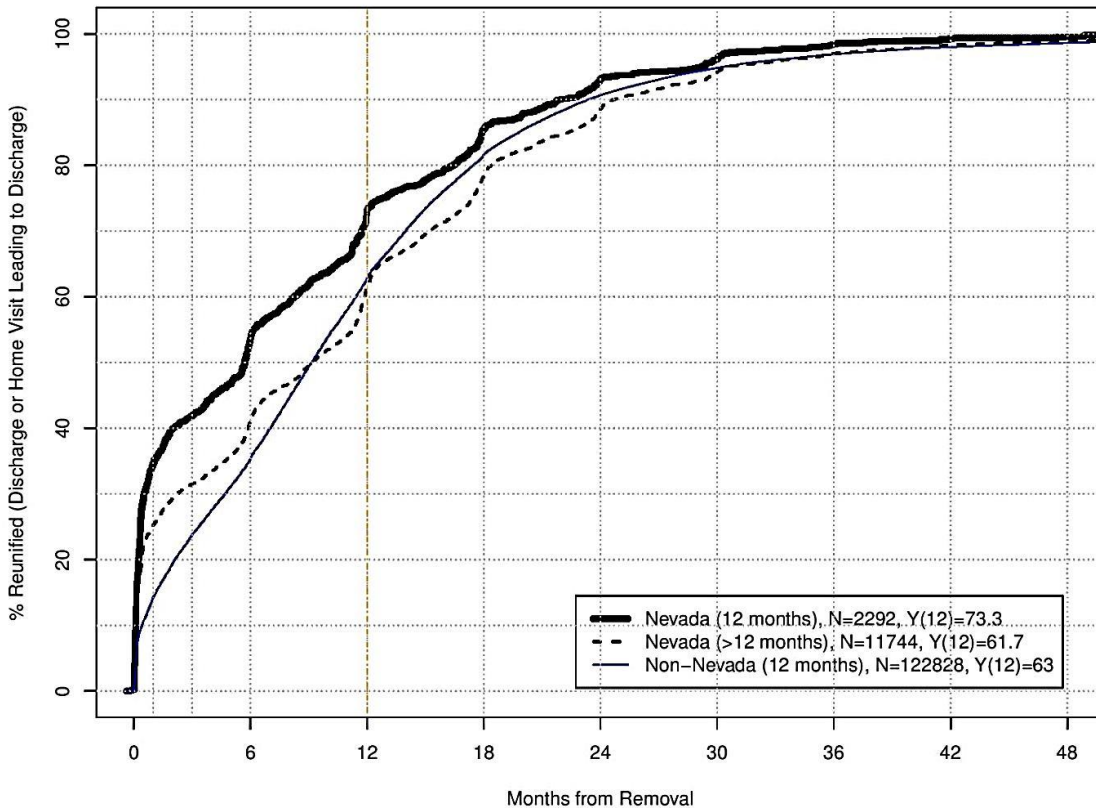
35% of youth who entered care in 2015 were still in care at the end of 2016.

29% of youth who entered care in 2014 were still in care at the end of 2015.

Outcomes for Children Who Exited Care in 2016 (n=3,402)



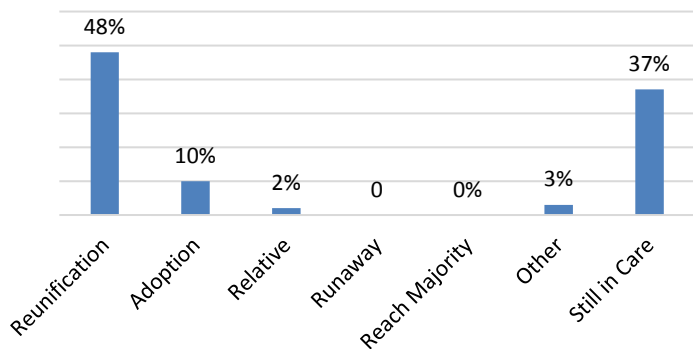
Nevada: Discharges for Reunification Length of Stay, October 2009 through September 2016



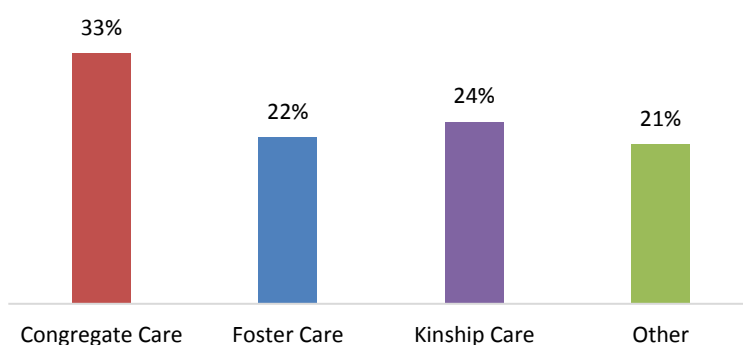
Digging Deeper

Children 0 – 3 Years Old Entering Care Between 2014 – 2016 (n=4,266)

Outcomes for Children Who Entered Foster Care 2014-2016



First Placement Type for Children Who Entered Foster Care 2014-2016

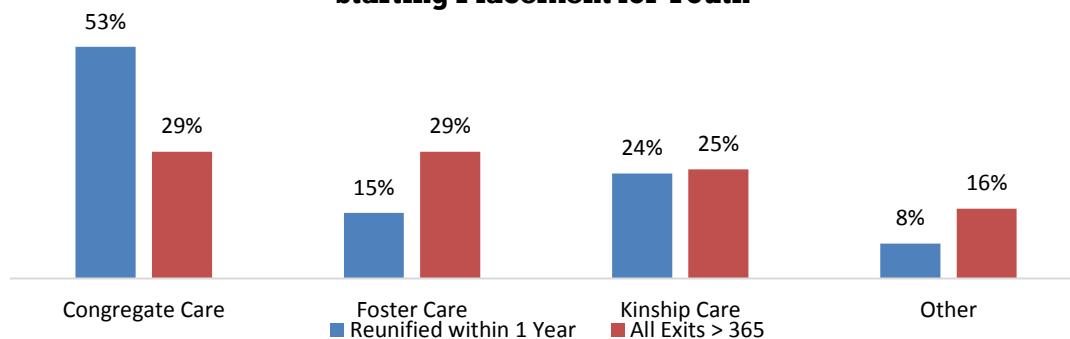


Youth Exiting to Reunification within 1 Year Compared to All Other Exits in 2016

Youth Age at Placement



Starting Placement for Youth





Appendix 5



Community Improvement
Councils' 2017 Action Plans

Action Plan
Quality Hearings

September 29, 2017

**FIRST JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL**



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> • Improve parent engagement 	<ul style="list-style-type: none"> • Visual case plan • Earlier attorney involvement • Mediation when reunification is at risk 	<ul style="list-style-type: none"> • DCFS will create visual case plan with parent and attach to disposition report • Increase time for communication with DA & DCFS to determine direction of case. Shorten time of first meeting with client • Request / order mediation 	<ul style="list-style-type: none"> • Increased court appearances by parents • Shorter time to reunification / permanency 	<ul style="list-style-type: none"> • Owner: All Stakeholders • Status: • Next Steps: Identify the baseline • Estimated Completion Date: 12 months

Which priority will be monitored and how?

Track the number of court appearances per parent by creating a spreadsheet to track appearances per parent. Using the quarterly CFS775 report distributed by CIP, track median days to reunification and permanency.

Action Plan
Quality Hearings

September 29, 2017

**SECOND JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL**



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> • Setting hearings for time needed 	<ul style="list-style-type: none"> • At weekly status meeting identify: <ul style="list-style-type: none"> ○ ICWA cases ○ Multi children / issues ○ Contested matters ○ Prison calls ○ Adoption related hearings 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Better utilization of court time 	<ul style="list-style-type: none"> • Owner: Judge Egan Walker • Status: • Next Steps: • Estimated Completion Date:
<ul style="list-style-type: none"> • Flattening the reunification "Survival Curve" 	<ul style="list-style-type: none"> • Explain settings for CFT schedule/frequency at disposition • Track and count the hearings 	<ul style="list-style-type: none"> • If reunification is ready before a hearing is scheduled, reunification will happen 	<ul style="list-style-type: none"> • The reunification survival curve will flatten suggesting that children are reunifying when family is ready 	<ul style="list-style-type: none"> • Owner: Judge Egan Walker • Status: • Next Steps: • Estimated Completion Date:
<ul style="list-style-type: none"> • Know and seek understanding of the data and the story they tell 	<ul style="list-style-type: none"> • 6 month, public presentation and review of the Data Book (Data Book each quarter) 	<ul style="list-style-type: none"> • We will become more data aware and use that data to drive decision-making 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Owner: Amber Howell • Status: • Next Steps: • Estimated Completion Date:

• Reunification at risk mediation	•	•	•	<ul style="list-style-type: none"> • Owner: • Status: • Next Steps: • Estimated Completion Date:
• Increase Parenting Time	•	•	•	<ul style="list-style-type: none"> • Owner: • Status: • Next Steps: • Estimated Completion Date:
• PC Hearings	•	•	•	<ul style="list-style-type: none"> • Owner: • Status: • Next Steps: • Estimated Completion Date:

Which priority will be monitored and how?

Flattening the reunification "Survival Curve"

Action Plan
Quality Hearings

September 29, 2017



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> Engage parents in process 	<ul style="list-style-type: none"> Staff cases monthly with DCFS / Attorneys / CASA Use 3rd party facilitator if necessary to provide "safe" place for parental input 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Reduce Time to Reunification Reduce Time to Permanency Time W/VW/O 	<ul style="list-style-type: none"> Owner: Status: Next Steps: Estimated Completion Date:
<ul style="list-style-type: none"> Quarterly CIC Meetings 	<ul style="list-style-type: none"> Identify issues for improvement 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increase collaboration among stakeholders 	<ul style="list-style-type: none"> Owner: Status: Next Steps: Estimated Completion Date:
<ul style="list-style-type: none"> More involvement at PPH <u>By Court</u> 	<ul style="list-style-type: none"> Appoint attorneys at removal – <u>Have attorneys at PPH</u> 	<ul style="list-style-type: none"> SCF CFT Meetings 	<ul style="list-style-type: none"> Reduce time to begin planning process for return of child <u>Identify safety issues early</u> 	<ul style="list-style-type: none"> Owner: Status: Next Steps: Estimated Completion Date:

Which priority will be monitored and how?

Action Plan
Quality Hearings

September 29, 2017

FOURTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> Reduce amount of time on objection / appeals in dependency cases 	<ul style="list-style-type: none"> December 1, 2017 CLE Set each case for mediation at 72 hour hearing or upon filing petition Agenda item for each CIC to keep at forefront Contact other JDs to obtain local rules re: objections Involve supervising judge in CIC and process 	<ul style="list-style-type: none"> Appeals will be streamlined and heard more expeditiously Parents attorneys will better understand the necessity of timely permanency 	<ul style="list-style-type: none"> Increasing timeliness to permanency 	<ul style="list-style-type: none"> Owner: CIC Status: Next Steps: Estimated Completion Date:
<ul style="list-style-type: none"> Improve foster care recruitment and retention 	<ul style="list-style-type: none"> Get a list of community organizations and meeting dates Contact school to access robo call to invite potential foster parents to open house and trainings Organize people to speak at recruitment events 	<ul style="list-style-type: none"> Increase in number of local foster homes 	<ul style="list-style-type: none"> Decrease in traumatic impact through sibling separation and uprooting from support systems Increase in local foster care recruitment 	<ul style="list-style-type: none"> Owner: CIC Status: Next Steps: Estimated Completion Date: Ongoing

Which priority will be monitored and how?

Action Plan
Quality Hearings

September 29, 2017

FIFTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> Accurate accounting of court hearings in DCFS data base regarding outcomes for children >Permanency hearings 	<ul style="list-style-type: none"> Review UNITY for cases that did not meet times regarding hearings (frames) 	<ul style="list-style-type: none"> Compliance with Fed / laws Timely court attendance Document and UNITY tracking date from removal and next court date note 	<ul style="list-style-type: none"> Timeliness Parent engaged Permanency (closed or returned) 	<ul style="list-style-type: none"> Owner: Michael Cason Status: Implemented Next Steps: Continue Estimated Completion Date: 2018
<ul style="list-style-type: none"> KIN GAP / Guardianship implementation Engage families sooner Start search / diligent sooner 	<ul style="list-style-type: none"> Created and active now 	<ul style="list-style-type: none"> Provide information to qualified relatives 	<ul style="list-style-type: none"> Improved timeliness and decreased time to permanency 	<ul style="list-style-type: none"> Owner: Michael Cason Status: Implemented Next Steps: Continue Estimated Completion Date: N/A
<ul style="list-style-type: none"> CIC improvement <ul style="list-style-type: none"> Attorney Education CASA role in courtroom Continue review of PD training and education and other persons Continue CASA recruitment 	<ul style="list-style-type: none"> Monthly tracking and reporting and monthly CIC meetings 	<ul style="list-style-type: none"> Increased stakeholder education and training 	<ul style="list-style-type: none"> Improved stakeholder performance 	<ul style="list-style-type: none"> Owner: DCFS, Court, CASA Status: Implemented Next Steps: NA Estimated Completion Date: 2018

<ul style="list-style-type: none"> ● Court orders that are accurate and contain the appropriate language 	<ul style="list-style-type: none"> ● Obtain correct order (example) ● Share with DDA for review before filing 	<ul style="list-style-type: none"> ● Sending DDA the <ul style="list-style-type: none"> → Report → Order → Template ● Case briefing with each SW and DDA three days prior to court hearing 	<ul style="list-style-type: none"> ● Correct Language ● Federal Compliance ● Informed D.D.A. 	<ul style="list-style-type: none"> ● Owner: DCFS, D.D.A. ● Status: Pending ● Next Steps: Meetings and information sharing ● Estimated Completion Date: 10 days
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Which priority will be monitored and how?

Action Plan
Quality Hearings

September 29, 2017

SIXTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> • Create a Humboldt County / 6th Judicial District data collecting and measuring system 	<ul style="list-style-type: none"> • Dedicate CIC meeting to determine what information we want to collect • Review Judicial spreadsheet as start • Identify additional items to include • Create reporting system and assign tasks to team • Review monthly 	<ul style="list-style-type: none"> • A true, accurate framework to assess our strengths and weakness 	<ul style="list-style-type: none"> • Improve time for reunification • Improve timeliness • Give clarity to all stakeholders 	<ul style="list-style-type: none"> • Owner: Team • Status: Brand New • Next Steps: Meeting • Estimated Completion Date: One year
<ul style="list-style-type: none"> • Continue to implement ADR options where appropriate 	<ul style="list-style-type: none"> • Contact Margaret Crowley to determine process for recommendation • At CFT case will be assessed to determine if ADR / mediation can be used • create survey 	<ul style="list-style-type: none"> • Collaboration 	<ul style="list-style-type: none"> • More engaged parents "heard" • Quicker resolution to cases 	<ul style="list-style-type: none"> • Owner: Humboldt County District Attorney • Status: In progress • Next Steps: Create survey / implement at CFT • Estimated Completion Date: On going

<ul style="list-style-type: none"> • Continue to improve timeliness to meet state and federal guidelines 	<ul style="list-style-type: none"> • See #1 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Owner: • Status: • Next Steps: • Estimated Completion Date:
<ul style="list-style-type: none"> • Provide better clarity to parents re: conditions for return and action plan 	<ul style="list-style-type: none"> • Same day orders – come up with process • Create template that provides action list from case planning and ongoing CFTs / attach to order or provided • Create or use parent survey to determine what we can improve on • Opportunity at FTC: <ul style="list-style-type: none"> ○ Referrals ○ Additional services ○ Individual case managers 	<ul style="list-style-type: none"> • More individualized case management 	<ul style="list-style-type: none"> • Parental engagement • Better identify treatment for family • Quicker reunification 	<ul style="list-style-type: none"> • Owner: • Status: • Next Steps: • Estimated Completion Date:

Which priority will be monitored and how?

