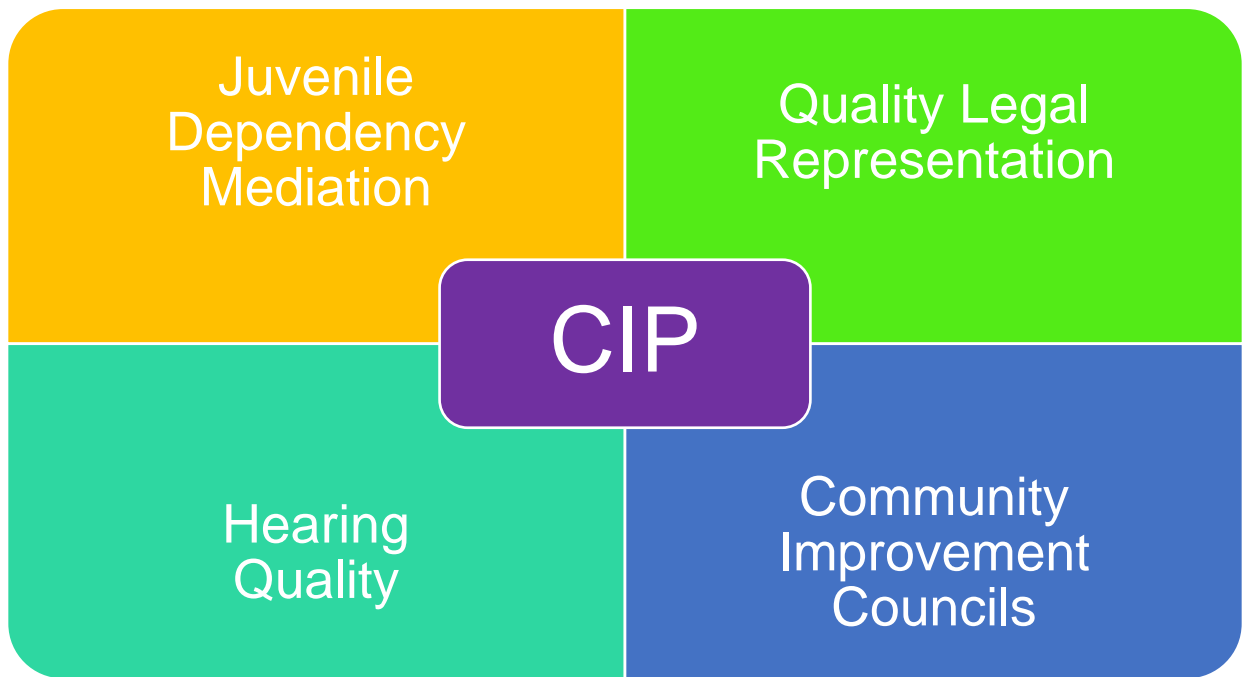


Nevada  
**Court Improvement Program**

Basic, Training, and Data Collection  
and Analysis Grants Application

FFY 2020



Supreme Court of Nevada  
Administrative Office of the Courts  
June 2019

The State of Nevada

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Court Improvement Program

Basic Strategic Plan

Strategic Plan Template  
Basic

**State Name: Nevada**

**Date Strategic Plan Submitted: June 30, 2017; updated July 30, 2018; updated June 30, 2019**

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

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

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**Priority Area #1: Quality Court Hearings**

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

**Need Driving Activities & Data Source: How do you know this is a need in your state?** *The statewide quality hearing studies conducted by NCJFJC and contracted consultant, the Blue Ribbon for Kids Commission reports, the statewide assessment of parents' attorneys conducted via the Capacity Building Center for Courts (CBCC) consult, APSR Self-Assessment Judiciary Focus Groups, and information from the 2016, 2017, 2018, 2019 post CIC Summit follow-up surveys completed by the judiciary, 2018 Hearing Quality Study, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.*

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

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<p>Project 1 – The Nevada CIP continues supporting and informing the Community Improvement Councils (CIC) as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, CIP also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and data-driven dialogue, and peer-to-peer court observation. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>							
<i>Action Step 1 – Support CICs’ development and implementation of annual action plans.</i>	CIP CICs Child Welfare	CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly.  CICs follow through on action plans created at each annual CIC Summit.  CIP works with stakeholders to develop and disseminate training and resources for the judiciary and CICs.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going		CIC meeting activities and annual report.  Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going
<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs Capacity Building Center for the Courts CBCC	CIP encourages CICs to create meaningful agendas and take and distribute minutes.	CIP attends and supports CIC meetings.  CIP holds Statewide CIC Summit.	On-going		CIC agendas and meeting minutes focusing on steps to improve hearing quality.  CIC Summit agenda	On-going

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<i>Action Step 3 – Conduct hearing quality study.</i>	CIP CICs Capacity Building Center for the Courts CBCC Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Final research design. Court observation dataset complete.  Case file review dataset. Combined court observation and case file review outcomes dataset.  Research summaries.  Final research report presented at the 2018 CIC Summit.	Increases in knowledge regarding hearing quality and its relationship to case outcomes.  Increased awareness of specific court practices related to case outcomes.  Increased awareness of how practice has changed.  Data-driven practice changes to enhance the quality of hearings.  Timelier case processing.  Improved timely permanency.	September 2018		CIC agendas and meeting minutes focusing on steps to improve hearing quality.  CIC Summit agenda.  CICs annual action plans reflect actions to address findings of hearing quality study.	<b>Completed</b>
<i>Action Step 4 – Per the NV PIP and CFSP, and in collaboration with Child Welfare, initiate a trauma informed child welfare system with trauma focused communication training for all CICs</i>	CIP CICs Child Welfare CBCC NCJFCJ	Per NV PIP, trauma focused communication techniques training during 2019 Judicial Officers’ Round Table and 2019 CIC Summit	Improved timeliness to reunification and adoption or guardianship  Increased number of courts implementing trauma reduction efforts per NV PIP.	September 2019	DCFS contract with FFPSA consultant who will present at CIC Summit on trauma focused communication techniques.	Attendance, participation, and impact of training will be verified through: CIC Summit agenda and attendance sheets. AOC/CIP and NCJFCJ conduct pre- and post-	<b>On-going</b>

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						tests of knowledge gained during the CIC Summit.	
<i>Action Step 5 – Courts develop customized court orders reflective of court order templates and local practices.</i>	CIP CIC Court Order Template Subcommittee CICs CBCC	Increase in reasonable efforts and other pertinent findings made on the record.	Improved clarity and understanding so that court orders are followed.  Improved identification of Indian children.  Increased number of courts providing orders immediately following hearings.	September 2020	Resource to measure ICWA compliance.	Improved compliance with ICWA. Improved timeliness as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), Fostering Court Improvement website, and Centralized Case Index.	On-going
<i>Action Step 6 – Collaborate with Child Welfare Agencies to ensure understanding of and contribution to quality hearings</i>	CIP CICs Child Welfare CBCC Achieving Timely Permanency Workgroup from PIP	Child Welfare explains the CFSR, CFSP, APSR, PIP, and case file review processes to the courts. Increase child welfare contributions to and participation in CIC meetings and activities. Each CIC receives a presentation from DCFS QA re: CFSR.  CICs are regularly used as Focus Groups for Child Welfare issues such as CFSR, PIP,	Courts feel that they understand and are contributing to the CFSR/CFSP/APSR and case file review processes.  Increase frequency of periodic reviews where appropriate to improve parental engagement in the case plan.  Child welfare stakeholders better understand the information the courts need timely.  Increase in depth of information brought to court by caseworker.	Ongoing	CBCC assistance on developing, administration and analysis of court survey.	Court survey results.  Improved timeliness of hearings and time to permanency and reunification rates as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index and AFCARs data in	On-going

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		<p>hearing notification and right to be heard.</p> <p>Courts/CICs are trained on the child welfare safety model, concurrent planning, KinGAP, and diligent search processes per PIP and CFSP.</p> <p>Per PIP, in coordination with child welfare, develop specific practice guidelines for child welfare staff to use, to better understand the federal timelines for identifying and achieving permanency goals and for TPR. Practice guidelines also include explanation of compelling reasons and when needed, concurrent planning, and reasonable efforts; and at which specific hearing these findings are required. This practice guideline better aligns child welfare and the courts efforts to support timeliness to permanency.</p>	<p>Improve timeliness of hearings.</p> <p>Improve time to permanency.</p> <p>Increase in permanency in 12 months of children entering foster care.</p> <p>Possible increase in reunification rates.</p>			<p>Fostering Court Improvement webtool.</p>	

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		Develop survey of courts to assess their understanding of Child Welfare required reports, initiatives, and practice models.					
<i>Action Step 7 - CIP continues to actively align its work with that of the Child Welfare Agencies</i>	CIP CICs Child Welfare CBCC	CIP continues to provide input into PIP and IV-E, CFSP, APSR, and CFSR goals.  Child Welfare actively participates in the development of the CIP Strategic Plan and its implementation.  CIP and Child Welfare share data, program assessment results, etc.  Regular meetings take place with Child Welfare managers & supervisors, SQIC Committee, PIP Core Team, PIP Achieving Timely Permanency Team (ATP) and on-going ATP Workgroup. QA TA Subcommittee, ICW Committee, CIP, CIP	CICs continue their successful endeavors as outlined in their action plans.  Hearing and court order quality improve.  Relevant statistical evidence (AFCARS, NCANDS, timeliness, permanency, and reunification, CFSR, PIP root cause analyses, focus groups) demonstrates continued improvement.  CIP and Child Welfare Agency reports and documents reflect active and joint participation.	On-going		Success of court hearing quality improvement efforts, pilot project implementation, PIP development and implementation, and CICs.	On-going



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		<p>and CIP Court Order Template Subcommittee.</p> <p>Child Welfare is fully represented and active on the CIP Select Committee.</p> <p>CIP and Judiciary participate in the development and implementation of the PIP.</p>					
<i>Action Step 8 – CIP works with Legislature to modify 432B to include pertinent portions of the Families First Prevention Services Act.</i>	CIP CICs Child Welfare NV Legislature	<p>Identify legislator to carry bill.</p> <p>Draft bill language to modify the necessary definition(s) in 432B. Determine effective date.</p> <p>Shepherd said bill through 2021 Legislative Session by engaging legislators and other stakeholders as appropriate.</p>	Full implementation of Families First Act regarding notification of foster parents, pre-adoptive parents, and relative caregivers of any proceedings with respect to a child in foster care.	Sept 2020- Oct 2021		Changes to 432B fully implemented.	

**Priority Area #2: Quality Legal Representation**

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

**Need Driving Activities & Data Source:** *How do you know this is a need in your state?* The statewide quality hearing studies conducted by NCJFJCJ and contracted consultants, the statewide assessment of parents’ attorneys conducted via the CBCC consult, CIC Action Plans expressing intent to improve quality of and/or increase legal presentation for both parents and children, Blue Ribbon for Kids Commission reports, and information from the 2016, 2017, 2018 post CIC Summit follow-up survey completed by the judiciary 2018 Hearing Quality Study, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.

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

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

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<i>Action Step 2 – Inform courts and CICs that the on-line Attorney Training Is available for trainees.</i>	CIP	Announcements to courts and CICs that on-line Attorney Training is available and instructions re: how to register.	70% of attorneys practicing in dependency court will complete course.	January 2017  On-going		Announcement email. Announcement in the CIC newsletter.	Completed
<i>Action Step 3 - Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	<p>Significant proportion of attorneys in each JD complete course.</p> <p>Attorneys understand that dependency cases are different from criminal cases.</p> <p>Attorneys have improved understanding of state and federal law applying to dependency cases.</p>	<p>Improve knowledge and skills of attorneys.</p> <p>Attorneys better understand the needs of their clients and the services available to them.</p> <p>Parties are more engaged.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, Fostering Court Improvement webtool, and Centralized Case Index.</p>	On-going	<p>CBCC assists with another statewide survey re: legal representation in dependency cases.</p> <p>CBCC assists with assessment of number of continuances.</p>	<p>Satisfaction is measured upon completion.</p> <p>Knowledge gains are measured through pre and post-tests during the course of the training.</p>	On-going

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<i>Action Step 4 – CIP invites Child Welfare Agencies and GAL/CASA to utilize on-line Attorney Training course for caseworkers.</i>	CIP Child Welfare Agencies CASA	Child Welfare Agencies will investigate utility of course for their caseworkers.	If appropriate, Child Welfare Agencies will encourage or require caseworkers to complete the course. Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going		Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests during the course of the training.	On-going
<b>Project 2 – Standards of practice for attorneys representing parties in dependency cases</b>							
<i>Action Step 1 – Develop, adopt, and promote attorneys’ standards of practice in dependency case.</i>	CIP Courts CICs BRK Statewide Attorney Standards Committee CBCC LACSN Washoe County Legal Services DAs AG	Attorney practice standards discussed at CIC meetings. Where appropriate such standards developed and implemented locally until statewide standards are in place.  Build local JD’s capacity to apply CQI once attorney standards have been implemented.	Improve knowledge and skills of attorneys.  Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	CBCC reviews and redoes the preliminary legal representation report  CBCC assists with another statewide survey re: legal representation in dependency cases.	Courts implement standing court orders to implement local attorneys practice standards.	On-going
<b>Project 3 – Pilot multi-disciplinary legal assistance project</b>							

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<b>Action Step 1 – Design a multi-disciplinary legal assistance project as outlined in the NV CFSP: Improve Families’ Involvement in the Court Hearing Process.</b>	CIP Courts Child Welfare LACSN Boyd School of Law CICS Children’s Commission Vivek Sankaran CBCC DAs	CIP contracts with Vivek Sankaran to guide design of a multidisciplinary legal assistance center to provide preventive legal and social work advocacy to families who are at risk or have had children placed in foster care. Implementation to be initially staged in Clark County.	MOU/agreement on who, what, where, and how the Project will be developed.	December 2020		Project design, expectations, and MOU/agreements in place.	On-going
<b>Action Step 2– Project infrastructure developed.</b>	CIP Courts Child Welfare LACSN Boyd School of Law CICS Children’s Commission Vivek Sankaran CBCC DAs	Project processes and protocols developed and data collection methodology agreed to and created.  Funding identified and secured.  Project location established.  Staffing determined	Upon implementation in 2023 or 2024 expect: reduced number of removals of children; increased reunification, improved time to permanency.	December 2021  Stakeholder training (2022) and full implementation of Project (2023) as outlined in CFSP years 2022-2024 under Improving Families’ Involvement in Court Hearing Processes...	Funding Support	Project infrastructure in place.	On-going

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**Priority Area #3: Other**

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

**Need Driving Activities & Data Source:** *How do you know this is a need in your state?* *The statewide quality hearing studies conducted by NCJFJC and contracted consultants, the Blue Ribbon for Kids Commission reports, and information from the 2016, 2017, and 2018 post CIC Summit follow-up survey completed by the judiciary. Data sources include UNITY data, AFCARS, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.*

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

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Project 1 – The Statewide Dependency Mediation Program is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings.							