Action Plan
Quality Hearings

September 29, 2017

**SEVENTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL**



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> • Increase number of foster homes in judicial District 	<ul style="list-style-type: none"> • Community events speaking engagements • Open house in White Pine, Lincoln and Eureka Counties 	<ul style="list-style-type: none"> • More foster homes would be available to allow children to stay in their home community 	<ul style="list-style-type: none"> • Children will be able to have more visits with their parents and maintain their supports in in their home community 	<ul style="list-style-type: none"> • Owner: CIC Team • Status: Ongoing • Next Steps: Set up community events • Estimated Completion Date: Ongoing
<ul style="list-style-type: none"> • Implement PCFA Safe Model into court process 	<ul style="list-style-type: none"> • Possible more training • Require status updates during CIC meetings to discuss forms and implementation status 	<ul style="list-style-type: none"> • More behavior change rather than compliance based and less recidivism (fewer re-enter into foster care) or reunification 	<ul style="list-style-type: none"> • Working with parents to have active role in establishing their own case plan. Case plan will be more in parents own words. 	<ul style="list-style-type: none"> • Owner: CIC Team • Status: Ongoing • Next Steps: Continue training and meetings • Estimated Completion Date: Ongoing

<ul style="list-style-type: none"> • Continue to improve parents understanding of court process 	<ul style="list-style-type: none"> • Draft timeline • Continue to draft tools to assist caregivers • Parties will continue to make sure caregivers are fully informed 	<ul style="list-style-type: none"> • Attorneys, Judges and DCFS will ask parents if they have questions and have parents explain their understanding of status 	<ul style="list-style-type: none"> • Parents and caregivers will be more invested and involved in the process and increase permanency 	<ul style="list-style-type: none"> • Owner: CIC Team • Status: Ongoing • Next Steps: CIC meetings to implement • Estimated Completion Date: Ongoing
<ul style="list-style-type: none"> • Continue to improve timeliness of permanency hearing 	<ul style="list-style-type: none"> • Set permanency hearing at first hearing • Create spreadsheet of hearings set 	<ul style="list-style-type: none"> • Discuss with CIC team 	<ul style="list-style-type: none"> • Improve timeliness to permanency hearings 	<ul style="list-style-type: none"> • Owner: CIC Team • Status: Ongoing • Next Steps: CIC meeting • Estimated Completion Date: Ongoing

Which priority will be monitored and how?

Implement / continue timeliness to permanency. Monitored by noting if permanency set within appropriate timeframe and verify with quality spreadsheet sent by CIP.

Action Plan
Quality Hearings

September 29, 2017

**EIGHTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL**



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> Child's school of origin issues 	<ul style="list-style-type: none"> Training of case workers (including placement) Increasing placement options 	<ul style="list-style-type: none"> Making stability required by determination and working with Clark County School District re: transportation 	<ul style="list-style-type: none"> Kids will stay at home school and have transportation to same 	<ul style="list-style-type: none"> Owner: All Stakeholders Status: Ongoing Next Steps: Finalize policy and train Estimated Completion Date: Ongoing
<ul style="list-style-type: none"> Recruitment of quality foster placements 	<ul style="list-style-type: none"> Review and implement Casey recruitment plan All stakeholders to assist in recruitment efforts 	<ul style="list-style-type: none"> Additional focus on recruitment efforts Identify target groups / demographics for outreach Reach out to local advertisers and publications 	<ul style="list-style-type: none"> Increase in number of quality, dedicated foster homes 	<ul style="list-style-type: none"> Owner: DFS and other stakeholders Status: Ongoing Next Steps: Review Casey plan Estimated Completion Date: Ongoing

<ul style="list-style-type: none"> • More consistent implementation of SIPS 	<ul style="list-style-type: none"> • Training • Data collection and review 	<ul style="list-style-type: none"> • Judicial oversight • Fidelity reviews • Tracking outcomes 	<ul style="list-style-type: none"> • Safety plans allowing children to stay in homes and avoid removal • Reunify sooner 	<ul style="list-style-type: none"> • Owner: DFS – all related stakeholders • Status: Ongoing • Next Steps: Training • Estimated Completion Date: Ongoing
<ul style="list-style-type: none"> • Continue increase of CASA volunteers / staff 	<ul style="list-style-type: none"> • Discussion with funding source • Additional staff • Designated recruiter 	<ul style="list-style-type: none"> • More appointment of involved CASAs 	<ul style="list-style-type: none"> • More children will be represented by CASA • Will show increase in number of attendees at orientation and training 	<ul style="list-style-type: none"> • Owner: Court / CASA • Status: Ongoing • Next Steps: Training • Estimated Completion Date: Ongoing
<ul style="list-style-type: none"> • Decrease time between removal and disposition 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Owner: • Status: • Next Steps: • Estimated Completion Date:

Which priority will be monitored and how?

Action Plan
Quality Hearings

September 29, 2017

NINTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> • Calendar 	<ul style="list-style-type: none"> • Invite Clerks to CIC • Discuss options to change hearing times • Something must change, we may not say "We can't do that" 	<ul style="list-style-type: none"> • Change time of 432b hearings (8:30 am or 3:00 pm) • Change day of the week (ex: Wednesday A.M.) • Time certain (if criminal not finished – trailed) • Again → Max cases 	<ul style="list-style-type: none"> • Hearings will begin on time • Increased participation and productivity at hearings 	<ul style="list-style-type: none"> • Owner: CIC Team with clerk • Status: • Next Steps: • Estimated Completion Date: Implemented by March 30th
<ul style="list-style-type: none"> • Pre-petition process 	<ul style="list-style-type: none"> • Invite clerks to CIC • Discuss appointment of attorneys and distributing files and information 	<ul style="list-style-type: none"> • Attorneys will receive 72hr. letter and appointment letter before petition hearing • Attorneys will be appointed no later than 72 hr. hearing • Use statutory time to prepare for hearings and engage parents 	<ul style="list-style-type: none"> • Better parent engagement and understanding • Shorter duration between removal → disposition 	<ul style="list-style-type: none"> • Owner: Clerk and Judges • Status: • Next Steps: • Estimated Completion Date: Implemented by January 1st

<ul style="list-style-type: none"> • Increase community engagement 	<ul style="list-style-type: none"> • Schedule meeting between DCSO, DA, and DCFS • Schedule meeting between DCSD, DA and DCFS 	<ul style="list-style-type: none"> • Understanding what is child abuse and required to report • Mandated reports made • Create 24 hr. protocol for reporting 	<ul style="list-style-type: none"> • Understanding roles of DCSO and DCFS • Understanding roles of school social worker and DCFS social worker • Decrease frustration 	<ul style="list-style-type: none"> • Owner: Molly and Carey • Status: • Next Steps: • Estimated Completion Date: Before Thanksgiving 2017
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Which priority will be monitored and how?

Hearings on time → Minutes of wasted time calculated (reduction after change implemented)

Duration between removal → Disposition → Calculate number of days (goal 60 days)

Action Plan
Quality Hearings

September 29, 2017

TENTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

Keeping existing plan from 2016 in addition to:

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> At arraignment hearing family to receive a preliminary path to reunify 	<ul style="list-style-type: none"> Judge will ask what will it take to do an in home safety plan DCFS will have draft CFR at petition hearing 	<ul style="list-style-type: none"> Ask: Case worker prepared with draft CFR Attorneys will advise client what it means 	<ul style="list-style-type: none"> Parents engagement at onset More kids to be home in first 90 days 	<ul style="list-style-type: none"> Owner: All parties Status: Next Steps: Estimated Completion Date:
<ul style="list-style-type: none"> Prior to PC hearings parents attorneys will engage client and DCFS to begin working towards completion of NIA and case plan 	<ul style="list-style-type: none"> Utilize visual case plan summary – create to meet our needs 	<ul style="list-style-type: none"> Refocus time at 72 hour hearing 	<ul style="list-style-type: none"> ↑ Engagement of families at removal to disposition hearing 	<ul style="list-style-type: none"> Owner: CIC group Status: Next Steps: Estimated Completion Date:

Which priority will be monitored and how?

Action Plan
Quality Hearings

September 29, 2017

ELEVENTH JUDICIAL DISTRICT
COMMUNITY IMPROVEMENT
COUNCIL



Nevada Community Improvement Councils 2017 Summit

Topic: Collaboration: The Key to Unlocking a Quality Hearing Door

QUALITY HEARINGS				
PRIORITIES TO DELIVER QUALITY HEARINGS	CONCRETE STEPS TO IMPLEMENT (i.e., DRAFT PROTOCOL, BUY A PRINTER)	PRACTICE CHANGE EXPECTED (WHAT WILL BE DONE DIFFERENTLY i.e. JUDGE ASKS W.A.T.C.H.)	EXPECTED RESULTS OF THE CHANGE (i.e., TIMELINESS, PARENTS ENGAGED, PERMANENCY)	RESPONSIBLE PARTIES ANTICIPATED COMPLETION DATE
<ul style="list-style-type: none"> • Involvement from tribes in Pershing, Lander and Mineral Counties in quarterly / annual CIC meetings 	<ul style="list-style-type: none"> • Judge will send invitation to tribes for each meeting • Gather and update contact information regularly 	<ul style="list-style-type: none"> • Early intervention of tribal jurisdiction • More cultural awareness 	<ul style="list-style-type: none"> • More involvement of and collaboration of tribes to discuss, intervene or take jurisdiction of cases more timely 	<ul style="list-style-type: none"> • Owner: Court • Status: In Progress • Next Steps: Set meeting and invite • Estimated Completion Date: 6 months
<ul style="list-style-type: none"> • Super CIC meeting annually <ul style="list-style-type: none"> ○ All 3 Counties ○ To create consistent practices for the Court 	<ul style="list-style-type: none"> • Set super CIC at October 11th • Come up with agenda for topics to address • Have meeting 	<ul style="list-style-type: none"> • Consistent petitions • Consistent orders • Accurate and timely orders 	<ul style="list-style-type: none"> • More participation from various stakeholders • Consistency and collaboration 	<ul style="list-style-type: none"> • Owner: Court / DA / PD • Status: In Progress • Next Steps: Meet on October 11th • Estimated Completion Date: 6 months

<ul style="list-style-type: none"> • Compiling information and data, specific to the county 	<ul style="list-style-type: none"> • Assess the process of information going into UNITY • Audit information going into UNITY on specific cases • Evaluate what is needed at CIC 	<ul style="list-style-type: none"> • Operate UNITY accurate data 	<ul style="list-style-type: none"> • Timely hearings • Reunification guides • Identify problem areas 	<ul style="list-style-type: none"> • Owner: DA's / Court • Status: New! • Next Steps: Sean will ask about input of data into UNITY • Estimated Completion Date: 1 year
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Which priority will be monitored and how?



Appendix 6



Examples of Judicial Districts'
Community Improvement
Councils' Agendas

**Second Judicial District Court
Family Division Model Court
Collaborative Initiative to Improve Educational Outcomes
With Foster Children and Youth
(Model Court Educational Subcommittee)**

AGENDA

Chair: Judge Cynthia Lu

Staff: Keri Pruitt and Shannon McCoy

3rd Floor, Department 5 (same location)

Second Judicial Court, 1 South Sierra Street

Thursday, May 17, 2018 12:00–1:00pm

- I. Welcome and introductions
- II. Minutes from February 22, 2017 meeting – Keri Pruitt
- III. Specific topics of discussion
 - a. Update on direction of Model Court, now called Community Improvement Council (CIC)
 - b. WCHSA: Achievements Unlocked grant award
 - c. Washoe County School District: Introduction of new Foster Liaison – Claire Potichkin
- IV. Additional updates and input from committee partners – Round table
- V. Future meeting agenda topics of interest
 - a. Potential presentation by Judge Doherty
 - b. Committee goal setting
- VI. Adjourn

Next meeting date: TBA

AGENDA
MODEL COURT
SECOND JUDICIAL DISTRICT COURT, FAMILY DIVISION
DEPARTMENT 5
JUNE 18, 2018, AT NOON

1. Review 2017 Goals
2. New Goals
3. September 26-28, 2018, CIC Summit
4. Other Issues
5. Next Meeting

4th Judicial District Court CIC agenda

April 27, 2018

8:30 a.m. Juvenile & Family Court Courtroom, 665 W. Silver Street, Elko, Nevada

1. Handling Admit/Deny for 432B cases.
 - a. Has time come to not do separate admit/deny – handle at Adjudicatory, unless parties come to an agreement, then Court will vacate adjudicatory and set disposition at that time.
2. Action Plan for Quality Hearings – Review and assignments.
 - a. Assignments from February 23, 2018 Meeting
 - i. Prepare Lunch & Learn on standards for parent’s attorneys-Rand to conduct and hold at JFC – Court possibly provide lunch. Utilize Supreme Court on-line training and NCJFCJ Bench Cards.
 - b. Instruments to use to assess how we are doing
 - i. Trauma Audit Hearing
 - ii. Quality Summary Review
 - iii. Court Performance Measures
3. How will we handle TPR and 432B
4. How to implement AB 491 within the 4th JD (How will child/ren in foster care stay or not stay in school of origin)
 - a. Contact Foster Care Liaison for Scholl District to participate.
5. Adoption Day
6. Center for Healthy Families Update.
7. Foster Care Crisis for Elko County.
8. Next Meeting – May 25, 2018 at 8:30 a.m. in JFC

Additional Information:

Please place on Calendars – CIC Summit –September 27-28, 2018 in Reno

Sixth Judicial District
Community Improvement Council (CIC) Agenda
January 18, 2018
Courtroom 12:30 p.m.

1. Call to Order
2. Approval of Minutes from November 16, 2017 Meeting
3. Update and discussion regarding Family Treatment Court
4. Review and discuss Judicial Benchcard for Adjudicatory Hearings.
5. Review and discuss Action Steps pertaining to collection of data and measuring statistical information with update from Kathy Malzahn-Bass on data collection through Nevada Supreme Court
6. Proposed dates, times and topics for upcoming meetings (Action Plans from CIC Summit)
 - February 15 Benchcard Review - Disposition Hearings
 Action Plan – Incorporating more ADR options where appropriate
 - March 15 Benchcard Review – Review Hearings
 Action Plan – Improving timeliness to meet state/fed requirements
 - April 19 Benchcard Review - Permanency Hearings
 Action Plan – Providing better clarity to parents on action steps
 - May 17 UCCJEA – Overview Presentation by Massey Mayo, Esq.
 - June 21 TBD
 - July 19 TBD
 - August 16 TBD
 - September 20 TBD
7. New Business/Old Business
8. Comments
9. Next Meeting Date – February 15, 2018 (Determine who will provide lunch)
10. Adjournment

COURT IMPROVEMENT COUNCIL MEETING

SEVENTH JUDICIAL DISTRICT

APRIL 12, 2018 10:00AM

- Introductions
- Foster Parent Recruitment and Retention
 - Lincoln County Update
 - Open House White Pine
- PCFA/PCPA Implementation
 - Training set May 17, 2018
- Legislative Session
 - Appointment of Children's Attorney at 72 Hour Hearings
- Review of Cases
 - JAVS Recordings
 - On site visit
- Changes/Updates
 - Welcome to new Deputy Attorney General Carla Jaroch

Community Improvement Council Meeting

9th Judicial District

Thursday, April 12, 2018, 12:00pm

District Court – Dept. I

MEETING AGENDA

A. INTRODUCTIONS:

B. NEW BUSINESS:

1. Introduction of new Public Defender, Mathew Work
2. CIC Summit - Goals for next year (Summit scheduled for September 26-28, 2018)
3. Community Collaboration and Training Updates

C. OTHER NON-AGENDA ITEMS

D. NEXT MEETING – September 2018?

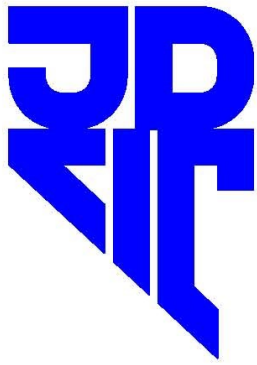
E. ADJOURN

11th Judicial District Super CIC ICWA Training

10:00 a.m. -10:30 a.m.	Overview of Federal Indian Law & Tribal Sovereignty
10:30 a.m. -11:15 a.m.	Bringing our Children Home Video - An Introduction to ICWA https://www.youtube.com/watch?v=VJCqeauLvY8
11:15 a.m. - 11:30 a.m.	Break
11:30 a.m. - 12:30 p.m.	ICWA Application & Judicial Perspective Participants will learn and discuss the definition of Indian Child and important requirements under ICWA such as the court's duty of inquiry, jurisdiction, notice, intervention, timelines, removal, transfer, heightened burdens of proof, transfer to tribal court and good cause to deny transfer.
12:30 a.m. - 12:45 p.m.	Break
12:45 p.m. – 1:15 p.m.	Lunch – ICWA Application & Judicial Perspective (continued)
1:15 p.m. – 2:15 p.m.	ICWA Application & Judicial Perspective (conclusion) Participants will learn and discuss active efforts placement preferences, good cause requirements not to follow placement preferences, the suitable placement standard, voluntary placements, and qualified expert witnesses.