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<i>Action Step 1 – Finalize implementation of the Statewide Juvenile Dependency Mediation Program (JDMP) as the Joint Project with Child Welfare.</i>	CIP CICs Child Welfare	Courts with support of or recommendation from Child Welfare refer and program mediates 70 cases in first year of implementation.  75% of mediations come to agreement within one month of the mediation.	Improved permanency outcomes for children and engagement for parents.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years.  Identify funding for JDMP Administrator if no training and data funds are available.	Mediation court order referrals.  Mediation program data sheets and independent process and outcome evaluations conducted by NCJFCJ.	Ongoing
<i>Action Step 2 – Continued training of JDMP mediation panel to ensure that mediators are adhering program design and process.</i>	CIP CICs	Monthly training calls take place and are attended.  JDMP Administrator conducts co-mediations to ensure adherence to program design and process.  JDMP Administrator assesses and verifies mediation agreements, mediator statements, and mediation data sheets prior to approving payment.  Courts and stakeholders' surveys are analyzed to ensure that parties are	All mediators attend training calls.  JDMP Administrator verifies with CIP that all mediators are adhering to program design and process.  Mediation agreements are being filed with the courts.	On-going	Leverage CIP funds to access other funding sources to enable CIP to continue the JDMP.	Call agendas  Stakeholder and participant satisfaction surveys.	On-going





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		<p>child welfare agency regarding training (provided by JDMP) on the mediation process. This IM will require attendance of child welfare supervisors and caseworkers participating in dependency mediation to support full understanding of the mediation processes and expectations.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>					
<i>Action Step 4 - Contract with neutral 3<sup>rd</sup> party to conduct thorough process and impact assessments of the program.</i>	CIP Staff Neutral 3 <sup>rd</sup> party JDMP and 2 <sup>nd</sup> JD Program Administrators.	Process and outcome evaluation reports with recommendations for improvement.  Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents.	2016	Continuation of the VOCA grant to fund JDMP in subsequent years.  Identify funding for JDMP Administrator if no training and data funds are available.	Court and stakeholders survey results.	Completed

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<i>Action Step 5 – Complete Supreme Court Budget Enhancement Process</i>	CIP Staff AOC Administrators AOC Accounting Supreme Court Justices	The Statewide Juvenile Dependency Mediation Program is funded through the Supreme Court budget.	Stable funding for JDMP to ensure sustainability for the program.	On-going		Final Legislatively approved Court Budget	<b>Completed and Successful</b>
<i>Action Step 6 – Independent process and outcome evaluations of JDMP conducted by an outside expert.</i>	CIP Staff Neutral 3 <sup>rd</sup> party evaluator JDMP and 2 <sup>nd</sup> JD Program Administrators	Scope of work developed and contract with evaluator finalized.  Outcome evaluation reports with recommendations for program improvement.  Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents.  Continual quality improvement of the JDMP.	October 2019		Court and stakeholders survey results.	On-going
<b>Project 2 – The Electronic Device Services Resource App is a joint project among Child Welfare, Children’s Commission and CIP, discussed during the State Team Meeting and memorialized in both the CFSP and the CIP Basic Grant Strategic Plan. The Resource App is designed to assist not only child welfare workers, but other agencies that may need a portable, updated compendium of services available by location with contact information for families with children removed from and at risk of removal from their homes. This App will help ensure referral to services timely both pre and post FFPSA implementation; thereby enhancing early engagement of families in services to help addresses the issues before them.</b>							
<i>Action Step 1 – Develop a database of service resources by location throughout the state.</i>	CIP Children’s Commission Child Welfare CICs	Children’s Commission completes database.  Child welfare agencies and other CIC members review for additions and deletions.  CIP contracts with contractor to develop App on AOC/CCI server.	Improved permanency outcomes for children and engagement of parents in process through services.	2020		Scope of work for App development in both Android and Apple devices.	On-going

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		Children's Commission staff maintains accuracy and updates database.					
<b>Action Step 2 – Develop Resource App on AOC/CCI server.</b>	CIP Children's Commission Child Welfare CICS	CIP contracts with contractor to develop App on AOC/CCI server.  Children's Commission staff maintains accuracy and updates database.	Improved permanency outcomes for children and engagement of parents in process.	2020		Contract with App developer to create a Services Resource App first for Android devices and, then, for Apple devices.	On-going
<b>Action Step 3 – Resource App finalized and released to community.</b>	CIP Children's Commission Child Welfare CICS	Resource App tested for fidelity prior to release.  DCFS Leadership releases an Information Memorandum notifying workforce that Services Resource App in Android format is available to be downloaded.	Improved permanency outcomes for children and engagement of parents in process.	2021 Continued work on Resource App is outlined in CFSP for 2022-2024 under "Improve Families' Involvement in the Court Hearing Process.		Deliverables outlined in scope of work for App development are accomplished.  CFS 775 reports and Fostering Court Improvement website demonstrate trends of improving timeliness to permanency.	On-going

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

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

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

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

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		community-based approaches and integrated services; what data are needed and where they can be obtained to tell us about the need and opportunity for community-based primary prevention of maltreatment and unnecessary placement of children in foster care; how to turn foster care into a family service; and how to reshape the workforce.					

**Priority Area #4: Well-Being**

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

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

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

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Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.							
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education(NDE), DCFS, WCFS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts and the ABA	Review and revise the Statewide Collaborative’s Strategic Roadmap.  Invite Tribal representation into the group to assist with implementation of ASFA, Fostering Connections, and ESSA.	Strategic Roadmap implementation process takes place.  Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes  Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations  Improve educational stability and continuity of instruction among foster children throughout the state.	March 2020	Technical Assistance from the ABA Center on Children and the Law funded by the Walter S. Johnson Foundation.	Collaborative meetings and activities.  Finalized Strategic Roadmap.	On-going

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<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS.  Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted.	<b>Completed</b>
<i>Action Step 3 – Continue data sharing via Infinite Campus.</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts	MOU agreed to between the DCFS and NDE.  DCFS and NDE share data per ESSA.	Schools are aware when a child becomes a foster child in near real time.  Children remain in their school of origin if in their best interests and transportation is jointly provided by the school district and child welfare.  If the school of origin is not appropriate, children are accepted into their new school without usual required paperwork per AB491.  Foster children’s educational statistics (e.g., standardized tests, graduation rates, credits toward graduation) improve to be comparable with other students.	January 2021		NDE data on foster children is pushed into UNITY and UNITY data is being absorbed by Infinite Campus to be utilized by both child welfare and the school district.	On-going
<i>Action Step 4 – Align the Coalition to Prevent CSEC with the Statewide Educational Collaborative</i>	CIP Staff DCFS WCHSA CCDFS	Participation of Educational Collaborative members on Subcommittees to	CSEC victims’ educational needs identified and addressed.	September 2020	Coalition to Prevent CSEC Coordinator		On-going

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<i>under Children's Commission.</i>	NDE CSEC Coalition Children's Commission Other partners such as the courts and ABA.	Prevent CSEC and Care and Coordination.					
<b>Project 2 – The Nevada CIP continues to support child and family well-being by facilitating trauma focused communication techniques to increase the likelihood of improved parental engagement in court process.</b>							
<b>Action Step 1 – Per PIP 3.1.2 a, Convene a Judicial Workgroup to identify an existing brochure or to develop an informational guide/brochure to share with families, foster caregivers, and youth regarding the dependency process and its legal requirements and timelines.</b>	CIP Staff DCFS Family Programs Office Staff WCHSA CCDFS CICS PIP Team 3	<b>Judicial Workgroup</b> reviews currently available guides to the dependency court process.  <b>Judicial Workgroup</b> creates or edits and existing guide regarding the dependency court process, the intent of Nevada Revised Statutes (NRS) Chapter 432B, and the required Federal Adoption and Safe Families Act (ASFA) timelines and the concept of concurrent planning.  Publish, if necessary, and distribute to all dependency courts and child welfare agencies to	Improved timeliness to reunification as parental engagement increases as demonstrated by court attendance throughout the state.	March 2020		Reports from CICS on use of Families Guide and response of families via CFSR case file reviews focus groups.  CFS 775 reports and Fostering Court Improvement website show improved timeliness to reunification.	On-going



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		share with families and youth.  CIP, each child welfare agency and QPI posts on respective websites.					