Examples of Community
Improvement Councils
Quarterly Newsletters



Court Improvement Program

Community Improvement Councils News July-September 2017

Issue 14

October 2017

Inside this issue:

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Kathie Malzahn-Bass
kmalzahn-bass@nvcourts.nv.gov

2018 Community Improvement Council Summit Scheduled

**SAME TIME, SAME PLACE,
ONE YEAR LATER**

September 26 -28, 2018

Please mark your calendars for next September's CIC Summit at the Renaissance Hotel in Reno. Parking was easy, rooms were comfortable, and food was tasty. Please let Kathie know if there were any glitches with the venue that can be improved upon for next year.

75 JOIN TOGETHER IN RENO TO PLAN FOR THE FUTURE

District Court Judges from across the state gathered at the Judge's Round Table for the CIC Summit to discuss court orders, appeals, reasonable efforts, and warrants. During the next two days, 75 participants representing CIC teams from all 11 judicial districts came together to learn about and discuss the fundamental keys to unlocking the quality hearing door. Christopher Church, JD., Law and Policy Director of the Children's Law Center at the University of South

Carolina, presented a different way of looking at dependency data that provided a deeper explanation of timeliness which is simply an end measure. These additional measures helped the CICs understand some of what takes place to get to these end measures. These statistics will help them plan more effective interventions. Each CIC created an action plan for the upcoming year that included how they are going to monitoring one of their actions.

**For More
Information
Contact:
Kathie
Malzahn-Bass**

The Investment Opportunity of a Lifetime, One That Carries Little Risk and Promises Great Rewards:

Juvenile Dependency Mediation

These days a good investment is hard to find. During the first year of implementation, the Juvenile Dependency Mediation Program (JDMP) helped 152 children achieve permanency at an average cost of only \$279.59 per child. That is 152 children who are not likely to age out of the system. One hundred fifty-two children who have a better chance at life, at education, and at being loved and wanted.

A study funded by the Jim Casey Youth Opportunities Initiative estimated that the outcome differences between youth aging out of foster care and the general population is nearly \$5,700,000,000 for each annual cohort of youth leaving care. The study looks at three key areas: education, family formation, and criminal justice.

◆ One cohort year graduating at the rate of the general population (87%) would increase earnings over a working life	\$748,800,000
◆ One cohort year unplanned parenthood (71% of females aging out of foster care compared to 34% of general population) based on the cost of first 15 years of life for the first child	\$115,627,350
◆ One cohort year criminal justice costs for a criminal career (males aging out of foster care are 4 times more likely and females 10 times more likely to have been arrested)	\$4,833,736,200
Total for education, unplanned pregnancy and criminal involvement for each cohort year	\$5,698,163,550

In just its first year of implementation, 101 mediations were ordered to JDMP, with only ten in which either parents or attorneys didn't show up, resulting in 91 mediations being conducted across the state. Seventy-seven (77) or 85% of those mediations resulted in full or partial agreement. In the first quarter of the second year of implementation, 48 mediations were ordered with 12 in which parents didn't show or mediation was cancelled, resulting in 36 mediations being held. Thirty-two (32) or 88% of those mediations resulted in full or partial agreement.

The use of mediation is increasing and is successful. At the current rate, it can be anticipated that 2.5 times more mediations will be conducted in the second year of implementation compared to the first year of JDMP, meaning that 380 more children could find permanent, safe homes as a result.

CIP Funding Remains Endangered

As with last year, the current Continuing Resolution which took effect on September 30 only includes \$10 million for the CIP basic grant because it is based on the Congressional Budget Office's FY 2017 baseline budget, not the Omnibus Bill passed last April. The Children's Bureau has confirmed that 75% of the \$10 million basic grant will be awarded in the 1st quarter of the Fiscal Year with the remainder most likely to follow in the 3rd quarter.

The American Bar Association, the National Council of Juvenile and Family Court Judges, the National Center for State Courts, the National CASA Association, and the National Association of Counsel for Children are all working to get the other \$20 million included in the final FY 2018 appropriations bill and have had several positive meetings in the past few weeks with staff in both the House and Senate. They

also continue to advocate for reauthorization of all three grants as part of a longer term solution. At each meeting, they share a two page document outlining CIP successes and benefits across the country and in several states including Nevada.

Nevada's Upcoming Federal Child and Family Services Review

During the CIP Summit the Division of Child and Family Services' Child and Family Services Review (CFSR) and Quality Assurance Coordinator, Jan Fragale, presented information on Nevada's Federal CFSR upcoming in 2018. The last CFSR for Nevada was held in 2009. Federal Regulations established this process in 2000 as a means to monitor all 50 states, the District of Columbia, and Puerto Rico. Nevada has conducted CFSR-style reviews utilizing the entire standardized federal instrument called the Onsite Review Instrument (OSRI) since 2015. The review is very intensive requiring detail case file review of both child welfare and court documents as well as interviews with key participants in a case (e.g., the child, foster parent and parents).

Since the review is so intensive requiring many resources to conduct; the State has partnered with Clark and Washoe County for staff resources to conduct the review. Consequently, an increased number of cases can be reviewed, but not to

the level of what is often referred to as "statistical significance". Nonetheless, the Children's Bureau has indicated that states can no longer use "statistical significance" as an excuse for not recognizing the significance of the CFSR.

Alicia Summers, Ph.D., Director of Research and Evaluation for the Capacity Building Center for the Courts advises that statistical significance really only matters when doing statistical analysis or prediction. The CFSR is an in-depth qualitative and quantitative review of cases. The size of the sample is not what makes it representative or not representative of the state. The sample is a *random sample* of cases, which makes it more likely to be representative of the population from which it is drawn (i.e., the entire state of Nevada foster care population). The Children's Bureau further argues that each case that is reviewed in the CFSR reflects the voice of that child, foster parent or parent and that the voice of one

child, one foster parent or one parent in one case is significant. The states have been told to focus on how that one child's and that one family's capacities can be enhanced to ensure that family is safe and stable in their community. If something arises as a significant concern in a small random sample of cases, it is likely representative of a larger issue.

For More
Information
Contact:
Jan Fragale
jfragale@dcfs.nv.gov

THE LINE UP:

CIP On-Line Training for the Judiciary, Attorneys, CASAs and Dependency Stakeholders

As part of its strategy to improve legal representation in dependency cases, CIP is offering the following on-line courses:

Dependency Attorney Training: this 5-module training led by Justice Nancy Saitta is designed for all attorneys and CASAs. Since it launched in January 2017, 81 have registered to take the course for 7 CLEs including .5 ethics credits. (Contact: [Robbie Taft / rtaft@nvcourts.nv.gov](mailto:rtaft@nvcourts.nv.gov))

Indian Child Welfare Act Regulations: this 3-module training conducted by Victoria Sweet, Esq., National Council of Juvenile and Family Court Judges, is designed specifically for the judiciary, but appropriate for all dependency court stakeholders. Since its debut on September 5, 2017, 13 have registered to take the course for 2 CLEs. (Contact: [Leyco Rivas / lrvivas@nvcourts.nv.gov](mailto:lrvivas@nvcourts.nv.gov))

The Legal Representation of Children training designed for attorneys representing children in dependency cases has been taped and is expected to launch in the next few months after editing into modules.

Nevada Supreme Court
 Administrative Office of the Courts
 Court Improvement Program
 201 S. Carson street, Suite 250

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 Court Improvement Program Coordinator
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 Court Services Analyst
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 Email: rtaft@nvcourts.nv.gov

In 2010, each of the State's ten judicial districts created a Community Improvement Council (CIC) that focused on identifying barriers to timely permanent placement of children at risk. July 2015, the 11th JD was created. The CICs have been meeting regularly in their communities and at annual Summits where they have learned to interpret data specific to their districts, while creating strategies to reduce the amount of time that it takes to move cases involving children at risk through the court process. The overriding focus, in addition to the safety of the child, is to create an environment where the best decisions are made for each child.

**CIP Working for the Protection &
 Permanency of Dependent Children**
Visit Our Web Site
<http://cip.nvcourts.gov>

For Judicial Districts' CIC Information Contact:

1st JD	Maribel Gutierrez mgutierrez@carson.org
2nd JD	Laura Watts-Vial Laura.Watts-Vial@washocourts.us
3rd JD	Anne M. Tiscareno atiscareno@lyon-county.org
4th JD	Julie L. Thuemler jthuemler@elkocountynv.net
5th JD	Shannon Richards srichards@ag.nv.gov
6th JD	Kathy Brumm kbrumm@hcdenv.com
7th JD	Faye Cavender fcavender@dcss.nv.gov
8th JD	Lori Parr parr@clarkcountycourts.us
9th JD	Brenda Hoelzen bhoelzen@douglas.nv.gov
10th JD	Sue Sevon ssevon@churchillcourts.org
11th JD	Frank Wilkerson clerk-admin@11thjudicialdistrictcourt



Court Improvement Program

Community Improvement Councils News October-December 2017

Issue 15

January 2018

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**SAVE THE
DATE**

2018 Community Improvement Council Summit Scheduled

**SAME TIME, SAME PLACE,
ONE YEAR LATER**

September 26 -28, 2018

Continuing of Useful Resources to States Act - May Save CIP Funding

Both the House and the Senate have introduced bills to reauthorize the Court Improvement Program at the full \$30 million level for the next five years beginning in Fiscal Year 2018 and extending through Fiscal Year 2022.

House Ways and Means Committee Chairman Kevin Brady (R-TX) introduced the *Continuing of Useful Resources to States Act or COURTS Act* (H.R. 4461) in the House. Senators John Cornyn (R-TX) and Kamala Harris (D-CA) have introduced a companion bill in the Senate with the same title (S. 2173).

The COURTS Act reauthorizes the Court Improvement Program (CIP), a critical bipartisan initiative that improves legal processes in the child welfare system and provides the only direct federal funds to child welfare courts throughout the country. Because the number of children entering foster care has grown over the last several years, with corresponding increases in caseloads for the courts responsible for determining each child's best interest, federal financial assistance has become even more imperative.

The reauthorization language in both bills has been analyzed by the Congressional Budget Office (CBO), so there should not be a recurrence of the interpretation problem experienced in FY 2017 and thus far in FY 2018. The CBO estimates that the bill would have no cost. The continuing resolution passed by Congress to keep the federal government operating until 1/19/2018 also maintains the CIP grants at status quo for the next few weeks. The COURTS Act carries over into the New Year.

Before the holidays, the Associate Chief Justice Cherry sent letters to each of our representatives and senators urging them to support the COURTS Act and explaining the powerful impact CIP funding has had in Nevada. Partners such as the American Bar Association, the Conference of Chief Justices, the National Council of Juvenile and Family Court Judges, the National Center for State Courts, and the National CASA Association have also written letters, lobbied, and/or passed resolutions of support for the legislation.

Parental Engagement Builds Trust and Self-Efficacy Leading to Reunification

As in the rest of the country, most of Nevada's courts have recognized that parental engagement and involvement in decision making is a critical determinant of case outcomes in juvenile dependency cases especially as it concerns reunification.

The Iowa courts developed a Parent Partners program with parents who have successfully navigated the system mentoring parents new to the system similar to what is being done in the 2nd JD (see contact below). Studies of such a program in King County, Washington suggest a significant positive change in parent attitude. Parents better understood the role of the stakeholders, increased their awareness of case issues, and increased belief that they had personal control over the outcomes of the case.

The National Council of Juvenile and Family Court Judges (NCJFCJ) conducted a comprehensive assessment of parental engagement in the Milwaukee Model Court using court observation and parent survey response. The 1st JD is planning to administer a similar parent survey to

determine areas in which it may improve its engagement of parents.

To engage parents, most Nevada courts have implemented such best practices as speaking directly to the parents and calling them by name, as well as explaining why they are present and the reason for the court's decision, asking if they need anything, and if they understand what happened in court and what the parent needs to do next. Some courts inquire about the parents' work schedule to ensure that the court date and time disrupts their employment as little as possible. Most others permit telephonic appearances to accommodate work schedules, transportation problems, incarceration, or other such barriers to personal presence at court hearings.

An additional strategy for engaging parents is to use group decision-making processes throughout the life of the case. In a group decision-making process family members join system stakeholders to address issues related to the child's best interests. Examples of such group decision-making include Child and Family

Teams and Juvenile Dependency Mediation.

NCJFCJ court studies found the following results of enhanced parental engagement:

- ◇ Parents who felt more engaged in the process were more likely to think the system was fair and to accept court decisions
- ◇ Parental engagement was related to higher rates of reunification or case dismissal
- ◇ Higher parental engagement is related to faster reunification
- ◇ As perceptions of engagement increased so did perceptions of respectful treatment
- ◇ Agreement with court decisions was related to higher parental engagement
- ◇ The more mothers engaged in the process the more they indicated positive courtroom experiences

Contact:

The 2nd JD's program is administered through TruVista Foundation.
Barbara Kneibler, Director
barbara@truvista1996.org

Hearing Quality Study to Follow-up on 2014 Study

In response to requests from courts and a Children's Bureau requirement to improve hearing quality, Drs. Alicia Summers and Sophia Gatowski will be conducting a hearing quality study on Nevada dependency courts with two primary goals. First, this is an opportunity for the judicial districts (JD) to explore whether their practice has changed in the last three years. Second, this will contribute to a larger study exploring how hearing quality is related to case outcomes. Data summaries of current practice will be provided to each JD. A statewide aggregate report will link hearing quality indicators to outcomes, but will not specify JD or any judicial officers by name.

Termination of Parent Rights Requirements Impacting a Child's Tribal Membership

Both Federal and State law require initiation of termination of parental rights (TRP) after a child has been in care for a certain number of months. The Federal requirement of 15 of the last 22 months is found in section 475(5)(E) of the Social Security Act, and the Nevada requirement of 14 of 20 months is found in NRS 432B.553. However, a TRP may affect a child's ability to be a full member of his/her tribe, preventing the child from accessing services and benefits available to tribal members.

To help ameliorate these consequences, the following question and answer has been posted in section 9.2 of the new Federal Child Welfare Policy Manual regarding TPR:

12. Question: May a tribal agency develop an alternative to terminating a parent's rights that allows the child to retain full membership in the tribe, such as a modification of parental rights?

Answer: Yes, a tribal agency may develop an alternative to a TRP, such as a modification of parental rights, as long as the tribe's process meets the case review system requirement defined in section 475(5)(E) of the Act. This means that the process of modifying parental rights will result in a child becoming available for adoption and for the tribe to concurrently identify, recruit, process, and approve a qualified adoptive family. Therefore, whether the modification of parental rights meets the statutory provisions will depend on a specific tribe's law, policy, or procedures.

Legal and Related References: Social Security Act – sections 475(5)(E); CFR 1356.21(i)

Pilot Educational Project in Washoe County Featured in American Bar Association Child Law Practice

The National Council of Juvenile and Family Court Judges found that the Achievements Unlocked pilot educational stability project is achieving intended results. In this collaborative endeavor between the Washoe County Human Services Agency and the Washoe County School District, each foster child involved in the project is assigned an educational advocate and a student tutor to assist with academic and vocational barriers, and promote plans to achieve future aspirations. The Achievements Unlocked cohort attempted and completed more credits than the control group. They had fewer excused and unexcused absences than the control group. By the end of the

second year, 75% of the Achievements Unlocked seniors graduated and 56% of these graduates will be attending institutions of higher education to further their education.

The Child Law Practice article (see link below) discusses how courts, including Nevada's 2nd Judicial District, can help children in the court system succeed in school so they may succeed in life. Courts from Ohio and New York are also highlighted.

[The Court's Role in Supporting Education for Court-Involved Children](#) (copy into your browser)

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In 2010, each of the State's ten judicial districts created a Community Improvement Council (CIC) that focused on identifying barriers to timely permanent placement of children at risk. July 2015, the 11th JD was created. The CICs have been meeting regularly in their communities and at annual Summits where they have learned to interpret data specific to their districts, while creating strategies to reduce the amount of time that it takes to move cases involving children at risk through the court process. The overriding focus, in addition to the safety of the child, is to create an environment where the best decisions are made for each child.

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Court Improvement Program

Community Improvement Councils News January-March 2018

Issue 16

April 2018

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2018 Community Improvement Council Summit Fast Approaching

**SAME TIME, SAME PLACE,
ONE YEAR LATER**

September 26 -28, 2018

Dependency Mediation Use Mushrooms in Second Year

Nine more mediators completed the CIP's second 40-hour juvenile dependency mediation program to accommodate the state's burgeoning demand for dependency mediation. It is projected that by the end of June, 240 cases will be referred to the Statewide Juvenile Dependency Mediation Program, JDMP, as compared to 144 in SFY 2017.

For example, Clark County alone has increased the number of mediations conducted per month from 4.7 during the first year to 9.7 during each of these last eight months – slightly more than doubling its use of the program. As a result, the VOCA funding for mediations was completely consumed by mid-January 2018 and other grant funding was sought to keep the program solvent.

Feedback from the confidential survey's collected at the end of each mediation session demonstrates that the demand is justified.

- Mother's Attorney: "My client started to get upset and asked for a continuance but the mediator caucused and talked to her calmly explaining the option. Without this input the mediation would not have been a success."
- Foster Parent: "A place of peace and hope for discussion without yelling."
- Father: "It was a great start to hopefully a great relationship."
- Social Workers: "Honest Communication." "All came prepared. Attorneys very proactive and thought outside the box to help the child."
- District Attorney: "Having a neutral party to step in was incredibly helpful to decrease tension and move to a solution that was best for the child."

continued at the bottom of page 3

Access to Significant Data Pool Coming Your Way Soon

The collaborative efforts of the Division of Child and Family Services, the University of North Carolina – Chapel Hill, and CIP, bring an easy to navigate data tool to Nevada child welfare and courts. This tool uses the National Child Abuse and Neglect Data Systems (NCANDS) and the Adoption and Foster Care Analysis and Reporting System (AFCARS) data to generate numerous charts and tables on CPS reports, child removals, foster care population, discharges from the system, child and family services review, and court improvement program. Christopher Church, JD, MM, Children’s Law Center, USC School of law, who presented to the 2017 CIC

Summit, invited Nevada to participate in the University of North Carolina – Chapel Hill’s *Fostering Court Improvement Data Project*.

This is an aggressive data analyzing project in which AFCARS and NCANDS data are used to create a platform of shared data that the courts and child welfare agencies can collaboratively use to make informed decisions, manage operations, and monitor performance and systemic changes to improve outcomes for children and families.

Once Nevada’s data has been uploaded into the *Data Project* and reviewed

for accuracy, each CIC will be sent the link to the state’s data. To date, sixteen states are participating in this project. To check out the data in some of the other states, copy and paste this link into your browser to access the State Websites: http://www.fosteringcourtimprovement.org/state_websites.php. Click on one of the green states to examine their da-

Contact:

Kathie Malzahn-Bass
kmalzahn-bass@nvcourts.nv.gov

Courts and Stakeholders Helping with the Child and Family Services Review

Periodic reviews of state child welfare systems, called Child and Family Services Reviews or CFSRs are conducted by the U.S. Department of Health and Human Services’ Children’s Bureau in partnership with all 50 states. The CFSRs monitor state child welfare agencies to ensure conformity with federal laws such as the Adoption and Safe Families Act, determine what is actually happening with children and families involved in the child welfare system, and assist states enhance their ability to help children and families achieve positive outcomes in the areas of safety, permanency, and well-being.

The first round of CFSRs took place between 2001 and 2004. Nevada is embarking on the third round which began in 2015 and ends in 2018. Nevada is among the last states to be reviewed to assess its strengths and areas in need of improvement.

Both the judiciary and attorneys involved in child dependency across the state are being invited to participate in focus groups as part of the CFSR process. The Children’s Bureau representatives will spend about an hour with the Judicial Focus Group on June 4 and with the Attorney Focus Group on a yet to be scheduled date during the week of June 4.

Among the issues to be discussed are the timeliness of periodic review hearings, the availability of services for children and families, and the ability to individualize these services. The Children’s Bureau would also like to talk about how well the foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for use of cross-jurisdictional resources to facilitate timely adoptive or permanent placement placements for waiting children is occurring. This would have to do with delays in permanency across jurisdictions like from Reno to Las Vegas or out of state placements via ICPC.

To help those involved in the focus groups and others interested in the CFSR process, the Children’s Bureau created a brief 15 minute video to better explaining the process. Please cut and paste the link below into your browser to view:

<https://training.cfsrportal.acf.hhs.gov/cfsr-overview>

Contact: Jan Fragale / jfragale@dcfs.nv.gov

Nation's Response to Opioid Crisis

On July 22, 2016, the federal Comprehensive Addiction and Recovery Act (CARA) was enacted. CARA is in response to the national opioid epidemic which includes an increase of the incidence of Neonatal Abstinence Syndrome from 1.20 hospital births in 2000 to 5.80 in 2010. In addition, the rate of neonatal intensive care unit (NICU) admissions across the country was increased from 7 cases per 1,000 admissions in 2004 to 27 cases per 1000 admissions in 2013. The CARA legislation modifies the Child Abuse and Prevention Treatment Act (CAPTA) requiring each state to address the needs of infants born with and identified as being affected by all substance abuse or withdrawal symptoms resulting from prenatal drug exposure or Fetal Alcohol Spectrum Disorder through a "Plan of Safe Care". The Plan of Safe Care addresses the ongoing health, development and well-being needs of the infant, as well as those of the parent. The goal of CARA is not to remove children or punish mothers for drug use, but to ensure child safety and address the health and substance use disorder treatment needs of both the affected infant and family or caregiver.

In response to CAPTA CARA requirements, Nevada Revised Statute 432B.220 was revised during the 2017 legislative session through Senate Bill 480 which states:

"Any person who delivers or provides medical services to a newborn infant and who, in his or her professional or occupational capacity, knows or has reasonable cause to believe that the newborn infant has been affected by a fetal alcohol spectrum disorder or ~~illegal~~ prenatal substance abuse or has withdrawal symptoms resulting from prenatal drug exposure shall, as soon as practicable but not later than 24 hours after the person knows or has reasonable cause to believe that the newborn infant is so affected or has such symptoms, notify an agency which provides child welfare services of the condition of the infant and refer each person who is responsible for the welfare of the infant to an agency which provides child welfare services for appropriate counseling, training, or other services."

The statute added fetal alcohol spectrum disorder and removed illegal from prenatal substance abuse to address the federal requirements.

The State Division of Child and Family Services (DCFS) in collaboration with the Division of Public and Behavioral Health (DBPH), and local child welfare agencies have been working together to meet the requirements of CARA. CAPTA requires the State to develop and monitor plans of safe care for both infants screened in for assessment by child protective services and those that are screened out and referred to community agencies. The DBPH is currently developing regulations to clarify a hospital's role in the development of the plan of safe care. DBPH has also developed the Substance Use During Pregnancy Toolkit which provides resource information in Nevada and nationally. <http://dphh.nv.gov/uploadedFiles/dphh.nv.gov/content/Programs/MIP/Final%20Substance%20Use%20During%20Pregnancy%20Toolkit.docx.pdf>

Court Improvement Still Awaiting Distribution of Funds from Children's Bureau

The President signed the *Bipartisan Budget Act of 2018*, Public Law (P.L.) 115-123 into law on February 9, 2018. P.L. 115-123 includes the *Family First Prevention Services Act* (FFPSA) in Di-

vision E, Title VII. FFPSA amends the title IV-B, subparts 1 and 2 programs to reauthorize and make other revisions, including Court Improvement Program, at current statutory funding levels

through FY2021.

CIP, however, has only received funding for the FFY 2018 Basic CIP grant in the amount of \$132,818. The Training and Data Grants have yet to be funded.

continued from page 1

As the JDMP continues, mediators relate stories such as the following: A recent mediation involving the biological father, the child and the prospective adoptive parents took place. The child is 17 and very mature. He wanted to participate in the mediation. Everyone was a bit nervous because the last interaction in court with the father had not gone well at all. During the session, both father and son expressed a desire to have a private conversation with the mediator monitoring. Father is in prison and was on the telephone. They had a wonderful discussion. The child wants to change his name and he explained the reasoning to his dad but also told him that he would always be his son and that he planned to visit him. The father expressed that he loved his son and would support whatever decision he made. Both of them left the session feeling very happy to have had this opportunity.

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Court Improvement Program

Community Improvement Councils News

April-June 2018

Issue 17

July 2018

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SAVE THE DATE

2018 Community Improvement Council Summit has a New Venue

We will all gather at the [Atlantis Casino Resort Spa](#) in Reno on September 26–28, 2018, to discuss the hearing quality study, to learn how to navigate the new University of North Carolina-Chapel Hill data tool, and to gain a better understanding of the expectations of the Families First Prevention Services Act. Using the results of the survey conducted by the National Council of Juvenile and Family Courts Judges last month, a judicial planning committee is working to fashion the best Summit thus far.

See you in September!

The 11th Judicial District Hosts Super CIC Meeting – ICWA Training

The 11th JD spans three wide spread counties – Lander, Mineral, and Pershing – making regular, joint CIC meetings difficult. During the 2016 CIC Summit, the 11th JD decided to schedule an annual SUPER CIC to compliment regular quarterly CIC meetings set in each county with the intention of creating consistent court practices and increasing participation and collaboration among the stakeholders.

On April 27th, stakeholders from across the 11th JD gathered from across the three counties and adjacent judicial districts and tribal nations for the second Super CIC. Judge Egan Walker, Adrea Korthase, JD, NCJFCJ Site Manager, and Connie Hickman Tanner, NCJFCJ Chief Program Officer, presented a day-long training on *ICWA Application and Judicial Perspective*. The participants learned about and discussed the salient definitions and im-

portant requirements under the Indian Child Welfare Act, including the court's duty of inquiry, jurisdiction, notice, timeliness, removal, transfer, heightened burdens of proof, active efforts, placement issues, and qualified expert witnesses.

Although it was a very full day including a working lunch, evaluations revealed that the participants were overwhelmingly pleased with the both the instructors and the materials they shared. One Tribal Court Clerk recommended that this training should be shared with the tribal judges. "Thought provoking" was a frequent comment about the training. The majority mentioned that the instructors were not only "very knowledgeable about the subject matter", but were "excellent speakers".

Contact: Frank Wilkerson
clerk-admin@11thjudicialdistrictcourt

Nevada Data Tool Available to All CICs

The University of North Carolina – Chapel Hill’s *Fostering Court Improvement Data Project* has uploaded Nevada’s the National Child Abuse and Neglect Data Systems (NCANDS) and the Adoption and Foster Care Analysis and Reporting System (AFCARS) data into its system. The data have been scrupulously reviewed for accuracy, and it ready for you to use.

During the CIC Summit in September, Christopher Church, JD, MM, Children’s Law Center, USC School of Law, will teach you how to navigate

the website, access your county’s, judicial district’s, or child welfare region’s data, interpret the statistics, and use the information to inform your action planning or measure the impact of the changes you have made.

In the meantime, explore Nevada’s site at: <http://fosteringcourtimprovement.org/nv/>. Or see what other states’ data look like at: http://www.fosteringcourtimprovement.org/state_websites.php.

To locate the reunification survival curve that was introduced during the

last CIC Summit, click on your judicial district in the lower box chart, click on “Discharges” and scroll down. When “Court Improvement” is selected in this same area, a very tight colorful chart pops up. Double click on the chart to view the discrete pieces of data.

Have fun exploring. You cannot break the system. If you would like help, call Kathie, she loves to talk data.

Contact:

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775-687-9809

New Study Shows Nevada has the Highest Rate of Illegal Online Prostitution Ads in the Nation

Public Law 113-183 (Sections 101-105), enacted by the United States Congress in September 2014, amends the federal foster care system to require state child welfare agencies, in collaboration with law enforcement, juvenile justice systems, health care providers, education agencies, and organizations with experience in dealing with at-risk children to develop and implement procedures for identifying, documenting in agency records, and determining appropriate services for children who are victims of sex trafficking or at risk of victimization. In response, Governor Sandoval ordered the establishment of the Nevada Coalition to Prevent the Commercial Sexual Exploitation of Children (CSEC) in May 2016. During the 77th Legislative session, SB488, which expands the Nevada human trafficking laws to include those that facilitate, transport, or advertise victims are guilty of human trafficking, was signed into law.

The Coalition has worked diligently to comply with P.L. 113-183. The Data Subcommittee has found a dearth of data on the degree of the CSEC problem in Nevada.

However, a study recently conducted by Creighton University and commissioned by Awaken*, indicates that Nevada has the highest per capita rate of illegal online prostitution ads in the country. The number of such ads was 63% greater than the next most prolific state – New York and more than twice that of California.

According to the Creighton study, Nevada’s commercial sex market takes place within a unique context. Nevada is the only location in the United States in which licensed and regulated brothels coexist with the criminalized commercial sex industry. Contrary to the belief of some, it appears that brothels do not help reduce the rate of sex trafficking in Nevada. The Creighton study found that sex trafficking is embedded in the commercial sex market, much of which occurs online. It also found that more than 13% of Nevada prostituted persons are advertised as under the age of 21. Melissa Holland, Executive Director of Awaken and co-chair of the, advises that many of the clients they serve were first prostituted when they were 13 to 15 years old.

To read the entire study, please cut and paste this link into your browser:
<http://awakenreno.org/be-informed/nvcommercialsextrade/>

**Awaken is a northern Nevada non-profit organization whose mission is to increase awareness and education surrounding the issue of commercial sexual exploitation and to provide housing and restoration for its victims.*

Extensive Toolkit to Prevent Commercial Sexual Exploitation of Children Available Soon

The Prevention Subcommittee of the Coalition to Prevent the Commercial Sexual Exploitation of Children (CSEC) co-chaired by Senior Justice Nancy Saitta and Ross Armstrong, DCFS Administrator, has developed an extensive array of toolkits to be included in the CSEC Coalition's CESEC Prevention Resource Guide. The Guide will be hosted on the Nevada Division of Child and Family Services website.

Five toolkits were approved by the CSEC Coalition for dissemination. The Community Toolkit focuses specifically on helping businesses train employees on the CSEC issue. It pro-

vides strategies on how to engage such industries as transportation and hospitality to spread awareness. For example, truck drivers could be required to be certified with Truckers Against Trafficking (TAT). TAT is a non-profit organization that has partnered with the National Center for Missing and Exploited Children to promote awareness of CSEC and train truck drivers to identify CSEC victims. TAT offers certification courses for drivers to educate them on the sex trade and ways to report traffickers. TAT's certification has become mandatory in some jurisdictions.