**Priority Area #5: Preventing Trafficking and Strengthening Families**

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

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

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children (CSEC).</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings.  CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	On-going
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition	CIP locates funds for educational efforts.  CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening.  CSEC red flags are recognized and reviewed in courts.	On-going	Educational opportunities from such entities as NCJFCJ	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

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

The State of Nevada

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Court Improvement Program

Training Strategic Plan

## Strategic Plan Template Training

**State Name: Nevada**

**Date Strategic Plan Submitted: June 30, 2017; updated July 30, 2018; updated June 30, 2019**

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

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

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### **Priority Area #1: Quality Court Hearings**

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

**Need Driving Activities & Data Source: How do you know this is a need in your state?** *The statewide quality hearing studies conducted by NCJFJC and contracted consultant, the Blue Ribbon for Kids Commission reports, the statewide assessment of parents' attorneys conducted via the Capacity Building Center for Courts (CBCC) consult, APSR Self-Assessment Judiciary Focus Groups, and information from the 2016, 2017, 2018, 2019 post CIC Summit follow-up surveys completed by the judiciary, 2018 Hearing Quality Study, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.*

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

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

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					training efforts.		
<i>Action Step 3 – Conduct hearing quality study.</i>	CIP CICs Capacity Building Center for the Courts CBCC Alicia Summers Sophie Gatowski	Final research design. Court observation dataset complete.  Case file review dataset. Combined court observation and case file review outcomes dataset.  Research summaries. Final research report presented at the 2018 CIC Summit.	Increases in knowledge regarding hearing quality and its relationship to case outcomes.  Increased awareness of specific court practices related to case outcomes.  Increased awareness of how practice has changed.  Data-driven practice changes to enhance the quality of hearings.  Timelier case processing. Improved timely permanency.	September 2018		CIC agendas and meeting minutes focusing on steps to improve hearing quality.  CIC Summit agenda.  CICs annual action plans reflect actions to address findings of hearing quality study.	<b>Completed</b>
<i>Action Step 4 – Collaborate with Child Welfare Agencies to ensure understanding of and contribution to quality hearings</i>	CIP CICs Child Welfare CBCC <b>Achieving Timely Permanency Workgroup from PIP</b>	Child Welfare trains the courts and CICs on the CFSR/CFSP/APSR and case file review processes.  Increase child welfare contributions to and participation in CIC meetings and activities.	Courts feel that they understand and are contributing to the CFSR/CFSP/APSR and case file review processes.  Increase frequency of periodic reviews where appropriate to improve parental engagement in the case plan.	On-going	CBCC assistance on developing, administration and analysis of court survey.	Court survey results.  Improved timeliness of hearings and time to permanency and reunification rates as reflected in DCFS	On-going

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		<p>Each CIC receives a presentation from DCFS QA re: CFSR.</p> <p>CICs are regularly trained on Child Welfare issues such as notification and right to be heard.</p> <p>Courts/CICs are trained on the child welfare safety model, concurrent planning, KinGAP, and diligent search processes per PIP and CFSP.</p> <p>Per PIP, in coordination with child welfare, develop specific practice guidelines for child welfare staff to use, to better understand the federal timelines for identifying and achieving permanency goals and for TPR. Practice guidelines also include explanation of compelling reasons and when needed, concurrent planning, and reasonable efforts; and at which specific</p>	<p>Child welfare stakeholders better understand the information the courts need timely.</p> <p>Increase in depth of information brought to court by caseworker.</p> <p>Improve timeliness of hearings.</p> <p>Improve time to permanency.</p> <p>Increase in permanency in 12 months of children entering foster care.</p> <p>Possible increase in reunification rates.</p>			<p>UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index and AFCARs data in Fostering Court Improvement webtool.</p>	



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		hearing these findings are required. This practice guideline better aligns child welfare and the courts efforts to support timeliness to permanency.					
<i>Action Step 5 - CIP continues to actively align its work with that of the Child Welfare Agencies</i>	CIP CICs Child Welfare CBCC	Child Welfare actively participates in the Annual CIC Summits by attending as CIC team members, contributing to CIC annual action plans, and training on Child Welfare Issues.  CIP and Judiciary participate in the development and implementation of the PIP.	CICs continue their successful endeavors as outlined in their action plans.  Hearing and court order quality improve.  Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates continued improvement.  CIP and Child Welfare Agency reports and documents reflect active and joint participation.	On-going		Success of court hearing quality improvement efforts, pilot project implementation, PIP development and implementation and CICs and their annual action plans.	On-going
<i>Action Step 6 – CIP works with Legislature to modify 432B to include pertinent portions of the Families First Prevention Services Act.</i>	CIP CICs Child Welfare NV Legislature	Disseminate information regarding the measure to the courts of competent jurisdiction and provide technical assistance as needed for implementation.	Full implementation of Families First Act regarding notification of foster parents, pre-adoptive parents, and relative caregivers of any proceedings with respect to a child in foster care.	July 2020 – Oct 2021		Changes to 432B fully implemented.	
Project 2 – The Nevada CIP brings subject matter experts to inform the Community Improvement Councils at an Annual CIC Summit to enhance knowledge and competency and share experience and expertise among judiciary and stakeholders.							
<i>Action Step 1 – Survey courts and stakeholders</i>	CIP CICs	Survey report.	Curriculum and faculty determined.	On-going			On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>re: implementation status of action plan and topics/focus for next CIC Summit.</i>	Child Welfare NCJFCJ	Final scope of work and contract with NCJFCJ.	Annual Summit Agenda and meeting materials developed.				
<i>Action Step 2 – Plan and hold Annual CIC Summit.</i>	CIP CICs Child Welfare NCJFCJ	CIP Planning formed to define purpose and goal of each Summit.  Announce Save the Date in CIC Newsletter.  Send save the date to Judges.  Training location secured.  Participants and judicial officers registered.  Training conducted.	11 CIC Teams attend Summit.  Facilitated discussion with 11 Judicial Districts’ judicial officers.  11 CIC Teams plan and develop annual action plans.	On-going		CIC Evaluations	On-going
<i>Action Step 3 – Education judiciary and stakeholders on salient portions of the Families First Prevention Services Act particularly on Federal child welfare policies and payment limitations with respect to children in non-foster family homes.</i>	CIP CICs Child Welfare NCJFCJ Connie Hickman Tanner Judge Howze	Agendize and plan Family First training for both Judges’ Roundtable and CIC Summit.  Implement said training.	Full implementation of Families First Act regarding use of and payment for children in foster care who are placed in settings that a not a foster family home.	July 2018 – October 2018		<b>CIC Summit evaluation.</b>	<b>Completed</b>
<b>Project 3 - Advocate for and ensure that Nevada Revised Statutes are in compliance with and supportive of federal child welfare acts and regulations.</b>							

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 1 - Before and during biennial legislative session, review Nevada statutes relevant to child welfare; work with community partners to consider recommendations to improve safety, timeliness, and permanency as needed.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Nevada Revised Statutes are in compliance with federal child welfare acts and regulations.	On-going			On-going
<i>Action Step 2 - Work with legislators to promote issues related to the safety of children and strengthening families.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Discussion at CIP meetings with Legislative CIP Select Committee member.  Attend Legislative Committee and Interim Committee meetings as necessary to educate legislators about dependency issues.	On-going		CIP Select Committee quarterly meetings.  CIP Annual Progress Report.	On-going

**Priority Area #2: Quality Legal Representation**

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

**Need Driving Activities & Data Source:** *How do you know this is a need in your state?* The statewide quality hearing studies conducted by NCJFJC and contracted consultants, the statewide assessment of parents’ attorneys conducted via the CBCC consult, CIC Action Plans expressing intent to improve quality of and/or increase legal presentation for both parents and children, Blue Ribbon for Kids Commission reports, and information from the 2016, 2017, 2018 post CIC Summit follow-up survey completed by the judiciary 2018 Hearing Quality Study, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
Project 1 – Educate all judiciary, attorneys, DAs, DAGs, Parents and Children’s Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B) including but not limited to Adoption and Safe Families Act, Fostering Connections, ICWA and its new regulations. Open appropriate trainings to Child Welfare staff and CASA, as well.							
<i>Action Step 1 – Implement the on-line attorney training.</i>	CIP CICs Child Welfare GAL/CASA	AOC Judicial Ed Unit modifies on-line Attorney Training to accommodate Distant Education web-site format.  Judicial Ed teaches CIP how to register trainees.  Judicial Ed technically administers project.	On-line attorney training is available on the AOC Distant Education web-site under a separate CIP tab.  Training is available for registration.	January 2017  February 2017  On-going	Judicial Ed Unit assistance with finalizing upload of course into Distant Ed web-site under CIP tab.  Judicial Ed staff training of CIP staff on how to register participants.	On-line Attorney Project is available for participants.	Completed

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<i>Action Step 2 – Inform courts, CICs, Child Welfare, and GAL/CASA that the on-line Attorney Training Is available for trainees.</i>	CIP	Announcements to courts, CICs, Child Welfare, and GAL/CASA that on-line Attorney Training is available and instructions re: how to register.	80% of attorneys practicing in dependency court will complete course.	January 2017  On-going		Announcement email.  Announcement in the CIC newsletter.	Completed
<i>Action Step 3 - Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	<p>Significant proportion of attorneys in each JD complete course.</p> <p>Attorneys understand that dependency cases are different from criminal cases.</p> <p>Attorneys have improved understanding of state and federal law applying to dependency cases.</p>	<p>Improve knowledge and skills of attorneys.</p> <p>Attorneys better understand the needs of their clients and the services available to them.</p> <p>Parties are more engaged.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, Fostering Court Improvement webtool, and</p>	On-going	<p>CBCC assists with another statewide survey re: legal representation in dependency cases.</p> <p>CBCC assists with assessment of number of continuances.</p>	<p>Satisfaction is measured upon completion.</p> <p>Knowledge gains are measured through pre and post-tests during the course of the training.</p>	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/Activity</b>  <i>Completed, Ongoing, Abandoned</i>
			Centralized Case Index.				
<i>Action Step 4 – CIP invites Child Welfare Agencies and GAL/CASA to utilize on-line Attorney Training course for caseworkers.</i>	CIP Child Welfare Agencies GAL/CASA	Child Welfare Agencies will investigate utility of course for their caseworkers.	If appropriate, Child Welfare Agencies and CASA will encourage or require caseworkers, staff or volunteers to complete the course. Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	AOC Judicial Education Unit Distance Learning Project.  NCJFCJ	Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests during the course of the training.	On-going
<i>Action Step 5 – Develop and implement additional training modules.</i>	CIP AOC Judicial Ed Distance Learning Unit Other partners such as NCJFCJ	CIP invites speakers and designs training on such topics as: ICWA New Regulations, Child-Centered Court Practice Model, Results of Process and Impact Mediation Evaluations, Overview of Dependency Mediation, awareness of CSEC and how the judicial system can assist in preventing CSEC, Hearing Quality and Reasonable Efforts,	Improve knowledge and skills of attorneys.  Attorneys better understand the needs of their clients and the services available to them.  Parties are more engaged.  Improved court timeliness data.	On-going	AOC Judicial Education Distance Learning Unit.  NCJFCJ	Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests during the course of the training.	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/Activity</b>  <i>Completed, Ongoing, Abandoned</i>
		representing children in the foster care system.  AOC Judicial Ed Unit technically administers and develops training webinars.  Announcements to courts and CICs inform that additional trainings are available.	Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and Centralized Case Index.				
<i>Action Step 6 – Attorneys’ standards of practice in dependency case developed and implemented.</i>	CIP Courts CICs BRK Statewide Attorney Standards Committee CBCC LACSN Washoe County Legal Services DAS AG	Attorney practice standards discussed at CIC meetings. Where appropriate such standards developed and implemented locally until statewide standards are in place.  Build local JD’s capacity to apply CQI once attorney standards have been implemented.	Improve knowledge and skills of attorneys.  Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	CBCC reviews and redoes the preliminary legal representation report.  CBCC assists with another statewide survey re: legal representation in dependency cases.	Courts implement standing court orders to implement local attorneys practice standards.	On-going

**Priority Area #3: Other**

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

**Need Driving Activities & Data Source:** *How do you know this is a need in your state?* The statewide quality hearing studies conducted by NCJFCJ and contracted consultants, the Blue Ribbon for Kids Commission reports, and information from the 2016, 2017, and 2018 post CIC Summit follow-up survey completed by the judiciary. Data sources include UNITY data, AFCARS, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.

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

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



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<i>Action Step 2 – Continued training of JDMP mediation panel to ensure that mediators are adhering to program design and process.</i>	CIP CICs	<p>Monthly training calls take place and are attended.</p> <p>JDMP Administrator conducts co-mediations to ensure adherence to program design and process.</p> <p>JDMP Administrator assesses and verifies mediation agreements, mediator statements, and mediation data sheets prior to approving payment.</p> <p>Courts and stakeholders' surveys are analyzed to ensure that parties are satisfied with mediation process.</p> <p>Conduct 40-hour dependency mediation training.</p>	<p>All mediators attend training calls.</p> <p>JDMP Administrator verifies with CIP that all mediators are adhering to program design and process.</p> <p>Mediation agreements are being filed with the courts.</p> <p>Increase panel of dependency mediators trained in facilitative mediation.</p>	<p>On-going</p> <p>April 2018 July 2019</p>	<p>Leverage CIP funds to access other funding sources to enable CIP to continue the JDMP.</p>	<p>Call agendas</p> <p>Stakeholder and participant satisfaction surveys.</p> <p>Participant surveys.</p>	<p>On-going</p> <p>Participant surveys.</p>
<i>Action Step 3 – Create and fully implement an educational process for courts and stakeholders.</i>	CIP CICs Child Welfare CJA Task Force Saltman Clinic at UNLV	<p>Develop a court/stakeholder toolkit (e.g., informational toolkit, parents brochure) to educate CICs, courts, stakeholders, parents on dependency mediation.</p>	<p>Courts and stakeholders comprehend the use and expectations of JDMP.</p>	<p>On-going</p>	<p>Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with</p>	<p>Toolkit developed and distributed to courts and child welfare.</p>	<p>Completed</p>

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
		<p>JDMP Administrator travels to JDs to educate stakeholders on how to best use mediation.</p> <p>With the court and the UNLV Saltman ADR Clinic, develop and implement strategy to initiate JDMP in the 8<sup>th</sup> JD.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>			mediation educational efforts.	Court and stakeholders survey results.	Completed, but on-going
<i>Action Step 4 – Create an array of training options to grow the dependency mediation panel.</i>	CIP JDMP Administrator	A trained and competent cadre of dependency mediators from which to select.	Increase the Juvenile Dependency Mediation Program panel to serve the entire state.	On-going	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with mediation educational efforts.	Stakeholder and Participant surveys.	On-going
<i>Action Step 5 – Complete Supreme Court Budget Enhancement Process</i>	CIP Staff AOC Administrators AOC Accounting Supreme Court Justices	The Statewide Juvenile Dependency Mediation Program is funded through the Supreme Court budget.	Stable funding for JDMP to ensure sustainability for the program.	On-going		Final Legislatively approved Court Budget.	Completed and Successful