Other toolkits include educating

youth about CSEC and how to combat the problem. A separate toolkit addresses how to recognize and protect youths who are at greater risk. Another is designed to help parents, guardians, and out-of-home caregivers create protective environments and resilient kids. The final toolkit addresses how to reduce the demand for CSEC. Studies have found that when demand is reduced, significantly reduces the commercial exploitation of children.

These toolkits are packed with links to various resources and may be useful tools for CICs.

Nevada Child Welfare Team Attending National Convening in Washington D.C.

The U.S. Department of Health and Human Services is hosting a national State Team Planning Meeting in July to bring together 10-member teams from each state, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. The purpose is to begin planning both the next five year Child and Family Services Plan (due June 2019) and inform development of the next CIP five-year strategic plans (due June 2021).

Nevada's 10-member team includes representatives from CIP, the Division of Child and Family Services, Clark County Department of Family Services, and Washoe County Human Services Agency. Presentations will concentrate on the Children's Bureau's vision for reshaping child welfare to prevent child maltreatment and unnecessary removal of children from their homes. Discussion will focus on strategies to strengthen families through:

- ◆ Primary prevention and place-based services;
- ◆ Promoting child and family well-being;
- ◆ Using foster care as a service for families; and
- ◆ Creating a competent, healthy, and stable workforce (social workers, attorneys, judges, and service providers).

Children's Bureau Distributed Court Improvement Program Funds

CIP received notification that the Children's Bureau released funding for both FFY 2018 Training and Data grants in the amount of \$128,765 each. Nevada CIP had previously received FFY 2018 Basic CIP grant in the amount of \$138,001.

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Appendix 8



Community Improvement
Councils Summits Agendas

Nevada Community Improvement Council 2014 Summit

Hosted by
Nevada Court Improvement Program
&
National Council of Juvenile and Family Court Judges

THE NATIONAL JUDICIAL COLLEGE, BUILDING MS 358
UNIVERSITY OF NEVADA, RENO
RENO, NV
OCTOBER 2-3, 2014

Principles of Quality Hearings

Thursday: October 2, 2014

Noon – 1:00 **Registration & Lunch**

1:00 – 1:15 **Welcome & Opening Remarks**
Mari Kay Bickett, JD
Chief Executive Officer, National Council of Juvenile and Family Court Judges

Honorable Nancy M. Saitta, Associate Justice
Supreme Court of Nevada

Honorable Stephen Rubin (Ret.)
Judicial Educator/Consultant, Tucson, AZ

1:15 – 2:15 **What's Changed?**
The purpose of this activity is to promote sharing across teams, of strategies, practices, activities and/or accomplishments that have furthered the implementation of best practices allowing the CIC's to benefit from one another's experiences and expertise. Each team will designate a spokesperson to share what their CIC has done since the last summit.
Franz J. Braun, Site Manager, National Council of Juvenile and Family Court Judges

2:15 – 3:15 **72 Hour Protective Custody Hearing**
In this session, participants will be introduced to the NCJFCJ Enhanced Guidelines regarding the protective custody hearings. This session will cover major federal and state legislation in the areas of child protection, child welfare and adoption. Ethical considerations related to this hearing will be discussed.
Honorable Stephen Rubin (Ret.)

3:15 – 3:30 **Break**

3:30 – 4:30

Adjudicatory/Disposition Hearing

In this session, participants will be introduced to the NCJFCJ Enhanced Guidelines regarding the adjudicatory and disposition hearings. This session will cover major federal and state legislation in the areas of child protection, child welfare and adoption. Ethical considerations related to these hearings will be discussed.

Honorable Stephen Rubin (Ret.)

Principles of Quality Hearings and Enhancing Hearing Practice

Friday: October 3, 2014

8:00—8:30

Breakfast NJC Cafeteria

8:30 – 8:45

What's On Your Mind?

Participants will have an opportunity to ask questions and share experiences regarding court practices and identified challenges

Honorable Stephen Rubin (Ret.)

8:45-10:15

Review and Permanency Hearing

In this session, participants will be introduced to the NCJFCJ Enhanced Guidelines regarding the review and permanency hearings. This session will cover major federal and state legislation in the areas of child protection, child welfare and adoption. Ethical considerations related to these hearings will be discussed.

Honorable Stephen Rubin (Ret.)

10:15 – 10:30

Break

10:30 – 12:00

Quality Hearings—What Does the Data say?

Each CIC will receive packets with their quality hearing and timeliness data. Faculty will discuss the statewide findings and outline strategies to move forward.

Alicia Summers, PhD, National Council of Juvenile and Family Court Judges

Noon – 1:00

Lunch (provided)

1:00 – 1:30

Now what? Facilitated Group Discussion

Honorable Stephen Rubin (Ret.) and Franz J. Braun

1:30 – 3:15

Action Planning

Franz J. Braun and Alicia Summers

3:15 – 3:30

Break

3:30 – 4:15

Action Planning report outs continued

4:15 – 4:30

Evaluations, Next Steps, and Closing Remarks

Justice Nancy M. Saitta, Judge Stephen Rubin (Ret.), and Franz J. Braun

** This conference has been funded by the State Court Improvement Program grant CFDA 93.586) through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].*



Nevada Community Improvement Council 2015 Summit

**Hosted by
Nevada Court Improvement Program
&
National Council of Juvenile and Family Court Judges**

**THE NATIONAL JUDICIAL COLLEGE
UNIVERSITY OF NEVADA, RENO
RENO, NV
OCTOBER 1-2, 2015**

Strategies for Quality Hearings

Thursday, October 1, 2015

8:00 – 8:30 **Registration and Breakfast (provided in the NJC Cafeteria)**

8:30 – 8:45 **Welcome and Opening Remarks (NJC Classroom)**

Mari Kay Bickett, JD

Chief Executive Officer, National Council of Juvenile and Family Court Judges

The Honorable Nancy M. Saitta

Associate Justice, Supreme Court of Nevada

The Honorable Katherine Lucero

Superior Court Judge, Santa Clara County, California

8:45 – 9:15 **What's Changed? (NJC Classroom)**

The purpose of this activity is to promote sharing across teams of strategies, practices, activities, and/or accomplishments that have furthered the implementation of best practices allowing the CICs to benefit from one another's experiences and expertise. Each team will designate a spokesperson to share what their CIC has done since the last Summit.

Franz Braun

Site Manager, National Council of Juvenile and Family Court Judges

- 9:15 – 10:00** **Promising Practices: Dependency Mediation (NJC Classroom)**
Review of the best practices and ethical issues of dependency mediation through a facilitated panel discussion staffed by stakeholders from the Second Judicial District.
Facilitator – *The Honorable Katherine Lucero*
- Panelists – *The Honorable Deborah Schumacher (Ret.), Jeff Martin, Esq., Kathleen Baker, Esq., Emilie Meyer, Esq., and Margaret Crowley, Esq.*
- 10:00 – 10:15** **Break**
- 10:15 – 10:45** **Timeliness and Measurement Outcomes in Nevada’s Judicial Districts (NJC Classroom)**
Review of data from each of the Judicial Districts on timeliness and related measurable outcomes. Each Judicial District will be provided an annual report.
Alicia Summers, Ph.D.
Program Director, Research and Evaluation
National Council of Juvenile and Family Court Judges
- 10:45 – 12:00** **Strategies for Quality Hearings (NJC Classroom)**
Participants will learn strategies for implementing the principles of quality hearings. Strategies include how to effectively engage parents and children, and how to elicit information from stakeholders during the hearings on educational well-being, safety decision making, and permanency.
The Honorable Katherine Lucero
- 12:00 – 1:00** **Lunch (provided in the NJC Cafeteria)**
- 1:00 – 2:30** **Hearing Quality – Activity (NJC Classroom)**
Participants will review video of dependency hearings from other jurisdictions and analyze best practices, challenges, and ethical considerations in conducting quality hearings. Worksheets will be provided to participants for this activity. Small group discussions will allow for discussion of the activity.
The Honorable Katherine Lucero
- 2:30 – 3:00** **Hearing Quality (NJC Classroom)**
Review of the activity by way of a large group discussion.
The Honorable Katherine Lucero
- 3:00 – 3:15** **Break**

* This conference has been funded by the State Court Improvement Program grant CFDA 93.586 through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].

3:15 – 4:15

Promising Practices: CIC Capacity Building (NJC Auditorium)

Panelists will discuss how they have increased the capacity and practice of their CIC through agenda development, effective use of subcommittees, scheduling regular meetings, and other tools.

Facilitator – *The Honorable Katherine Lucero*

Panelists – *The Honorable Egan Walker, Thomas Stockard, and Nathan Tod Young*

4:15 – 4:30

Wrap-up of First Day (NJC Auditorium)

The Honorable Katherine Lucero

Franz Braun

** This conference has been funded by the State Court Improvement Program grant CFDA 93.586 through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].*

Strategies for Quality Hearings

Friday, October 2, 2015

- 8:00 - 8:25** **Breakfast (provided in the NJC Cafeteria)**
- 8:30 – 9:30** **Nevada Promising Practices: Workshops (NJC Law Library)**
Workshops will focus on specific initiatives and programs from several Judicial Districts. Participants will self-select their first session and move to their second session after 25 minutes, attending a total of two sessions. The topic of each workshop will be introduced by the moderator(s) and followed by group discussion.
- Attorney Standards***
The Honorable Nancy Porter
4th Judicial District Court
- Education and Child Well Being***
Jeanne Marsh
Division Director, Washoe County Department of Social Services
- Trauma-informed Best Practices in Dependency Court***
Lorie Sicafuse, Ph.D.
Research Associate, National Council of Juvenile and Family Court Judges
- Children in Court***
The Honorable Frank Sullivan
8th Judicial District Court
- Subsidized Guardianships***
Amber Howell
Director, Washoe County Department of Social Services
- Jill Marano*
Deputy Administrator, Nevada Division of Child and Family Services
- 9:30 – 9:45** **Nevada Promising Practice - Team Time (NJC Classroom)**
The Judicial District teams meet to discuss information from the workshops and plan how they can integrate this information into their CIC goals and action plans.
- 9:45 – 10:00** **Break**

* This conference has been funded by the State Court Improvement Program grant CFDA 93.586 through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].

10:00 – 10:30

Continuous Quality Improvement (NJC Classroom)

A “do-it-yourself” CQI tool will be introduced and explained as a means of measuring progress among the CICs.

Alicia Summers, Ph.D.

Program Director, Research and Evaluation

National Council of Juvenile and Family Court Judges

Lorie Sicafuse, Ph.D.

Research Associate, National Council of Juvenile and Family Court Judges

10:30 – 11:45

Action Planning (NJC Cafeteria)

Each Judicial District will meet to plan their goals and next steps based on information gathered during the Summit. NCJFCJ staff will be available to assist all of the Judicial Districts in understanding how measurable outcomes can be an integral part of the action planning process.

11:45 – 12:00

Evaluations, Next Steps, and Closing Remarks (NJC Cafeteria)

The Honorable Nancy M. Saitta

The Honorable Katherine Lucero

Franz Braun

Site Manager, National Council of Juvenile and Family Court Judges

12:00

Adjourn Summit

Have a safe trip home!

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Nevada Community Improvement Council 2016 Summit

**Hosted by
Nevada Court Improvement Program
&
National Council of Juvenile and Family Court Judges**

**WHITNEY PEAK HOTEL
RENO, NV
SEPTEMBER 29-30, 2016**

Delivering the Best Outcomes for Children and Families

Thursday: September 29, 2016

8:00 – 8:30 a.m. Registration & Breakfast

8:30 – 8:45 a.m. Welcome & Opening Remarks

*Joey Orduna Hastings, JD
Chief Executive Officer, National Council of Juvenile and Family Court Judges*

*Honorable Nancy M. Saitta, Ret.
Supreme Court of Nevada*

*Honorable Deborah Schumacher, Ret.,
Second Judicial District Court, Reno, Nevada*

8:45 – 9:45 a.m. What's Changed?

The purpose of this activity is to promote sharing across teams. Each CIC will designate a spokesperson to share strategies, practices, activities and/or accomplishments that have furthered the implementation of best practices in their judicial district since the last summit.

Facilitator: Honorable Deborah Schumacher, Ret.

9:45 – 10:15 a.m. The Critical Elements in Quality Hearings

Critical elements identified by the group for discussion and action planning support.

Facilitator - Alicia Summers, Ph.D.

10:15 – 10:45 a.m. Connecting Quality Hearings with Outcomes

Current and emerging research on which elements of quality hearings impact specific outcomes for children and families.

*Alicia Summers, Ph.D.
Program Director, Research and Evaluation,*

National Council of Juvenile and Family Court Judges

- 10:45 – 11:00 a.m.** **Break**
- 11:00 – 12:00 p.m.** **What I need from you -?**
Worksheets will be provided to participants for this activity to help them better understand and document what they need from each other to be successful in implementing a key element of quality hearings. The purpose of this activity is to determine what group members need from one another to achieve common goals. CIC Team discussion.

Facilitator: *Honorable Deborah Schumacher, Ret.*
- 12:00 – 1:00 p.m.** **Lunch**
- 1:00 – 2:00 p.m.** **Open Space Activity**
CICs will identify what other jurisdictions are doing well (i.e. mediation, creating a cross over youth docket, etc.) that they would like to know more about or may wish to include in their action plans. CIC Teams discussion.

Facilitator: *Honorable Deborah Schumacher, Ret.*
- 2:00 – 2:30 p.m.** **Timeliness and Measurement Outcomes in Nevada’s Judicial Districts**
Review of data from each of the Judicial Districts on timeliness and related measurable outcomes. Each Judicial District will be provided an annual report.

Alicia Summers, Ph.D.
Program Director, Research and Evaluation,
National Council of Juvenile and Family Court Judges
- 2:30 – 2:45 p.m.** **Break**
- 2:45 – 3:15 p.m.** **So What, What Now Activity?**
CIC Team discussion based on individual data presented by Dr. Summers. Jurisdictions will look at their own data identifying one piece of data that is important to them, asking themselves “Why is that important? What patterns or conclusions are emerging? What hypotheses can be made?” After making sense of the data, ask, “NOW WHAT? What actions need to be taken?”

Facilitator – *Jessica Cisneros, NCJFCJ*
- 3:15 – 3:45 p.m.** **Statewide Juvenile Dependency Mediation Video and Discussion**
Video introduction of the Statewide Juvenile Dependency Mediation Program

Honorable Deborah Schumacher, Ret.
- 3:45 – 4:15 p.m.** **Begin Action Planning**
- 4:15 – 4:20 p.m.** **Wrap up of First Day**

Honorable Deborah Schumacher, Ret.

Friday: September 30, 2016

8:00—8:30 a.m. Breakfast

8:30 – 8:45 a.m. What's On Your Mind?

Participants will have an opportunity to ask questions about the previous day and share experiences regarding court practices and identified challenges.

Honorable Deborah Schumacher, Ret.

8:45 – 10:00 a.m. Mock Hearing/Based on CANI Fact Pattern

Facilitator: Honorable Deborah Schumacher, Ret.

10:00 – 10:15 a.m. Break

10:15 – 10:45 a.m. Presentation and tutorial on Chapin Hall Data

Alicia Summers, Ph.D.

10:45 – 12:30 p.m. Action Planning and Reporting

Each CIC will finalize its goals and next steps based on information gathered throughout the Summit. NCJFCJ staff will be available to assist all of the JDs in understanding how measurable outcomes can be an integral part of the action planning process.

12:30 – 1:00 p.m. Evaluations, Next Steps, and Closing Remarks

Honorable Nancy M. Saitta, Ret.

Honorable Deborah Schumacher, Ret.


Jessica Cisneros

1:00 p.m. Adjourn Summit

Safe Travels!



Appendix 9



“A Guide to Integrating Continuous Quality Improvement into the Work of the Community Improvement Councils”



A Guide to
**Integrating
Continuous Quality
Improvements**
into the Work of the
**Community
Improvement
Councils**



NATIONAL COUNCIL OF
JUVENILE AND FAMILY COURT JUDGES

WWW.NCJFCJ.ORG



The National Council of Juvenile and Family Court Judges® (NCJFCJ) headquartered on the University of Nevada campus in Reno since 1969, provides cutting-edge training, wide-ranging technical assistance, and research to help the nation's courts, judges, and staff in their important work. Since its founding in 1937 by a group of judges dedicated to improving the effectiveness of the nation's juvenile courts, the NCJFCJ has pursued a mission to improve courts and systems practice and raise awareness of the core issues that touch the lives of many of our nation's children and families.

For more information about the NCJFCJ or this guide, please contact:

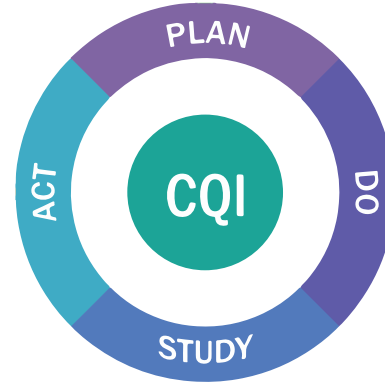
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INTRODUCTION

Continuous Quality Improvement (CQI), is an important part of systems change efforts. CQI has been defined as “the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from and revising solutions.” Simplified, the model identifies the cyclical steps in a process of systems change—the plan, do, study, act model (illustrated below). It is important to **plan** for systems change, using the most current or most available data that you have. From this, you plan to make a change. Then you **do**, or implement a change. Then, you must assess what you have done (**study**). Assessment does not have to be a complex process, it often requires a simple monitoring of whether the change was implemented as expected and what occurred after that. Following the study phase, you use the information/data that you gathered to set a course of action (**act**). You take an action to either change the program/practice that you implemented to make it better, or you



implement it full scale. Then the process begins anew. It is important as stakeholders who work with some of the nation’s most vulnerable youth to examine practices and programs and make sure that what we are doing has its desired effect and is not harming kids. By integrating CQI into current discussions and planning, it allows for an opportunity to assess any changes in practice and determine if you are moving in the right direction, or if you need to course correct and make adjustments to what you are doing to better serve the needs of the families you serve.


USING *this* GUIDE

This *Guide* offers practical suggestions for steps to fully integrate CQI into planning and action within your Community Improvement Council (CIC). Steps are identified along the way with helpful questions for you to ask yourself about current practice. The *Guide* also offers some concrete suggestions for tools to gather data, and examples of process and outcome measures that may be helpful in studying whether the changes

you have made have had an impact. Included in each step of the process is a CQI Self-Assessment. Self-assessment asks questions to help you think about where you are in the process. If the answer to any of the questions is NO, the next question is *why not?* If you are stuck at a step in the process, technical assistance is available to you to help move you forward toward successful integration of CQI into your systems change efforts.

> STEP 1:

ESTABLISH *a* DEDICATED COLLABORATIVE TEAM



Continuous Quality Improvement is not a one-time activity. It is an ongoing process and often requires stakeholders to adopt a new way of thinking about achieving systems change, which ideally permeates into organizational cultures. Each judicial district in Nevada has established a Community Improvement Council (CIC), a collaborative team comprised of diverse stakeholders who are dedicated to improving system processes and outcomes. This is a critical first step in any CQI endeavor. These teams work to identify system needs and areas for improvement; to coordinate and implement improvement efforts; to assess the effectiveness of improvement efforts; and to determine what changes need to be made to promote continued improvement and success.

Collaborative teams dedicated to improving court practices and outcomes for children and families involved in child abuse and neglect cases tend to be most successful when they:

- Are comprised of a diverse group of stakeholders and agency leaders. Team members could include one or more judicial officers, attorneys (agency attorneys, parents' attorneys, children's attorneys or child advocates such as

CQI SELF-ASSESSMENT (STEP 1)

- Does your judicial district have an established CIC?
- Does the team include all the persons that should be involved?
 - If not, who is missing?
How can they be engaged?
- Does your CIC meet regularly?
- Are meetings productive uses of time?
 - If not, what can be done to improve them? (See suggested agenda on next page)
- Could you use some Technical Assistance on this issue?

Guardians Ad Litem (GALs) and/or Court Appointed Special Advocates (CASAs), social service professionals, and other influential community members. Collaborative teams also may include court staff and administrative personnel, educators or school representatives, treatment providers, data and IT system professionals, members of law enforcement, domestic violence advocates, and juvenile justice professionals. The makeup of your team should reflect the visions and objectives for systems change in your jurisdiction. For example, if you would like to improve outcomes for children and families concurrently involved in both juvenile dependency and delinquency systems, then the collaborative team should include juvenile justice professionals.

- Are motivated by a shared vision for systems

change. Each collaborative team should develop and agree upon an overarching vision and mission statement to guide their improvement efforts. The vision and mission for every team will differ, but should ultimately reflect shared organizational values.

- Communicate and convene on a regular basis. The most successful court improvement teams tend to hold in-person meetings on at least a bi-monthly basis so that they can discuss progress towards current goals and objectives, identify and develop solutions to any problems or obstacles, and share perspectives and new ideas. A basic sample agenda for a Community Improvement Council (CIC) Meeting is provided below.
- Utilize interdisciplinary expertise and connections. It is important to develop a team of diverse stakeholders so that team members can 1) Offer a variety of different

CIC MEETING AGENDA – JULY 8, 2015

3:00 p.m. – 4:30 p.m.

- **Welcome and Announcements**
- **Child Safety Guide Trainings**
 - Participant and presenter feedback
 - Volunteers to coordinate fall trainings
- **Presentation of results from Court User Surveys**
 - Discuss areas for improvement
- **Subcommittee updates**
 - Data subcommittee
 - Policy subcommittee
 - Leadership team
- **Plans for the next month and next steps**
- **Schedule next meeting**
- **Adjourn**

perspectives, experiences, and resources to help guide court improvement efforts; 2) Represent their organization or agency by sharing similar stakeholders' perspectives to help inform CQI processes; and 3) Discuss and coordinate court improvement team efforts with agency stakeholders.

- Clearly communicate and establish roles, responsibilities, and next steps for implementing and analyzing court improvement efforts. Court improvement teams operate most efficiently and effectively when necessary roles are established (e.g., team leaders, organizers, note takers/recorders, etc. and when specific individuals are identified as responsible for any given task related to planning or implementing a court improvement effort.

TIPS FOR A SUCCESSFUL MEETING

- Schedule meetings at least one month in advance
- Draft and distribute agenda 1-2 weeks before each meeting – ask CIC members what needs to be included
- Identify a recorder to take minutes at each meeting and distribute to all CIC members within one week after the meeting
- Identify a facilitator for each meeting who will ensure the CIC stays on topic and that all members have a chance to speak

>> STEP 2:

CREATE, REVIEW, *and* REFINE a STRATEGIC PLAN *through a CQI LENS*

CQI involves analyzing the processes and outcomes of efforts made to achieve identified goals. Therefore, to fully integrate CQI principles into practice, Community Improvement Councils (CICs) must clearly articulate measurable goals and the plans for achieving these goals. This is commonly accomplished by developing a strategic plan or action plan for implementing and tracking change efforts. Although it would be optimal to begin CQI'ing a new program or practice, the reality is that integrating CQI often requires retrofitting this process to something that already exists. For instance, many CICs may have already identified system needs or areas for improvement and are working to address them, and CICs may already have created strategic plans. Whether your CIC is already executing a strategic plan or is beginning to develop one, it is important to view the strategic plan through a CQI lens. Strategic plans guiding the CQI process must, at minimum, include the following components:

- A clearly articulated, measurable goal linked to an identified need or improvement area
- Key steps or actions that must be taken to achieve the goal

CQI SELF-ASSESSMENT (STEP 2)

- Does your action plan have clearly articulated and measurable goals?
- Does your action plan include concrete steps with timelines and persons responsible?
- Do you have a plan to track progress?
- How will you know if your change effects the outcome you want?
- Could you use some technical assistance on this?

- How you will know if the key steps or actions needed to achieve the goal were implemented as planned
- How you will track progress towards the goal and determine whether the goal was achieved

It is also recommended that strategic plans identify 1) a timeline for program implementation and assessment of processes and outcomes; 2) specific persons or entities responsible for implementing key steps and/or actions; and 3) desired longer-term outcomes linked to achievement of the specified goal. For example, a CIC may set a goal of improving the quality of permanency hearings, and measure progress toward that goal by systematically assessing the breadth and depth of discussion surrounding key topics at permanency hearings. However, although improving the quality of permanency hearings is a measurable goal, it is still unclear *why* improving the quality of permanency hearings is important. Is improved hearing quality expected to increase

parties' satisfaction and acceptance of the case decisions, foster child well-being, or expedite permanency?

A sample strategic plan summarizing CIC activities and expected outcomes of increasing

focus on youth well-being at all juvenile dependency hearings is included in Appendix A. This sample plan will be used as an example throughout the remainder of this guide to help illustrate the CQI process.

>>> STEP 3: IDENTIFY PROCESS *and* OUTCOME MEASURES

Two main types of measures are used to help inform the CQI process.

Process measures document program activities and outputs, such as the number of participants reached by a training or the number of collaborative meetings held and the minutes of those meetings. Documenting and analyzing the processes of change initiatives will help CICs determine the extent to which programming was implemented as intended. In the sample strategic plan (see Appendix A), process measures would be developed from **Column D** (Evidence to be collected to indicate that the action has been implemented as planned). Process measures are important for several reasons. If the programming results in positive outcomes, process measures can help illustrate *how* the programming led to change and which elements of the program were successful. This information can then be used to develop a “road map for success” that can be disseminated and adopted by other CICs to promote broader change. If the

CQI SELF-ASSESSMENT (STEP 3)

- Do you understand how process outcome measures can be used to help guide CIC efforts?
- Do you have a plan to track process measures (e.g., if your change has been implemented as it was supposed to be)?
- Do you have a plan to track outcome measures (e.g., if your change has the desired effect)?
- Could you use some technical assistance on this?

programming did not lead to the desired change, process measures can be examined to determine if any discrepancies between what was planned and what was actually implemented may have impeded change. CICs refine their strategic plans to address any barriers to program implementation and/or to incorporate alternative actions that may be better suited to achieving their goals.

Outcome measures assess the extent to which programming led to desired changes are needed to answer the question, “Did our efforts make a difference?” The content of **Column E** (Evidence to be collected to indicate that the action has led to change) in the sample strategic plan can


be translated into outcome measures. Outcome measures are essential in tracking progress towards goals and in demonstrating how more immediate impacts of programming are linked to broader impacts in the following months or years. CICs should articulate and measure both short- and long-term outcomes of their change efforts. In the sample strategic plan, *Increased presence of youth at all hearings* represents an anticipated short-term outcome of change efforts, whereas *Increase in positive well-being outcomes for youth involved in dependency cases* represents a long-term outcome.

Measuring processes is sometimes more straightforward and less time-intensive than measuring outcomes, although this still requires time and dedication from CICs. For instance, the CIC working on the sample action plan will need

to collect data on the number and disciplines of participants attending trainings and conduct evaluations of the trainings (i.e. to assess the impacts of the training on participants' knowledge and intentions to apply this knowledge in their work). The CIC team also will need to collect data to determine if there has been an increase in positive well-being outcomes for youth involved in dependency cases. In doing so, the team will first need to identify measures of youth well-being they wish to use. Educational success, increased community involvement, developing positive peer relationships, and abstinence from drugs and alcohol are just some indicators of youth well-being. Next, the CIC team will determine how to collect the data needed for those measures.

>>>> STEP 4:

IDENTIFY WAYS *to* COLLECT (OR FIND EXISTING) DATA



In the next step in the CQI process, the CIC team will identify ways to collect the data needed for the processes and outcomes they wish to track. This should include conversations with all system stakeholders to assess the availability of data elements through various IT systems. The agency and the court will likely have data systems in place and collect some data that would be useful in tracking progress towards CIC goals and

CQI SELF-ASSESSMENT (STEP 4)

- Do you know what data are available to you?
- Do you know what data you need to collect?
- Do you have internal capacity to collect additional data?
- Could you use some technical assistance on this?

objectives. Further, the agency reports their data to the Adoption and Foster Care Reporting System (AFCARS), which will provide state level data (and sometimes jurisdiction specific data). Local school districts and juvenile justice agencies may also have data systems that include data elements that will help inform CIC efforts.

In Nevada, CICs have access to court timeliness data collected from the child welfare data in the SACWIS, UNITY, and in the SACWIS and UNITY systems, which are distributed to the courts quarterly. These data include the median days to permanency hearings, to termination of parental rights, and to permanency.

CICs also have access to agency data collected by Chapin Hall¹, including data on placement stability, case closure/exit type (i.e., whether a case ended in reunification, TPR/adoption, guardianship, etc.), and case timeliness (i.e., number of days from petition filing to permanency and case closure). This data is provided annually at the CIC annual meeting. Other data can be requested from NCJFCJ, who has access to the Chapin Hall data system. Also, it may be possible for the CICs to designate a person to gain access to Chapin Hall for additional information.

If data are not already available, it will be important to design a plan to collect data. This may include the collection of quantitative or

qualitative data. Quantitative data involves collecting numeric information from various primary sources (e.g., court records or stakeholder surveys) or secondary sources (e.g., school data or agency data). Qualitative data focus on descriptive information rather than numbers and provide a richer, more detailed description. Such data can be collected through parent or stakeholder interviews or focus groups, as well as through open-ended survey questions. The information collected can be used to better understand stakeholders' and users' perceptions about how well the program is working and how to improve programs.

CICs may discover that there are several different sources of data and data collection methods they can use to track processes and outcomes, and choose the source and method that is most efficient and relevant to their goals. If a CIC determines that data required to measure specific processes or outcomes are truly unavailable, the CIC should consider revising the desired process or outcome so that it is measurable.

¹ For more information about Chapin Hall, see:
<http://www.chapinhall.org/partners/CSCWD>

>>>>> STEP 5:

DETERMINE HOW *to* COLLECT OTHER NECESSARY DATA (COLLECTING YOUR OWN DATA)

After CICs determine what data they will need to collect in order to measure processes and outcomes, they should then articulate *how* these data will be collected. For primary data collection (that is, quantitative or qualitative data that CIC members will be requesting or collecting themselves), this should include details about what method should be used (e.g., online surveys, paper surveys, case file review, court observation), who will be responsible for collecting the data, and how data will be combined, stored, and analyzed. CICs, or the CIC data/performance measurement subcommittee groups also will need to determine who is responsible for entering, analyzing, and reporting data; how data will be reported; and if any data sharing agreements or Memorandums of Understanding need to be in place to obtain the data needed to measure performance.

It is recommended that all CICs create a performance measurement plan identifying process and outcome measures to track progress towards their overarching goal(s) and how these data will be collected and analyzed. A comprehensive sample performance measurement plan based on the sample strategic plan (Appendix A) is included in Appendix B. This example measurement plan includes

CQI SELF-ASSESSMENT (STEP 5)

- Are you familiar with different methods to collect your own data (e.g., surveys, case file review, court observation)?
- Do you know which methods would be best-suited to measuring your processes and outcomes?
- Do you have a clear plan for collecting, analyzing, and reporting your data?
- Could you use some technical assistance on this?

measures and procedures to track all processes and outcomes identified in the sample strategic plan for demonstration purposes (i.e., to provide CIC members with several different examples).