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 6 – Independent process and outcome evaluations of JDMP conducted by an outside expert.</i>	CIP Staff Neutral 3 <sup>rd</sup> party evaluator JDMP and 2 <sup>nd</sup> JD Program Administrators	Scope of work developed and contract with evaluator finalized.  Process and outcome evaluation reports with recommendations for program improvement.  Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents.  Continual quality improvement of the JDMP.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years.  Identify funding for JDMP Administrator if no training and data funds are available.	Court and stakeholders survey results.	On-going

**Priority Area #4: Well-Being**

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

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

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.							
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education (NDE), DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts and the ABA.	Training from ABA on the development of effective policies, cooperative agreements, and processes to best implement ASFA, Fostering Connections and ESSA.	Strategic Roadmap implementation process takes place.  Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes.  Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations.  Improve educational stability and continuity of instruction among foster children throughout the state.	March 2020	Technical Assistance from the ABA Center on Children and the Law.	Collaborative meetings and activities.  Finalized Strategic Roadmap.	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS.  Educate legislature and stakeholders concerning importance of bill.  Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted	<b>Completed</b>
<i>Action Step 3 – Align the Coalition to Prevent CSEC with the Statewide Educational Collaborative.</i>	CIP Staff DCFS WCHSA CCDFS NDE CSEC Coalition Other partners such as the courts.	Participation of Educational Collaborative members on Subcommittees to Prevent CSEC and Care and Coordination.	CSEC victims’ educational needs identified and addressed.	September 2020	Coalition to Prevent CSEC Coordinator		On-going
<b>Project 2 – The Nevada CIP continues to support child and family well-being by facilitating trauma focused communication techniques to increase the likelihood of improved parental engagement in court process.</b>							
<i>Action Step 1 – Per PIP 3.1.2 a, Convene a Judicial Workgroup to identify an existing brochure or to develop an informational guide/brochure to share with families, foster caregivers, and youth regarding the</i>	CIP Staff DCFS Family Programs Office Staff WCHSA CCDFS CICs PIP Team 3	<i>Judicial Workgroup reviews currently available guides to the dependency court process.</i>  <i>Judicial Workgroup creates or edits and existing guide regarding the dependency court</i>	Improved timeliness to reunification as parental engagement increases as demonstrated by court attendance throughout the state.	<b>March 2020</b>		Reports from CICs on use of Families Guide and response of families via CFSR case file reviews focus groups.  CFS 775 reports and Fostering	<b>On-going</b>

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<i>dependency process and its legal requirements and timelines.</i>		<p>process, the intent of Nevada Revised Statutes (NRS) Chapter 432B, and the required Federal Adoption and Safe Families Act (ASFA) timelines and the concept of concurrent planning.</p> <p>Publish, if necessary, and distribute to all dependency courts and child welfare agencies to share with families and youth.</p> <p>CIP, each child welfare agency and QPI posts on respective websites.</p>				<p>Court Improvement website show improved timeliness to reunification.</p>	

**Priority Area #5: Preventing Trafficking and Strengthening Families**

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

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

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children.</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings.  CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	On-going
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition AOC Judicial Education	CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend.  Develop distance learning CSEC modules.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening.  CSEC red flags are recognized and reviewed in courts.	On-going	Educational opportunities and experts such entities as NCJFCJ.	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

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



The State of Nevada

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Court Improvement Program

Data Strategic Plan

## Strategic Plan Template Data

**State Name: Nevada**

**Date Strategic Plan Submitted: June 30, 2017; updated July 30, 2018; updated June 30, 2019**

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

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

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### **Priority Area #1: Quality Court Hearings**

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

**Need Driving Activities & Data Source: How do you know this is a need in your state?** *The statewide quality hearing studies conducted by NCJFJC and contracted consultant, the Blue Ribbon for Kids Commission reports, the statewide assessment of parents' attorneys conducted via the Capacity Building Center for Courts (CBCC) consult, APSR Self-Assessment Judiciary Focus Groups, and information from the 2016, 2017, 2018, 2019 post CIC Summit follow-up surveys completed by the judiciary, 2018 Hearing Quality Study, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.*

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

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

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					training efforts.		
<i>Action Step 3 – Conduct hearing quality study.</i>	CIP CICs Capacity Building Center for the Courts CBCC Alicia Summers Sophie Gatowski	Final research design. Court observation dataset complete.  Case file review dataset. Combined court observation and case file review outcomes dataset.  Research summaries. Final research report presented at the 2018 CIC Summit.	Increases in knowledge regarding hearing quality and its relationship to case outcomes.  Increased awareness of specific court practices related to case outcomes.  Increased awareness of how practice has changed.  Data-driven practice changes to enhance the quality of hearings.  Timelier case processing. Improved timely permanency.	September 2018		CIC agendas and meeting minutes focusing on steps to improve hearing quality.  CIC Summit agenda.  CICs annual action plans reflect actions to address findings of hearing quality study.	<b>Completed</b>
<i>Action Step 4 – Courts develop customized court orders reflective of court order templates and local practices.</i>	CIP CIC Court Order Template Subcommittee CICs CBCC	Increase in reasonable efforts and other pertinent findings made on the record.	Improved clarity and understanding so that court orders are followed.  Improved identification of Indian children.  Increased number of courts providing orders immediately following hearings.	September 2020	Resource to measure ICWA compliance.	Improved compliance with ICWA. Improved timeliness as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), Fostering Court Improvement	On-going

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						website, and Centralized Case Index.	
<b>Action Step 5 – Collaborate with Child Welfare Agencies to ensure understanding of and contribution to quality hearings</b>	CIP CICs Child Welfare CBCC <b>Achieving Timely Permanency Workgroup from PIP</b>	<p>Child Welfare trains the courts and CICs on the CFSR/CFSP/APSR and case file review processes.</p> <p>Increase child welfare contributions to and participation in CIC meetings and activities. Each CIC receives a presentation from DCFS QA re: CFSR.</p> <p>CICs are regularly trained on Child Welfare issues such as notification and right to be heard.</p> <p>Courts/CICs are trained on the child welfare safety model, <b>concurrent planning, KinGAP, and diligent search processes per PIP and CFSP.</b></p> <p><b>Per PIP, in coordination with child welfare, develop specific practice guidelines for child</b></p>	<p>Courts feel that they understand and are contributing to the CFSR/CFSP/APSR and case file review processes.</p> <p>Increase frequency of periodic reviews where appropriate to improve parental engagement in the case plan.</p> <p>Child welfare stakeholders better understand the information the courts need timely.</p> <p>Increase in depth of information brought to court by caseworker.</p> <p>Improve timeliness of hearings.</p> <p>Improve time to permanency.</p> <p>Increase in permanency in 12 months of children entering foster care.</p> <p>Possible increase in reunification rates.</p>	On-going	CBCC assistance on developing, administration and analysis of court survey.	Court survey results.  Improved timeliness of hearings and time to permanency and reunification rates as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index and AFCARs data in Fostering Court Improvement webtool.	On-going

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		welfare staff to use, to better understand the federal timelines for identifying and achieving permanency goals and for TPR. Practice guidelines also include explanation of compelling reasons and when needed, concurrent planning, and reasonable efforts; and at which specific hearing these findings are required. This practice guideline better aligns child welfare and the courts efforts to support timeliness to permanency.					
<i>Action Step 6 - CIP continues to actively align its work with that of the Child Welfare Agencies</i>	CIP CICs Child Welfare CBCC	Child Welfare actively participates in the Annual CIC Summits by attending as CIC team members, contributing to CIC annual action plans, and training on Child Welfare Issues.  CIP and Judiciary participate in the development and implementation of the PIP.	CICs continue their successful endeavors as outlined in their action plans.  Hearing and court order quality improve.  Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates continued improvement.	On-going		Success of court hearing quality improvement efforts, pilot project implementation, PIP development and implementation and CICs and their annual action plans.	On-going