It is important to note that many CIC strategic plans and performance measurement plans may be briefer than the examples provided. Given limitations on time and resources, a CIC may decide to implement two activities aimed at promoting systems change and identify 2-4 process measures and 2-3 outcome measures. The process and outcome measures selected should be directly linked to the programming and/or activities. For example, a CIC may direct their efforts towards implementation of the following **practices** (adapted from Appendix A):

All judicial officers will inquire about youth availability to attend hearings and the judicial officers and clerks will make every effort to schedule hearings so that youth can attend.

The CIC will organize multi-disciplinary trainings on best practices for engaging youth during juvenile dependency hearings and the key topics related to youth permanency and well-being that should be discussed at hearings.

The CIC team then identifies the following **process measures** they will use to determine whether these activities were implemented as planned:

- Frequency with which judicial officers inquire about youth schedules when scheduling the next hearing.
- Frequency with which hearings are scheduled that accommodate youth.
- Number of staff trained and disciplines of staff trained.
- Participants' satisfaction with training and knowledge gained

Next, the CIC team identifies the following two measures to determine if the activities are leading to the anticipated **outcomes**:

Frequency with which youth attend their court hearings.

Breadth and depth of discussion focused on child well-being during hearings.

After the programming has been implemented for some time and data have been collected for the identified process and outcome measures, the CIC may consider exploring more long-term outcomes expected to result from their efforts. For instance, increased attendance of youth at hearings and increased quality of discussion focused on child well-being at these hearings may be in turn expected to improve readiness for living independently among youth who are aging out of care. This outcome can be measured by completing an Independent Living Readiness Checklist for each youth as applicable. Appendix B includes examples of potential data collection sources and methods and measurement plans for each of the measures identified above.


Some CICs may want to begin by implementing a simplified data collection and performance measurement plan. Such a plan should include 1) CIC activities that are being implemented; 2) One or more measures for each activity; and 3) The method that will be used to collect data for the measure. The table on the following pages provides examples of simplified data collection and performance measurement plans using many of the activities that CICs identified in their Action Plans for 2014-2015 (completed at the 2014 Nevada CIC Summit).

PROPOSED CIC ACTIVITIES AND EXAMPLE DATA COLLECTION METHODS		
ACTION	MEASURE(S)	DATA COLLECTION METHOD
Monthly case review meetings with DCFS, PD, DA, and CASA	<ul style="list-style-type: none"> Frequency of meetings (date and time) Frequency with which all specified professionals attend 	Identify a recorder and keep minutes for each meeting. Record the date of each meeting and persons present. Save meeting minutes as word or other electronic document.
Improve engagement of parents and during hearings	<ul style="list-style-type: none"> Responses to Parent Engagement Survey <p>NOTE: Please see Appendix C for a sample Parent Engagement Survey.</p>	At the end of each hearing, the Bailiff will ask the parent(s) if they would be willing to take the survey and provide instructions. All completed surveys will be dropped in a locked box in the back of the courtroom
Increase the number of case plans that are filed in a timely manner	<ul style="list-style-type: none"> Percentage of case plans that are filed within the specified timeframe 	All social services staff responsible for filing case plans will record the date each case plan is <i>supposed</i> to be filed by and the date each case is actually filed in a simple Excel template. They will send completed templates for each month to administrators.
Increase focus on child well-being at all hearings as appropriate	<ul style="list-style-type: none"> Number of well-being topics discussed at each hearing; extent to which each topic is discussed (e.g., brief mention or thorough discussion) 	Designated CIC members or other trained volunteers will randomly observe hearings and collect data using a Court Observation Tool that includes child well-being discussion topics. NOTE: Please see Appendix D for a sample Court Observation Tool.
Expanding and improving petitions and case plans to be rationally related	<ul style="list-style-type: none"> Degree of correspondence between allegations and presenting problems noted in the petition and case plans 	Examine petitions and case plans side-by-side. For each petition/case plan pair selected, use a table to record the number of instances in which case plan services were <i>not</i> related to petition allegations or presenting problems.
Confirm ICWA status at each hearing	<ul style="list-style-type: none"> Percentage of hearings during which the judicial officer inquires about ICWA (asks if child has Native American heritage and if ICWA applies) 	CIC members, trained volunteers, or ICWA compliance officers will randomly attend hearings and record whether ICWA status was confirmed using a court observation instrument. NOTE: Please see Appendix E for a sample ICWA Compliance – Court Observation Tool

PROPOSED CIC ACTIVITIES AND EXAMPLE DATA COLLECTION METHODS		
ACTION	MEASURE(S)	DATA COLLECTION METHOD
Invite children to attend court (with prior notification of team members)	<ul style="list-style-type: none"> Percentage of hearings that youth attend 	Pull random samples of electronic case files and record whether the child was present for each hearing in the case in an Excel spreadsheet (e.g., Adjudication present? Y/N).
Promote attendance of foster parents at hearings	<ul style="list-style-type: none"> Percentage of hearings for which foster parents are present 	Judicial officers and/or court staff will ensure that foster parents are identified and entered into the court case management system as present. Random samples of hearings can then be selected within the system to determine the extent to which foster parents appear.
Recruitment and retention of quality foster parents	<ul style="list-style-type: none"> Number of licensed foster care providers in the jurisdiction. 	Social Services will send the CIC quarterly reports (pulled from their case management system) with the present numbers of licensed foster care providers
Recruitment and retention of quality foster parents	<ul style="list-style-type: none"> Number of licensed foster care providers in the jurisdiction. 	Social Services will send the CIC quarterly reports (pulled from their case management system) with the present numbers of licensed foster care providers
Increase focus on child safety	<ul style="list-style-type: none"> Number of safety issues addressed during the initial hearing and extent to which these issues were addressed (Per the Child Safety Guide) 	<p>CIC members or trained volunteers will randomly observe initial hearings (i.e., Shelter Care, Preliminary Protective Hearings) and complete a checklist of child safety topics that should be discussed as recommended per the Child Safety Guide.</p> <p>NOTE: Please see Appendix F for a sample Initial Hearing Observation – Child Safety Checklist</p>

>>>>>> STEP 6:

ANALYZE YOUR DATA *and* REACT to YOUR FINDINGS



In developing a performance measurement plan, CICs should specify how the data collected or obtained will be analyzed, the timeframe and/or frequency with which the data will be analyzed (e.g., six months after program implementation and every six months following) and who will be responsible for analyzing the data and reporting the findings to the CIC and other stakeholders. After the findings are shared, the CIC enters in perhaps the most important phase of CQI: reacting to the findings. This is what distinguishes CQI from other methods of tracking processes, progress, and impacts. Rather than simply reporting their findings and moving on, CICs engaged in the CQI process carefully consider the results obtained, identify successes and areas for improvement, and begin

CQI SELF-ASSESSMENT (STEP 6)

- What did the data tell you about your change?
- Was the change implemented like it was supposed to?
- Were there barriers to implementation?
- Can something be done differently to improve implementation?
- Should you continue with the change or stop?
- Were you able to illustrate a positive outcome following the change?
- Could you use some technical assistance on this?

to develop plans for further improvement. These plans may include maintaining and expanding programs that have led to successes, modifying programming that has fallen short of expectations, and/or implementing new programs and activities that may be more conducive to achieving the desired outcomes.



SEEK TECHNICAL ASSISTANCE *as* NEEDED

The Nevada Court Improvement Program contracts with the National Council of Juvenile and Family Court Judges (NCJFCJ) to provide technical assistance related to CQI of current statewide and local projects. The research team at the NCJFCJ is available to assist the CICs in thinking about how to integrate CQI more fully into current practice. Technical assistance can take many forms, depending on the needs of the court. These may include:

- **Identification of performance measures.** In developing an action plan, the CICs often identify practice or program changes they would like to make. The NCJFCJ can help identify performance measures to correspond to those suggested changes. For example, if you want to increase involvement of children, families, and other necessary parties, the NCJFCJ can help you identify multiple ways you might want to measure this to determine if your change is occurring as planned.
- **Assistance with tool development.** Often it might be necessary to develop an instrument to collect all the necessary components you would like to see. For example, an action plan might be to better engage parents in the process. The CIC may want to survey parents about current engagement and barriers to coming to court.

The NCJFCJ can help the CIC develop a user-friendly tool to use in data collection.

- **Answering data questions.** Data can be tricky and always has some limitations. The NCJFCJ can help answer any questions you have about the currently available data, its limitations, and how it can best be used.
- **Analysis of currently available data.** The NCJFCJ could also serve as a data analysis partner. In addition to having access to AFCARS and Chapin Hall data, the NCJFCJ could potentially help with analysis of data the CIC has collected (e.g., analyzing survey responses, doing analysis of data collected in excel, etc.)
- **Brainstorming ideas for data collection.** The NCJFCJ can serve as a thought partner, working with the CIC to consider all potential data sources and ways to efficiently and effectively collect data needed to monitor change and assess outcomes.
- **Assistance with action planning.** The NCJFCJ can also assist in the action planning process, helping to identify process measures, as well as short term and long-term outcomes measures of interest.

Appendix A – Sample Strategic Plan

Goal: Increase focus on child well-being at all hearings in juvenile dependency cases.

A. Description of action to bring about change or improvement	B. Specific entities or persons responsible for the action and timeframe	C. Materials and resources needed for action	D. Evidence to be collected to indicate that the action has been implemented as planned	E. Evidence to be collected to indicate that the action has led to change
<p>Inform all relevant parties (e.g., parents, foster parents, child advocates, youth) that the court encourages youth attendance at hearings and provide one-page information sheets about youth attendance along with the next hearing date to parties</p>	<p>CIT representatives from each agency (Lead Judge, social worker, attorneys) will train other staff on protocol. Youth in Court subcommittee will draft and supply information sheets. Completion date: Oct. 2015</p>	<p>Youth in Court (YIC) protocol and guidelines, information sheets</p>	<p>Parties' awareness of expectations that youth are present in court; number of staff trained; extent of YIC information sharing and distribution.</p>	<p>Increased youth presence at all hearings Increased engagement of youth who are present at hearings</p>
<p>Inquire about youth availability to attend hearings and schedule hearings accordingly</p>	<p>Lead Judge will train judicial officers and court clerks to accommodate youth schedules Completion date: Sept. 2015</p>	<p>Reminder notices, youth schedules.</p>	<p>Extent of inquiries and hearings scheduled that accommodate youth</p>	<p>Increased depth and breadth of discussion focused on child well-being at all hearings</p>
<p>Multi-disciplinary trainings on best practices for engaging youth and key hearing discussion topics</p>	<p>Representatives from the DA, Public Defender, and GAL office will coordinate trainings, to be held in Aug. and Sept. 2015</p>	<p>Training curriculum, presenters, and educational materials</p>	<p>Number and discipline of participants attending training, training evaluations</p>	<p>Increased understanding and perceptions of procedural fairness among youth regarding their case</p>
<p>Monthly multi-disciplinary case reviews, with a focus on promoting child well-being</p>	<p>Social service agency representatives will coordinate meetings, beginning Sept. 2015</p>	<p>Case and child information from each agency; staff participation</p>	<p>Number and frequency of meetings; topics discussed</p>	<p>Increase in positive well-being outcomes for youth involved in dependency cases</p>

Appendix B – Sample Data Collection and Performance Measurement Plan

Process Measures		
Measure	Data collection sources and methods	Measurement plan
Parties' awareness of expectations that youth are present in court	Prior to each hearing, court staff will ask all relevant parties (e.g., child advocates, parents/guardians/foster parents, attorneys, social workers) if they have received verbal and written information encouraging youth presence at hearings.	Designated staff will pose this question to all relevant parties prior to each court hearing and record their responses on a standardized form. Forms will be collected each week by designated court staff and results analyzed on a monthly basis.
Number of staff trained and disciplines of staff trained	All participants who attend trainings will be asked to provide their name and discipline on a sign-in sheet	CIT representatives will collect sign-in sheets and enter participants' names and disciplines into an Excel file.
Participants' satisfaction with training and knowledge gained	Data will be collected using a post-reflective evaluation survey distributed to participants at the end of each training. The survey will ask participants to indicate their satisfaction with the training and to rate their knowledge in the topics covered before and after the training.	CIT representatives will collect evaluation surveys at the end of each training and enter data into an Excel file. CIT representatives can calculate response frequencies and averages using Excel to assess overall satisfaction with the training and to determine the extent of knowledge increase from pre to post training.
Frequency with which YIC information sheets are distributed to all relevant parties	A CIT member will observe of 2-3 hearings per week (including different judicial officers) for the first two months of program implementation to determine whether information sheets are distributed as planned.	The CIT member will record whether the information sheet was distributed to all, some, or none of the relevant parties for each hearing observed and enter this information into an Excel file. These data will be analyzed after three months into the implementation phase to assess fidelity to distribution of the information sheets.
Frequency with which judicial officers inquire about youth schedules when scheduling the next hearing and the frequency with which hearings are scheduled that accommodate youth.	A CIT member will observe of 2-3 hearings per week (including different judicial officers) for the first two months of program implementation to determine whether judicial officers are inquiring about youth schedules and, if so, whether hearings are scheduled to accommodate youth.	The CIT member will record whether the judicial officer did or did not inquire about youth schedules when scheduling the next hearing and whether the hearing was in fact scheduled to accommodate youth. This information will be entered into an Excel file. These data will be analyzed after three months into the implementation phase to determine the extent to which judicial officers are making efforts to accommodate youth schedules.
Frequency of multi-disciplinary case review meetings and discussion of topics focused on child well-being	Social services representative will document meetings and complete a "checklist" of discussion topics, marking all topics discussed related to child well-being (e.g., placement, mental and physical health, visitation, education)	The social services representative will enter data collected at meetings into a shared Excel file. Data will be analyzed on a bi-monthly basis to assess the extent to which meetings are held and child well-being topics are discussed.

Appendix B – Sample Data Collection and Performance Measurement Plan

Outcome Measures		
Measure	Data collection sources and methods	Measurement plan
Youth presence at hearings	Presence of parties at each hearing is already documented in the court case management system.	Court IT staff will randomly select 30 cases closed prior to program implementation and calculate the percentage of hearings for which youth were present for each case. A year after program implementation, IT staff will randomly select 30 cases that opened after program implementation and calculate the percentage of hearings for which youth were present for each case. These pre and post percentages can be compared to assess the extent to which youth presence at hearings have increased as a result of CIT efforts.
Judicial engagement of youth during hearings	Designated CIT members will observe at least 5 juvenile dependency hearings per month for which youth are present beginning now (to establish a baseline) and continuing throughout the following months during and after program implementation. CIT observers will use a standardized court observation instrument to assess the extent and quality of judicial engagement.	Each CIT observer or support staff (e.g., interns, student volunteers) will enter the data collected via the observation instruments into an Excel file. Means (averages) will be calculated for each engagement variable as well as total engagement scores. These will be compared across months to assess improvements in judicial engagement of youth.
Breadth and depth of discussion focused on child well-being during hearings.	Designated CIT members will observe at least 5 juvenile dependency hearings per month for which youth are present beginning now (to establish a baseline) and continuing throughout the following months during and after program implementation. CIT observers will use a standardized court observation instrument to assess the breadth and depth of key discussion topics as set forth in the <i>Resource Guidelines</i> (e.g., placement, education, health, permanent connections, etc.)	Each CIT observer or support staff (e.g., interns, student volunteers) will enter the data collected via the observation instruments into an Excel file. Means will be calculated for each discussion topic variable as well as total "hearing quality" pertaining to child well-being scores. These will be compared across months to assess improvements in the breadth and depth of discussion focused on child well-being.
Youths' perceptions of procedural fairness regarding their court hearings and case.	At the end of hearings, Bailiffs will administer a survey to youth who attended assessing their perceptions related to procedural fairness- e.g., whether they felt the way their case was handled was fair and if the hearing outcome was fair, whether they had the opportunity to be heard, whether the judge listened to their side of the story. This will occur at each hearing beginning immediately and throughout the months during and following program implementation.	CIT volunteers or support staff will enter survey results into an Excel database. Response frequencies and means will be examined and compared over time to determine if there are increases in youth's perceptions of procedural fairness.