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			CIP and Child Welfare Agency reports and documents reflect active and joint participation.				
<i>Action Step 7 – CIP works with Legislature to modify 432B to include pertinent portions of the Families First Prevention Services Act.</i>	CIP CICs Child Welfare NV Legislature	Disseminate information regarding the measure to the courts of competent jurisdiction and provide technical assistance as needed for implementation.	Full implementation of Families First Act regarding notification of foster parents, pre-adoptive parents, and relative caregivers of any proceedings with respect to a child in foster care.	July 2020 – Oct 2021		Changes to 432B fully implemented.	
<b>Project 2 – The Nevada CIP brings subject matter experts to inform the Community Improvement Councils at Annual CIC Summits to enhance knowledge and competency, and share experience and expertise among judiciary and stakeholders.</b>							
<i>Action Step 1 – Survey courts and stakeholders re: implementation status of action plan and topics/focus for next CIC Summit.</i>	CIP CICs Child Welfare NCJFCJ	Survey report.  Final scope of work and contract with NCJFCJ.	Curriculum and faculty determined.  Annual Summit Agenda and meeting materials developed.	On-going			On-going
<i>Action Step 2 – Plan and hold Annual CIC Summit.</i>	CIP CICs Child Welfare NCJFCJ	CIP Planning formed to define purpose and goal of each Summit.  Announce Save the Date in CIC Newsletter.  Send save the date to Judges.  Training location secured.  Participants and judicial officers registered.	11 CIC Teams attend Summit.  Facilitated discussion with 11 Judicial Districts’ judicial officers.  11 CIC Teams plan and develop annual action plans.	On-going		CIC Evaluations	On-going

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		Training conducted.					
<i>Action Step 3 – Educate judiciary and stakeholders on salient portions of the Families First Prevention Services Act particularly on Federal child welfare policies and payment limitations with respect to children in non-foster family homes.</i>	CIP CICs Child Welfare NCJFCJ Connie Hickman Tanner Judge Howze	Agendize and plan Family First training for both Judges’ Roundtable and CIC Summit.  Implement said training.	Full implementation of Families First Act regarding use of and payment for children in foster care who are placed in settings that a not a foster family home.	July 2018 – October 2018		CIC Summit evaluation.	<b>Completed</b>
<b>Project 3 - Advocate for and ensure that Nevada Revised Statutes are in compliance with and supportive of federal child welfare acts and regulations.</b>							
<i>Action Step 1 - Before and during biennial legislative session, review Nevada statutes relevant to child welfare; work with community partners to consider recommendations to improve safety, timeliness, and permanency as needed.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Nevada Revised Statutes are in compliance with federal child welfare acts and regulations.	On-going			On-going
<i>Action Step 2 - Work with legislators to promote issues related to the safety of children and strengthening families.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Discussion at CIP meetings with Legislative CIP Select Committee member.  Attend Legislative Committee and Interim Committee meetings as necessary to educate legislators about dependency issues.	On-going		CIP Select Committee quarterly meetings.  CIP Annual Progress Report.	On-going



**Priority Area #2: Quality Legal Representation**

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

**Need Driving Activities & Data Source:** *How do you know this is a need in your state?* The statewide quality hearing studies conducted by NCJFJC and contracted consultants, the statewide assessment of parents’ attorneys conducted via the CBCC consult, CIC Action Plans expressing intent to improve quality of and/or increase legal presentation for both parents and children, Blue Ribbon for Kids Commission reports, and information from the 2016, 2017, 2018 post CIC Summit follow-up survey completed by the judiciary 2018 Hearing Quality Study, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – Educate all judiciary, attorneys, DAs, DAGs, Parents and Children’s Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B) including but not limited to Adoption and Safe Families Act, Fostering Connections, ICWA and its new regulations. Open appropriate trainings to Child Welfare staff and CASA, as well.							
<i>Action Step 1 – Implement the on-line attorney training.</i>	CIP CICs Child Welfare CASA	AOC Judicial Ed Unit modifies on-line Attorney Training to accommodate Distant Education web-site format.  Judicial Ed teaches CIP how to register trainees.  Judicial Ed technically administers project.	On-line attorney training is available on the AOC Distant Education web-site under a separate CIP tab.  Training is available for registration.	January 2017  February 2017  On-going	Judicial Ed Unit assistance with finalizing upload of course into Distant Ed web-site under CIP tab.  Judicial Ed staff training of CIP staff on how to register participants.	On-line Attorney Project is available for participants.	<b>Completed</b>

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Inform courts, CICs, Child Welfare, and CASA that the on-line Attorney Training is available for trainees.</i>	CIP	Announcements to courts, CICs, Child Welfare, and CASA that on-line Attorney Training is available and instructions re: how to register.	80% of attorneys practicing in dependency court will complete course.	January 2017  On-going		Announcement email.  Announcement in the CIC newsletter.	<b>Completed</b>
<i>Action Step 3 – Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	Significant proportion of attorneys in each JD complete course.  Attorneys understand that dependency cases are different from criminal cases.  Attorneys have improved understanding of state and federal law applying to dependency cases.	Improve knowledge and skills of attorneys.  Attorneys better understand the needs of their clients and the services available to them.  Parties are more engaged.  Improved court timeliness data.  Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732 reports), AFCARS, Fostering Court	On-going	CBCC assists with another statewide survey re: legal representation in dependency cases.  CBCC assists with assessment of number of continuances.	Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests during the course of the training.	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
			Improvement webtool, and Centralized Case Index.				
<i>Action Step 4 – CIP invites Child Welfare Agencies and GAL/CASA to utilize on-line Attorney Training course for caseworkers.</i>	CIP Child Welfare Agencies CASA	Child Welfare Agencies will investigate utility of course for their caseworkers.	If appropriate, Child Welfare Agencies and CASA will encourage or require caseworkers, staff or volunteers to complete the course. Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	AOC Judicial Education Unit Distance Learning Project.  NCJFCJ	Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests during the course of the training.	On-going
<i>Action Step 5 – Develop and implement additional training modules.</i>	CIP AOC Judicial Ed Distance Learning Unit Other partners such as NCJFCJ	CIP invites speakers and designs training on such topics as: ICWA New Regulations, Child-Centered Court Practice Model, Results of Process and Impact Mediation Evaluations, Overview of Dependency Mediation, awareness of CSEC and how the judicial system can assist in preventing CSEC, Hearing Quality	Improve knowledge and skills of attorneys.  Attorneys better understand the needs of their clients and the services available to them.  Parties are more engaged.  Improved court timeliness data.	On-going	AOC Judicial Education Distance Learning Unit.  NCJFCJ	Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests during the course of the training.	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
		<p>and Reasonable Efforts, representing children in the foster care system.</p> <p>AOC Judicial Ed Unit technically administers and develops training webinars.</p> <p>Announcements to courts and CICs inform that additional trainings are available.</p>	<p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and Centralized Case Index.</p>				
<i>Action Step 6 – Attorneys’ standards of practice in dependency case developed and implemented.</i>	<p>CIP Courts CICs BRK Statewide Attorney Standards Committee CBCC LACSN Washoe County Legal Services DAs AG</p>	<p>Attorney practice standards discussed at CIC meetings.</p> <p>Where appropriate such standards developed and implemented locally until statewide standards are in place.</p> <p>Build local JD’s capacity to apply CQI once attorney standards have been implemented.</p>	<p>Improve knowledge and skills of attorneys.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.</p>	<p>On-going</p>	<p>CBCC reviews and redoes the preliminary legal representation report.</p> <p>CBCC assists with another statewide survey re: legal representation in dependency cases.</p>	<p>Courts implement standing court orders to implement local attorneys practice standards.</p>	<p>On-going</p>
<b>Project 3 – Pilot multi-disciplinary legal assistance project</b>							
<i>Action Step 1 – Design a multi-disciplinary legal assistance project</i>	<p>CIP Courts Child Welfare LACSN</p>	<p>CIP contracts with Vivek Sankaran to guide design of a multidisciplinary legal</p>	<p>MOU/agreement on who, what, where, and how the Project will be developed.</p>	<p>December 2020</p>		<p>Project design, expectations, and MOU/agreements in place.</p>	<p>On-going</p>

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>as outlined in the NV CFSP: Improve Families' Involvement in the Court Hearing Process.</i>	Boyd School of Law CICs Children's Commission Vivek Sankaran CBCC DAs	assistance center to provide preventive legal and social work advocacy to families who are at risk or have had children placed in foster care. Implementation to be initially staged in Clark County.					
<i>Action Step 2– Project infrastructure developed.</i>	CIP Courts Child Welfare LACSN Boyd School of Law CICs Children's Commission Vivek Sankaran CBCC DAs	Project processes and protocols developed and data collection methodology agreed to and created.	Upon implementation in 2023 or 2024 expect: reduced number of removals of children; increased reunification, improved time to permanency.	December 2021  Stakeholder training (2022) and full implementation of Project (2023) as outlined in CFSP years 2022-2024 under Improving Families' Involvement in Court Hearing Processes...	Funding Support	Project infrastructure in place.	On-going

**Priority Area #3: Other**

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

**Need Driving Activities & Data Source:** *How do you know this is a need in your state?* The statewide quality hearing studies conducted by NCJFCJ and contracted consultants, the Blue Ribbon for Kids Commission reports, and information from the 2016, 2017, and 2018 post CIC Summit follow-up survey completed by the judiciary. Data sources include UNITY data, AFCARS, 2018 CFSR, 2019 PIP, root cause analyses, and focus groups.

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – The Statewide Dependency Mediation Program is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings.							
<i>Action Step 1 – Finalize implementation of the Statewide Juvenile Dependency Mediation Program (JDMP).</i>	CIP CICs Child Welfare	Educate Courts, Child Welfare and Stakeholders about dependency mediation to ensure referral of 70 cases to mediation in first year of implementation.  75% of mediations come to agreement within one month of the mediation.	Improved permanency outcomes for children and engagement for parents.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years.  Identify funding for JDMP Administrator if no training and data funds are available.	Mediation court order referrals.  Mediation program data sheets and independent process and outcome evaluations conducted by NCJFCJ.	On-going



<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
		<p>JDMP Administrator travels to JDs to educate stakeholders on how to best use mediation.</p> <p>With the court and the UNLV Saltman ADR Clinic, develop and implement strategy to initiate JDMP in the 8<sup>th</sup> JD.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>			mediation educational efforts.	Court and stakeholders survey results.	Completed, but on-going
<i>Action Step 4 – Create an array of training options to grow the dependency mediation panel.</i>	CIP JDMP Administrator	A trained and competent cadre of dependency mediators from which to select.	Increase the Juvenile Dependency Mediation Program panel to serve the entire state.	On-going	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with mediation educational efforts.	Stakeholder and Participant surveys.	On-going
<i>Action Step 5 – Complete Supreme Court Budget Enhancement Process</i>	CIP Staff AOC Administrators AOC Accounting Supreme Court Justices	The Statewide Juvenile Dependency Mediation Program is funded through the Supreme Court budget.	Stable funding for JDMP to ensure sustainability for the program.	On-going		Final Legislatively approved Court Budget.	Completed and Successful



<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 6 – Independent process and outcome evaluations of JDMP conducted by an outside expert.</i>	CIP Staff Neutral 3 <sup>rd</sup> party evaluator JDMP and 2 <sup>nd</sup> JD Program Administrators	Scope of work developed and contract with evaluator finalized.  Process and outcome evaluation reports with recommendations for program improvement.  Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents.  Continual quality improvement of the JDMP.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years.  Identify funding for JDMP Administrator if no training and data funds are available.	Court and stakeholders survey results.	Ongoing
<p>Project 2 – The Electronic Device Services Resource App is a joint project among Child Welfare, Children’s Commission and CIP, discussed during the State Team Meeting and memorialized in both the CFSP and the CIP Basic Grant Strategic Plan. The Resource App is designed to assist not only child welfare workers, but other agencies that may need a portable, updated compendium of services available by location with contact information for families with children removed from and at risk of removal from their homes. This App will help ensure referral to services timely both pre and post FFPSA implementation; thereby enhancing early engagement of families in services to help addresses the issues before them.</p>							
<i>Action Step 1 – Develop a database of service resources by location throughout the state.</i>	CIP Children’s Commission Child Welfare CICs	Children’s Commission completes database.  Child welfare agencies and other CIC members review for additions and deletions.  CIP contracts with contractor to develop App on AOC/CCI server.  Children’s Commission staff maintains accuracy and updates database.	Improved permanency outcomes for children and engagement of parents in process through services.	2020		Scope of work for App development in both Android and Apple devices.	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<b>Action Step 2 – Develop Resource App on AOC/CCI server.</b>	CIP Children’s Commission Child Welfare CICs	CIP contracts with contractor to develop App on AOC/CCI server.  Children’s Commission staff maintains accuracy and updates database.	Improved permanency outcomes for children and engagement of parents in process.	2020		Contract with App developer to create a Services Resource App first for Android devices and, then, for Apple devices.	On-going
<b>Action Step 3 – Resource App finalized and released to community.</b>	CIP Children’s Commission Child Welfare CICs	Resource App tested for fidelity prior to release.  DCFS Leadership releases an Information Memorandum notifying workforce that Services Resource App in Android format is available to be downloaded.	Improved permanency outcomes for children and engagement of parents in process.	2021 Continued work on Resource App is outlined in CFSP for 2022-2024 under “Improve Families’ Involvement in the Court Hearing Process.		Deliverables outlined in scope of work for App development are accomplished.  CFS 775 reports and Fostering Court Improvement website demonstrate trends of improving timeliness to permanency.	On-going

**Priority Area #4: Well-Being**

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

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

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, “ongoing”.</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.							
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education (NDE), DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts and the ABA.	Training from ABA on the development of effective policies, cooperative agreements, and processes to best implement ASFA, Fostering Connections and ESSA.	Strategic Roadmap implementation process takes place.  Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes.  Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations.  Improve educational stability and continuity of instruction among foster children throughout the state.	March 2020	Technical Assistance from the ABA Center on Children and the Law.	Collaborative meetings and activities.  Finalized Strategic Roadmap.	On-going

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCHSA CCDFS NDE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS.  Educate legislature and stakeholders concerning importance of bill.  Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted	<b>Completed</b>
<i>Action Step 3 – Align the Coalition to Prevent CSEC with the Statewide Educational Collaborative.</i>	CIP Staff DCFS WCHSA CCDFS NDE CSEC Coalition Other partners such as the courts.	Participation of Educational Collaborative members on Subcommittees to Prevent CSEC and Care and Coordination.	CSEC victims’ educational needs identified and addressed.	September 2020	Coalition to Prevent CSEC Coordinator		On-going

**Priority Area #5: Preventing Trafficking and Strengthening Families**

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

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

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

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
Project 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children.</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings.  CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	On-going
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition AOC Judicial Education	CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend.  Develop distance learning CSEC modules.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening.  CSEC red flags are recognized and reviewed in courts.	On-going	Educational opportunities and experts such entities as NCJFCJ.	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

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