Appendix B – Sample Data Collection and Performance Measurement Plan

Outcome Measures		
Measure	Data collection sources and methods	Measurement plan
Educational Benchmarks: Percentage of youth performing at or above grade level at case closure. (well-being measure)	Upon case closure, the Educational Liaison will submit updated academic records to social services and indicate if the student is performing at or above grade level.	An additional field for “academic performance at case closure” will be added to the Agency database with codes to indicate whether youth are performing below, at, or above grade level. These data will be analyzed every six months to determine if youth academic performance has improved.
Dual Involvement: Percentage of children under court jurisdiction who are also involved in the juvenile delinquency system. (well-being measure)	Juvenile Services already tracks dual involvement-youth who have open dependency and delinquency cases. Youth who are dually involved are flagged in their data system. The court case management system tracks the total number of youth under court jurisdiction (in child welfare cases).	Juvenile Services staff will run quarterly reports indicating the number of youth who are dually involved-the percentage of youth with open dependency cases who are dually involved can then be calculated by court IT staff. These data will be analyzed quarterly to assess changes in the extent of dual involvement.
Independent Living Readiness (well-being measure)	Social workers will complete the independent living readiness checklist for all APPLA youth 2-3 months prior to their eighteenth birthday or discharge from care. The checklist includes variables related to education, employment, housing, and independent living skills.	Data from the independent living readiness checklist will be entered into the Agency database. Every six months, the CIT social services representative will request a report on the checklists completed during the six month time period. Checklist scores will be compared over time to detect changes in Independent Living Readiness among APPLA youth.

Appendix C - Parent Engagement Survey

We are interested in your opinion of how you were treated in court today. Your answers to these questions can be used to help improve the court system. Your answers will only be used to measure the court's strengths and weaknesses and will not affect your case in any way. We appreciate you taking the time to complete this survey.

When did your case open? _____ month _____ year

Please indicate your agreement with each statement, using the following scale.

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

The judge treated me with respect	1	2	3	4	5	
The judge listened to me	1	2	3	4	5	
I had a chance to speak	1	2	3	4	5	
The judge spoke directly to me	1	2	3	4	5	
I helped make the decisions for my case.....	1	2	3	4	5	
I agreed with the case plan ordered for me	1	2	3	4	5	N/A
I understood what happened in court today.....	1	2	3	4	5	
I understand what I am supposed to do next.....	1	2	3	4	5	
All of my questions were answered	1	2	3	4	5	
The judge was fair.....	1	2	3	4	5	
I agree with the decisions made in court today	1	2	3	4	5	

Is there anything else you would like to tell us about your experience in court today? _____

Please check your role in the case: Mother Father

Please check your race/ethnicity (mark all that apply):

- White/Caucasian Black/African American Hispanic/Latino
 Asian/Pacific Islander Native American Other: _____

Appendix D – Example Court Observation Tool²

The following is an excerpt from a court observation tool used to assess hearing practice in review hearings. The top portion gathers descriptive data regarding when the hearing was held, who was present, the scheduled start and end time, as well as the child’s current placement. The bottom portion focuses just on what was discussed at the hearing.

Date						
MONTH	DAY	YEAR	Inquiry about parties not present? Who? _____	(N) (Y) (NA)	Site	(1) (2) (3) (4) (5) (6) (7)
(J) J			Explanation from agency to locate missing parties? _____	(N) (Y) (NA)	Scheduled Time:	
(F) F					Start Time:	
(M) M	(0) (0) (0) (0)		Parties Present/ Spoke at Hearing		End Time:	
(A) A	(1) (1) (1) (1)		(Y) (S) Judge (Y) (S) Treatment Provider		Current Placement	
(M) M	(2) (2) (2) (2)		(Y) (S) Child(ren) (Y) (S) State's Atty		(1) Home	
(J) J	(3) (3) (3) (3)		(Y) (S) Caseworker (Y) (S) Agency Atty		(2) Relative/Kin	
(J) J	(4) (4) (4) (4)		(Y) (S) Attorney <i>ad litem</i> (Y) (S) Mother		(3) Pre-Adoptive Home	
(A) A	(5) (5) (5) (5)		(Y) (S) GAL (Y) (S) Father		(4) Foster Care	
(S) S	(6) (6) (6) (6)		(Y) (S) CASA (Y) (S) Mother Atty		(5) Group Home	
(O) O	(7) (7) (7) (7)		(Y) (S) Foster Parent (Y) (S) Father Atty		(6) Treatment Facility	
(N) N	(8) (8) (8) (8)		(Y) (S) Relative Caretaker (Y) (S) Other: _____		(7) UD	
(D) D	(9) (9) (9) (9)		(Y) (S) Extended Family (Y) (S) Other: _____			

For each of the discussion items below, use the 0 to 2 scale to identify how much discussion occurred in the hearing. 0 = No discussion, 1=statement only/little discussion, 2=more than a statement/substantive discussion.

Well-Being

Educational needs being met	(0) (1) (2) (NA)
Educational placement appropriate	(0) (1) (2) (NA)
Physical well-being	(0) (1) (2) (NA)
Mental health needs	(0) (1) (2) (NA)
Special needs	(0) (1) (2) (NA)
Independent Living Plan	(0) (1) (2) (NA)

² More information about this tool and measuring ICWA compliance generally can be found in the Measuring Compliance with the Indian Child Welfare Act: An Assessment Toolkit, Available online at: <http://www.ncjfcj.org/resource-library/publications/measuring-compliance-indi-an-child-welfare-act-assessment-toolkit>

Appendix E – ICWA Compliance Tool²

NCJFCJ ICWA Performance Measurement Court Observation Tool						
Court Case File Number	Type of Hearing	Coder	Tribe(s) of Child		Date	
Judicial Officer	County/Jurisdiction	State	Num of children	# child selected:	M	O
Parties Present at Hearing		<input checked="" type="checkbox"/> Relatives	<input checked="" type="checkbox"/> Interpreter	<input checked="" type="checkbox"/> Foster Parent		
<input checked="" type="checkbox"/> Mother	<input checked="" type="checkbox"/> Mother's Atty	<input checked="" type="checkbox"/> Child	<input checked="" type="checkbox"/> Child's Atty	<input checked="" type="checkbox"/> Tribal Representative	<input checked="" type="checkbox"/> CASA	<input checked="" type="checkbox"/> Treatment Prov
<input checked="" type="checkbox"/> Father	<input checked="" type="checkbox"/> Father's Atty	<input checked="" type="checkbox"/> Social worker	<input checked="" type="checkbox"/> State's Atty	<input checked="" type="checkbox"/> Atty for Tribe	<input checked="" type="checkbox"/> GAL	<input checked="" type="checkbox"/> Other:
Was an attorney appointed at this hearing for: the mother? <input checked="" type="checkbox"/> <input type="checkbox"/> the father? <input type="checkbox"/> <input type="checkbox"/> the child? <input type="checkbox"/> <input type="checkbox"/>						
ICWA Applicability						
1. Application of ICWA						Yes No
1a. Did the judge inquire about the applicability of ICWA?						<input checked="" type="checkbox"/> <input type="checkbox"/>
Who was asked?						
1b. Has the child's tribe(s) been identified?						<input type="checkbox"/> <input type="checkbox"/>
1c. Is the child a member, or eligible for membership of a federally recognized tribe?						<input type="checkbox"/> <input type="checkbox"/>
1d. Did the judge make a finding orally on the record that ICWA does/does not apply?						<input type="checkbox"/> <input type="checkbox"/>
1e. Does ICWA apply in this case? (even if no finding)						<input type="checkbox"/> <input type="checkbox"/>
2. Jurisdiction						Yes No
2a. Did the judge make a finding <i>on the record</i> that the tribe(s) received formal notice of petition filing?						<input type="checkbox"/> <input type="checkbox"/>
2b. Is the child a ward of a tribal court?						<input type="checkbox"/> <input type="checkbox"/>
2c. Is the child domiciled or living on the reservation?						<input type="checkbox"/> <input type="checkbox"/>
2d. Does the state court have jurisdiction?						<input type="checkbox"/> <input type="checkbox"/>
***If this is not the initial hearing, is there indication that this is an ICWA case?						<input type="checkbox"/> <input type="checkbox"/>
ICWA Compliance						Yes No
3. Findings on the Record & Placement					Finding Made	Notice Given
3a. Did the judge make a finding that the tribe(s) received notice of this hearing?					<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3b. Did the judge make a finding that the mother received notice of this hearing?					<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3c. Did the judge make a finding that the father received notice of this hearing?					<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3d. Did the judge make a finding that the Indian custodian received notice of this hearing?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3e. Did the judge order the child in to (or to remain in) out of home placement?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3f. Did the judge make a finding that emergency removal was necessary to prevent imminent physical damage or harm to the child?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3g. Was there qualified expert witness testimony presented at this hearing?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3h. Did the judge make a finding that there was clear and convincing evidence that the child was likely to suffer serious emotional or physical damage if continued in the custody of the parent?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3i. Did the judge make a finding of active efforts <input checked="" type="checkbox"/> <input type="checkbox"/> to prevent removal? <input checked="" type="checkbox"/> <input type="checkbox"/> to return the child home?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3j. Was there discussion of why child was not placed with relatives?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
3k. Did the judge make a finding of good cause not to follow the placement preferences? If yes, why?					<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
4. Tribal Intervention						Yes No
4a. Did the tribe petition or move to intervene in the case?						<input type="checkbox"/> <input type="checkbox"/>
4b. Did the judge grant the tribe's petition or motion to intervene in the case?						<input type="checkbox"/> <input type="checkbox"/>
4c. Did the tribe have a recommendation to present to the court?						<input type="checkbox"/> <input type="checkbox"/>
4d. Did the judge allow the tribe to present its recommendation to the court?						<input type="checkbox"/> <input type="checkbox"/>
4e. Did the judge adopt all <input checked="" type="checkbox"/> adopt some <input checked="" type="checkbox"/> or not adopt <input checked="" type="checkbox"/> the tribe's recommendation?						<input type="checkbox"/> <input type="checkbox"/>
5. Transfer to Tribal Court						Yes No
5a. Did a party request a transfer of the case to tribal court at this hearing?						<input type="checkbox"/> <input type="checkbox"/>
5b. Did the judge make a decision about the transfer to tribal court? <input checked="" type="checkbox"/> <input type="checkbox"/> Grant <input checked="" type="checkbox"/> Deny <input type="checkbox"/>						<input type="checkbox"/> <input type="checkbox"/>
5c. Did the judge make a finding of good cause to deny the request to transfer the case? If yes, why?						<input type="checkbox"/> <input type="checkbox"/>
6. Engagement of Tribe						Yes No
6a. Was there discussion of how the tribe has been involved in case planning?						<input type="checkbox"/> <input type="checkbox"/>
6b. Was there discussion of culturally appropriate services for the family?						<input type="checkbox"/> <input type="checkbox"/>
6c. Was there discussion of how the tribe has been involved in locating relatives?						<input type="checkbox"/> <input type="checkbox"/>
Child Placement Order: <input checked="" type="checkbox"/> New order <input checked="" type="checkbox"/> Continuation Is this an adoptive home? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
<input checked="" type="checkbox"/> Home/Parent		<input checked="" type="checkbox"/> Indian Home		<input checked="" type="checkbox"/> Treatment Facility		
<input checked="" type="checkbox"/> Relative		<input checked="" type="checkbox"/> Non-Indian Home		<input checked="" type="checkbox"/> Unable to Determine		
<input checked="" type="checkbox"/> Tribal Home		<input checked="" type="checkbox"/> Group Home				

² More information about this tool and measuring ICWA compliance generally can be found in the *Measuring Compliance with the Indian Child Welfare Act: An Assessment Toolkit*, Available online at: <http://www.ncjfcj.org/resource-library/publications/measuring-compliance-indian-child-welfare-act-assessment-toolkit>

Appendix F --Sample Child Safety Initial Hearing Checklist

Date: _____ Coder: R L Sched. Start Time: _____ Start Time: _____ End Time: _____

PARTIES PRESENT:

- Mother
- Father
- Child(ren)
- Child Advocate A G C
- Foster Parent
- Relative: _____
- Tribal Rep
- Other: _____

ICWA Finding? Yes No

CHILD DISCUSSION TOPICS:

- Child Placement H R FC (0 1 2)
- Child education- general N/A (0 1 2)
- Child educational placement N/A (0 1 2)
- Child physical health (0 1 2)
- Child mental health (0 1 2)
- Child other well-being (0 1 2)
- Child safety** (0 1 2)
- Visitation P S (0 1 2)
- Efforts to reunify/prevent removal (0 1 2)

INITIAL HEARING DISCUSSION TOPICS:

- Parents' rights (0 1 2)
- Permanency timeframes (0 1 2)
- Review of the petition (0 1 2)
- Paternity (0 1 2)
- Diligent search (0 1 2)
- Relative resource (0 1 2)
- Safety planning** (0 1 2)
- Prevent child from returning home today? (0 1 2)
- Judge ask about Native American heritage? (0 1 2)

ENGAGEMENT:

- Overall Mother engagement N/A (0 1 2)
- Overall Father engagement N/A (0 1 2)
- Overall Child engagement N/A (0 1 2)

SERVICES:

- Mother N/A (0 1 2)
- Father N/A (0 1 2)

SAFETY TOPICS:

- Threats of Danger** (0 1 2)
- Present threats identified? (0 1 2) Y N
- Impeding threats identified? Y N
- If identified, were threats considered in:**
- Placement? Y N Safety plan? Y N
- Visitation plan? Y N Service plan? Y N

Threats of Danger:

- Vulnerability** (0 1 2)
- Vulnerabilities identified? Y N
- If identified, were threats considered in:**
- Placement? Y N Safety plan? Y N
- Visitation plan? Y N Service plan? Y N

Vulnerabilities:

- Protective Capacities** (0 1 2)
- Cognitive capacities identified? Y N
- Behavioral capacities identified? Y N
- Emotional capacities identified? Y N

- If identified, were protective capacities considered in:**
- Placement? Y N Safety plan? Y N
- Visitation plan? Y N Service plan? Y N

Protective Capacities:

Note



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Appendix 10



Statewide Timeliness Data and Performance Measurement

Median Days	CY 2011 Baseline Measure Year	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018 1 st Qtr	CIP Projects Targeting Measures (if applicable) <i>[If this measure was targeted by an intervention (e.g., efforts made to improve timeliness), please list the project or activity here]</i>
									Required Timeliness Measures – median days
4G. Time to First Permanency Hearing	359	366	359	357	352	353	355	354	CICs, Dependency mediation, CASA, attorney training, pro bono programs, and CQI efforts
4H. Time to Termination of Parental Rights Petition	NA	NA	NA	NA	NA	NA	NA	NA	CICs, Dependency mediation, CASA, attorney training, pro bono programs, and CQI efforts
4I. Time to Termination of Parental Rights	764	699	599	608	676	610	600 (-21%)	601 (-21%)	CICs' focus on eliminating barriers to timely placement in their judicial districts and CQI efforts
4A. Time to Permanent Placement	848	729	675	688	644	714	709 (-16%)	688 (-19%)	CICs' focus on eliminating barriers to timely placement in their judicial districts and CQI efforts
									Optional Measures – median days
<i>Time to Reunification</i>						555	529	544	CICs, Dependency mediation, CASA, attorney training, pro bono programs, and CQI efforts
<i>Time to Adoption</i>						939	852	859	CICs' focus on eliminating barriers to timely placement in their judicial districts and CQI efforts, Dependency Mediation
<i>Time to Rel Guardianship</i>						563	638	607	
<i>Time to Emancipation</i>						816	788	810	
<i>Time to Subsequent Permanency Hearings</i>	367	199	348	182	182	182	182	182	
<i>1B. Percentage of Cases that Re-enter within 1 year</i>	5.1%	5.6%	5.8%	6.4%	5.6%	Not Avail	Not Avail	Not Avail	